The Standardization Newsletter

FALL EDITION **ISSN 0897-0254** **DECEMBER 1997**

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Message From The Chairman, Defense Standards Improvement Council:

The English philosopher **Alfred North Whitehead** remarked that the key to progress is to preserve order amid change and to preserve change amid order. This is certainly our challenge when it comes to MilSpec Reform with its emphasis on replacing prescriptive detailed requirements with performance-based requirements; making greater use of commercial products and processes; and eliminating documents no longer needed by the DoD. Smaller operating budgets, ongoing and projected personnel reductions, and recognition that Acquisition Reform is a key component of the Administration's pledge to "reinvent government" have made the need for rapid change paramount. But change without order can lead to unintended consequences, additional work, and delays.

Recently, there have been several instances of overzealous preparing activities canceling military or federal documents and replacing them with commercial documents without coordinating the proposed cancellation and replacement with DoD users and potentially affected industry. The result has been confusion, procurement delay, and additional work. One of the strengths of the Defense Standardization Program has always been openness, communication, and due process.

While we want to implement our MilSpec Reform tasks as quickly as possible, we do not want expediency to replace the well-ordered processes we have in place to promote informed business decisions. We have not changed our long-standing policies on the need for coordination and comment resolution.

MilSpec Reform and Acquisition Reform are about change, but they are also about preserving and implementing long-standing policies and procedures that have not been given adequate attention in the past. For example, the preference for stating requirements in terms of performance is not new. This preference has existed since the inception of the Defense Standardization Program. Only with MilSpec Reform, however, have we put teeth into this preference by requiring a waiver to cite a detailed military specification as a solicitation requirement.

Similarly, the recent policy memo from **Noel Longuemare**, former Acting Under Secretary of Defense for Acquisition and Technology, on requiring processes on contract does not create a new policy; but clarifies existing policy contained in DoD Directive 5000.1, and puts teeth into its implementation. Acting Under Secretary **Longuemare s** memo, which can be seen on our Home Page, prohibits requiring management approaches or manufacturing processes in solicitations and contracts for Major Defense Acquisition Programs (MDAP), unless a waiver is approved. The requirement to manage a program by focusing on results rather than specifying processes has been misinterpreted to be limited to those processes prescribed in military specifications or standards.

While each Component Acquisition Executive is developing guidance to implement the policy restricting the mandating of processes in contracts, there are a few key points I want to make. In addition, there are answers to some specific questions about the memo elsewhere in this newsletter.

First, the focus of the guidance is new systems acquisitions. It is not intended to imply that every existing technical data package (TDP) or every existing military specification must be devoid of references to any manufacturing processes. Efforts to "scrub" TDPs or convert military specifications to performance specifications should be based on sound business cases and not political correctness. I am concerned that I continue to hear reports from organizations that are expending limited resources to meet real or perceived performance specification conversion quotas, when they know the document only supports older equipment that we are phasing out, or that reprocurements are so small or infrequent that the cost of converting to a performance specification will likely exceed any benefits. The objective is not to convert TDPs and specifications to performance, but to reduce costs, increase access to commercial products and processes, and allow for insertion of current technology. Performance specifications are a good way to achieve these goals; but if a business or technical case can be made for retaining a detailed specification, then that is the direction one should pursue.

Secondly, while the approach of not requiring processes on contract is encouraged for all new system acquisitions, it is only mandatory for MDAPs. Furthermore, the policy does not prohibit requiring processes on contract, but it does require a waiver for use. We have required a waiver to cite mandatory military specifications and standards in solicitations for the last three years. This new policy is different in that it requires a waiver to include any type of mandatory management approach or manufacturing process in a MDAP solicitation and contract. It doesn't matter whether you use a military document, non-government standard, in-house document, contractor standard, or write provisions directly in the contract – a waiver is required.

The last point I want to make is that some people have inferred incorrectly that we

should no longer help develop, use, or adopt management or manufacturing process non-government standards. Apparently, the thinking is that we should not waste time on a standard that cannot be mandated in a contract.

