



You're the Judge

Joe G. works in a small government office with five other government employees, three of whom are detailed from the military departments. Joe G. and his office-mates (one of whom is Bob M., active duty military) routinely serve as contracting officer technical representatives on contracts to obtain services in support of their work. A contractor who has done business with Joe's office decides to host a four-course celebration dinner with an open bar to recognize the contractor's 20 years of operation. After several months of planning and announcements of the upcoming event, the contractor invites Joe and his office-mates, as well as hundreds of other guests including other government personnel, contractors, and competitors. *Should Joe and his colleagues attend the dinner?*

Bob is detaching from the office after an almost four-year tour and moving to a new assignment at a very large organization that doesn't do business with the party-hosting contractor. *Should Bob attend the dinner?*

The verdict is on page 46.

alization, efficient management, and delivery of a large-scale, high-budget, key product or strategic initiative for the organization. Program management involves working with senior-level executives within the internal and customer organizations. It requires a sophisticated understanding of organizational dynamics and how to influence key stakeholders. For the purposes of these articles, *project management* is considered to mean having the responsibility for the efficient management and delivery of a subportion of a program. Project management involves managing a team of individual contributors and has a greater focus on the more functional project management skills.

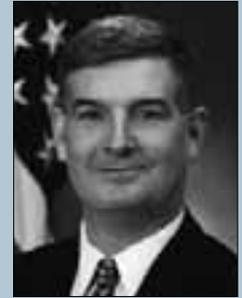
Understanding the Role

To create a reliable program manager development program, an organization must first have a clear and thorough understanding of the position or positions involved. This understanding allows organizations to articulate the tasks performed, the types of decisions typically made, the significant challenges of the position, and the level and type of competencies required to successfully perform within the position.

To develop this understanding, an organization should conduct data-gathering interviews or focus groups with

Krieg Issues Updated "Acquisition of Services" Policy Memorandum

Under Secretary of Defense (Acquisition, Technology and Logistics) Ken Krieg has issued an "Acquisition of Services" policy memorandum effective Oct. 2, 2006. Krieg's latest policy memorandum complies with Section 2330 of Title 10, U.S.C., as amended by Section 812 of the National Defense Authorization Act for FY 2006, which requires the establishment and implementation of a management structure for the acquisition of services in the Department of Defense. It is intended to ensure that acquisitions of services support and enhance the warfighting capabilities of the Department of Defense and achieve the following objectives:



- Acquisitions of services are based on clear, performance-based requirements.
- Expected cost, schedule, and performance outcomes are identifiable and measurable.
- Acquisitions of services are properly planned and administered to achieve outcomes consistent with customer's needs.
- Services are acquired by business arrangements that are in the best interests of the Department of Defense and are in compliance with applicable statutes, regulations, policies, and other requirements, whether the services are acquired by or on behalf of the Department of Defense.
- Services are acquired using a strategic, enterprise-wide approach, which is applied to both the planning and the execution of the acquisition.

The updated policy memorandum supersedes the "Acquisition of Services" memorandum issued on May 31, 2002, and Enclosure 8, "Acquisition of Services," to DoD Instruction 5000.2, dated May 12, 2003. Read Krieg's memorandum in its entirety at:

<<http://akss.dau.mil/docs/2006-3064-ATL%20Complete.pdf>>