Even if we do not mandate a process standard, it's important to keep aware of such standards, especially if they represent the industry-wide practice. You need to be an informed customer in order to evaluate contractor proposals and effectively participate on Integrated Product Teams. TDPs and other technical documentation often cite manufacturing processes that involve the use of environmentally unfriendly materials. We need to be involved to apprise industry of our need for alternatives and contribute towards solutions. DoD personnel have a wealth of knowledge and experience, and can provide insight into processes we know will work or not work under given conditions.

Management and manufacturing process non-government standards can be valuable tools when they are couched as guidance documents rather than mandatory standards. In responding to a draft management non-government standard I recently reviewed, my suggestion to the standards developing organization was to make it a recommended practice, which is analogous to our guidance handbooks, instead of a contractually enforceable standard – and the organization agreed.

MilSpec Reform is about change, but it needs to be managed change that is widely communicated and supports the bigger goals of Acquisition Reform. When the eighteenth century economist **J. B. Say** coined the word *entrepreneur*, he intended for it to mean much more than just an undertaker of business venture. **Say** recognized over two hundred years ago that the most difficult thing for an organization to do is to change because it is human nature to develop a strong attachment to doing things a certain way. Therefore, he saw an entrepreneur as someone who "organized abandonment," which meant to preserve that which added value to the product or process while abandoning those ways that may have been viable at one time, but were no longer productive in a changed business environment. Without doubt, we must change and quickly, but we need to be entrepreneurs of change and not merely effectors of change.

Q&A for Requiring Processes on Contract

On September 18, 1997, the Acting Under Secretary of Defense (Acquisition and Technology) signed a policy memorandum that prohibits the citing of management approaches or manufacturing processes as mandatory requirements in solicitations or contracts for Major Defense Acquisition Programs (MDAP), unless a waiver is obtained. This prohibition applies not only to military specifications and standards, but to non-government standards, company standards, local activity documents, or any type of process written into the system specification or contract. The memorandum can be seen on our Home Page at www.acq.osd.mil/es/std.

While the Component Acquisition Executives have been tasked to develop implementing guidance, we have received a number of general questions for which answers are provided below.

1. **Q. What is the definition of a manufacturing process requirement?**

   A. There probably isn't any perfect definition, but essentially, a manufacturing process requirement tells the contractor how to perform an action associated with the building or production of an item. Examples would include requirements that tell the contractor how to solder, weld, fabricate

materials, apply coatings, install parts and components, clean surfaces, and connect items. This list is not exhaustive, but gives you an idea of what constitutes a manufacturing process.

2. **Q. Is a test method considered a manufacturing process?**

   A. No. A test method determines conformance to a requirement. While a test method may contain specific direction on how to conduct a test to ensure consistent results and interpretation, it does not specify how to build or produce an item.

3. **Q. I have a standard practice that describes how to preserve and store vehicles for prolonged periods. Is this considered a manufacturing process?**

   A. While a standard practice may describe a process, it would not be a process associated with manufacturing. For a more detailed discussion of standard practices and manufacturing process standards, see Policy Memo 95-6.

4. **Q. What is the definition of a management approach requirement?**

   A. Again, there is not a perfect definition, but a management approach requirement is where the DoD tells the contractor how to administer or control a program. Often times a management requirement actually has the term "management" contained in requirements, such as quality management, configuration management, systems engineering management, parts management, environmental management, etc.

5. **Q. Does this mean I cannot require a contractor to have management systems or process controls?**

   A. There is nothing wrong with requiring a contractor to possess the means to manage the program. It's when you specifically tell the contractor how that program must be managed or how specific processes must be implemented that a waiver to impose the "how to" requirement is necessary. For example, in the solicitation, you may have a requirement for the contractor to provide evidence of a quality program capable of monitoring and controlling key processes, detecting and reporting product variation, implementing corrective actions, and providing continuous process improvement; but you may not invoke, without a waiver, a quality management standard or any other type of document that mandates a specific approach via the contract. It's critical to know and understand the contractor's management and manufacturing processes. It's critical to ensure that the contractor has processes in place that the government feels confident will achieve our performance requirements. But in general, you do not need to specify exact processes on contract to ensure that the performance requirements are being met. Working through Integrated Product Teams, you should be in a position to determine whether management and manufacturing processes are meeting the performance requirements, and if not, make the necessary changes.

6. **Q. I can understand why we cannot impose a military-unique manufacturing**

process on a contractor, but why can t we impose commercially accepted or industry-wide manufacturing processes on the contract?

A. You can impose such a process provided you obtain a waiver following the waiver procedures for your Military Department or Defense Agency. However, imposing any type of specific process means that every proposed change to that process must be approved by DoD. This has proven to be time and resource consuming, with scant evidence of any value to the taxpayer. Consequently, the Department has adopted the philosophy of stating requirements in performance terms and giving the contractor the flexibility to decide the design criteria and processes to use, including the flexibility to incorporate new technology as it emerges.

7. **Q. What type of justification would be considered adequate to place a manufacturing process on contract?**

A. You need to look to your Military Department or Defense Agency for specific guidance on this. There is no universal answer; but the justification would have to explain why in spite of the existence of an Integrated Product Team and a Management Council [for facilities participating in the Single Process Initiative], and the selection of a contractor with a proven track record [Past Performance is now a mandatory evaluation criterion], there is no other means of ensuring the government's interests, or that the risk from deviation is too great.

8. **Q. The policy memo says, Note that the existence of processes accepted under the Single Process Initiative (SPI) may be cited as part of the justification for seeking such waivers. Does this mean that an accepted SPI is all I need for justification.**

A. No. The fact that a process has been accepted in response to a SPI is not a justification; but may be mentioned as an additional consideration in support of your justification.

9. **Q. May I adopt a non-government standard that covers management practices or manufacturing processes?**

A. Yes you may, although a waiver would still be needed to cite the document as a requirement in a solicitation or contract. The real question is whether the non-government standard should be adopted. If it is likely that DoD personnel will need to have easy access to the document in order to evaluate solicitation responses or the document will have widespread internal DoD use, then the non-government standard should be adopted. The primary reasons for adopting non-government standards are to make copies available free of charge to DoD personnel and to provide visibility by listing in the DoD Index of Specifications and Standards.

10. **Q. Policy Memo 95-6 and MIL-STD-962C acknowledge five types of defense standards, one of which is a manufacturing process standard. Will these documents be changed to eliminate**

this type of standard from the DoD system?

A. No. Even before the requiring processes on contract memo was issued, Policy Memo 95-6 and MIL-STD-962C strongly discouraged the development and use of DoD manufacturing process standards, and mandated a waiver to cite them as a requirement in a solicitation. We have very few DoD manufacturing process standards left, and these few documents tend to reflect areas where the DoD alone has the expertise or the DoD has paid to develop the expertise for a manufacturing process unique to defense. The primary impact of the requiring processes on contract memo recently issued was to expand the waiver requirement beyond DoD manufacturing process standards to include any type of document that mandates a specific management approach or manufacturing process.

BUYING THE SELF-CONTAINED BREATHING APPARATUS (SCBA)

What We Did

The most important lesson learned was that commercial units can be fully capable of meeting the Navy's needs, thus eliminating the need for a costly research and development effort. We began with conducting a market research that consisted of Commander in Chief, Atlantic Fleet Nondevelopmental Items Center, testing all existing and available commercial Self-Contained Breathing Apparatuses (SCBA). The testing established a baseline for the Naval Sea Systems Command (NAVSEA) to determine existing technology and gave us good product knowledge to take into the planning of this procurement.

Using former Under Secretary of Defense for Acquisition and Technology's (**Dr. Paul Kaminski**) guidance, policy was followed to establish an Integrated Products Team (IPT). We selected a cross functional, Industry-Government Team consisting of fleet representatives, legal counsel, logisticians, contract personnel, test & evaluation personnel, and support contractor personnel. All those chosen for the IPT were acknowledged experts who were committed to the effort and very knowledgeable about the product and acquisition reform initiatives. As public servants and stewards of the public funds, the IPT members viewed their responsibility as ensuring that the systems procured would meet or exceed the requirements of the end user--the Sailor. Therefore, the IPT concentrated on the various system safety requirements, reliability, and interchangeability of the systems procured to ensure avoidance of hazardous or unsafe conditions for individuals using, maintaining, or depending upon the vital performance of this critical life support equipment which affords the ability to save the ship and crew from the most dangerous shipboard condition.

In the spirit of Acquisition Reform, the IPT looked for creative approaches to the procurement of the SCBAs. Our investigation examined the availability of the General Services Administration (GSA) Federal Supply Schedule (FSS) for this procurement. It was initially rejected because the quantity needed by the Navy far exceeded GSA's maximum order quantities and the flexibility in technical terms desired by the Navy was not accorded by the FSS. An additional problem was the need for

SCBA units and spare parts to remain available for at least ten years. In an effort to make the GSA (FSS) work for the SCBA procurement, members of the IPT and **Steve Brown,** NAVSEA 91, met with **Ms. Ida Usted**, Administrator, GSA. The IPT explained the impediments to the use of the FSS for procurements like the SCBA. **Ms. Usted** agreed to address these issues and began by calling **Bill Gormley**, Assistant Commissioner, Office of Commodity Management, GSA, Federal Supply Service, during the meeting to start the process for new legislation which eventually eliminated the maximum order limitation, and the yearly recompeting of the contracts on the FSS . Now, contracts are for five years with a five year additional extension.

Advantages of an FSS Blanket Purchase Agreement

1. The pressures of the commercial market place will cause the vendors to develop product improvements, which allow us to obtain the latest technology without investing in research and development costs;

2. Using commercial items allows the vendors to share the indirect costs with commercial customers;

3. BPAs allow a purchasing activity to obtain the best price. GSA is currently experiencing 40% to 60% off list price and those prices may be negotiated even lower during the evaluation process, without holding formal negotiations.

4. GSA advised us that FAR Part 13 (Simplified Acquisition Procedures) does not apply to BPAs placed against schedule contracts except for providing the format of a BPA. Once a BPA is awarded, orders may be placed against it for the duration of the BPA without the need for further best value determinations. However, if the agency chooses to conduct a new best value evaluation, it may do so even while the BPA is in place;

5. The agency may award more than one BPA for the same equipment for concurrent periods which allows requiring activities to select which BPA to utilize;

6. BPAs have a short procurement lead time. For example, the SCBA procurement had a procurement lead time of five months. The evaluations, including all reports and a complete operational test and evaluation of the units, were completed within three weeks;

7. BPAs offer just-in-time deliveries, which eliminates warehouse, spare, and repair parts costs;

8. BPAs offer facilitated reordering. For example, the fleet may use a GSA credit card to make a purchase off a BPA.

Things We Did Well

Industry Involvement: It was advantageous to keep industry and all potential vendors fully informed of our schedule and the Navy's needs, including Navy unique requirements. As a result, even though the GSA solicitation only requested generic apparatus, the units proposed came much closer to meeting all of the Navy's needs. Our efforts included Commerce Business Daily (CBD) announcements, an industry briefing, providing a draft Commercial Item Description (CID) to all interested vendors, and several rounds of answers to bidders' questions, which were sent to all potential offerors. Although GAO informed us that a CBD announcement is not required for an FSS requisition, we published two CBD announcements to inform vendors of our intent to enter into BPAs following a best value evaluation. In addition, we worked closely with GSA throughout the process.

Vendors Demos: It proved to be extremely advantageous to allow each vendor the option to make a demonstration of its commercial unit to the evaluators. It was announced at the industry briefing that the Navy wanted to be treated by all vendors like one of their best commercial customers and to make demonstrations of their units as they would to their commercial customers. All qualified vendors provided demonstrations. This allowed the vendor to present its unit in the best possible light. It also revealed major drawbacks of some units. For example, one of the vendors that participated on paper in the SCBA procurement could have been a prime contender. However, an important component of its unit failed during demonstration to the evaluators. This saved us from making an unwise award.

Bid Samples: It was equally important and highly advantageous to obtain bid samples of the actual units being offered. This gave evaluators the opportunity to thoroughly examine the units including donning the SCBAs, operating the units, and performing the recommended maintenance in accordance with the OEM maintenance manual. The SCBA bid samples revealed the true advantages and disadvantages of the units and the degree of their user friendliness. ***This allowed the Team to evaluate not what the units were designed to do, but rather, how the units actually performed***. This is a significant improvement in the conduct of acquisitions from the way we previously evaluated systems and equipment. For example, one of the units had exposed sharp edges that cut one of the evaluators. Obviously, onboard ship in an emergency situation, the potential for the same kind of injury is present. Other units had features that would catch on the ships' scuttles. These features could not be identified and evaluated without a bid sample. Most importantly, *this method of evaluation* allowed us to identify the fact that some of the units would not fit into the space available for them onboard ship. These features could not have been identified or evaluated without a bid sample and a highly qualified evaluation IPT.

Life Cycle Cost: The evaluation of life cycle cost rather than proposed prices was very successful. Our evaluation demonstrated that the unit with the lowest proposed price did not offer the lowest cost of ownership over the useful life of the unit. We examined life cycle cost by looking at purchase price, warranty, maintenance cost, and cost of disposal. This revealed a significant difference in the cost of ownership of the evaluated units over the expected 15 year useful life of the units.

Warranties: The evaluation of warranties also proved to be successful. Vendors with confidence in their unit's durability offered the best warranties. Whereas vendors with the least confidence in their units offered limited warranties and required the greatest maintenance. This was very revealing for the evaluators. Evaluation of the warranty yielded a 15 year warranty on the regulators and an 8 year "bumper to bumper" warranty.

Legal Involvement: The involvement of legal counsel from the earliest stages of procurement planning allowed the IPT to conduct successful market research and pursue creative and innovative ways of approaching the procurement. Additionally, counsel was intimately familiar with the product as well as the processes and was able to provide advice and solutions to problems as they developed. This avoided problems from the start, rather than correcting them after the fact. Also, in the event of a GAO protest, there will be no need to take time to educate Counsel regarding the procurement.

Fleet Reps: The involvement of fleet representatives from the earliest stages of the

procurement planning allowed us to bring the expertise of the ultimate user into the process. It also gave our customers the feeling that NAVSEA cares about their operational requirements and is interested in customer satisfaction.

Source Selection Team: The use of FAR Part 12 (Acquisition of Commercial Items—General) evaluation procedures with one unified source selection team was very successful. This allowed everyone to be intimately familiar with and knowledgeable about the products. As a result, the entire source selection process, encompassing proposal solicitation, evaluation, selection, and contract award, was efficiently and expeditiously conducted. This allowed for maximum communication and everyone knew where the evaluation stood at all times, resulting in fewer problems, and ease of reaching a consensus.

Offsite Evaluation: Holding the evaluation offsite in a secured building also proved to be advantageous. This allowed the Source Selection Team to fully concentrate on the evaluation--with no interruptions. The members were all in one room and completed the evaluation in a few days rather than weeks or months, resulting in a more complete and concise end product.

Standards: Not all vendors on the FSS met the minimum requirements for the Navy requisition. NAVSEA had to do a preliminary review and eliminate the vendors whose units did not comply with the commercial standards the Navy required: the National Fire Protection Association (NFPA) standards and National Institute for Occupational Safety and Health (NIOSH).

Incremental Buying: Incrementally issuing BPA's provides the capability to take advantage of advanced and emerging technology and not stifle technology or be stuck with maintaining obsolescent equipment in the near future.

IPT Partnering: The IPT was a proactive integral partner in the acquisition process, implementing Acquisition Reform policies and procedures which resulted in acquiring and fielding a system which is operationally superior to existing equipment.

Commercial Support: Purchasing commercial units allowed us to make maximum use of the vendors' existing world-wide logistics support, thereby eliminating separate stocking, warehousing, shipping, and receiving expenses. Overall, it improves the ability of the fleet to obtain logistics support and reduces life cycle costs of the unit.

Savings: The price of the unit selected revealed a 60% saving off list price, utilizing the BPA process.

Post Award Debrief: A thorough debriefing to the unsuccessful vendors, on both their technical evaluations and life cycle costs, enhances their ability to improve their product and be more competitive in our future evaluations for the remaining 75-80% of the SCBA units needed to outfit the fleet. This debriefing also avoided the non-winning parties filing bid protests and the possible delay of award. The unsuccessful vendors stated that they were pleased with the thoroughness and contents of the debrief. The unsuccessful vendors also expressed their agreement with using the FSS, since they are currently receiving orders from other agencies.

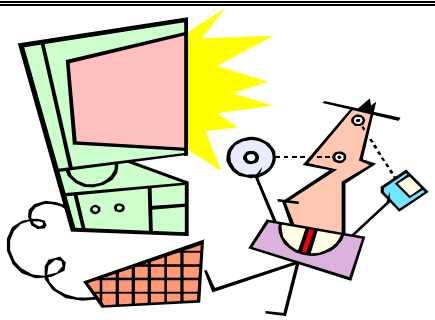
Needs Improvement

Cut-off Date: Vendors need to be given a specific date to provide a "notice of intent to participate" in a BPA, otherwise, you are left wondering which

vendors will be available for evaluation or the number of vendors will constantly expand and delay the completion and award of the solicitation. For example, in the SCBA procurement, a vendor was placed under GSA contract after the evaluations had already been completed, but before a recommendation for award was made. Therefore, the finalization of the evaluation had to be extended for the IPT to evaluate the new vendor's unit.

Extended Evaluation: In accordance with the FAR, you are only required to evaluate three vendors on the FSS. We chose to evaluate all NFPA/NIOSH compliant vendors because we wanted the pressure of the market place to cause the vendors to improve their products, so the Navy would not have to expend its limited resources in a research and/or development effort to meet its needs for this product. As a result of this choice to evaluate more than three vendors, we reopened the evaluation after the evaluation was completed and allowed the vendor that recently obtained it's GSA contract to be included.

Commercial Definition: A problem with the new definition of "commercial" exists, which allowed one vendor to create and offer a "Navy" unit rather than offer a truly "commercial" product, as we had requested. The "Navy" unit was of a lower quality than the unit typically sold as a commercial unit.
(Dennis McCrory, SCBA Program Mgr. (703) 602-5087 Ext. 218)



PARTS MANAGEMENT KEEPING IN STEP WITH ACQUISITION REFORM

During this transition period of Acquisition Reform, weapons systems program managers should not lose sight of the benefits of an effective parts management program for their acquisition contracts. Program Managers are responsible for ensuring that parts designed into their equipment meet operational requirements, are reliable, continuously available, and affordable. A parts management program addresses performance requirements while promoting DoD wide standardization and enhancing system reliability and supportability. Parts management is a methodology for reducing a weapon system's total cost of ownership.

In support of acquisition reform, many government program offices and contractors are transitioning from MIL-STD-965 parts control program requirements to a contractor's internal parts management process. This change may be initiated by a program office or a contractor's affordability and streamlining proposal through a Single Process Initiative. While this change offers the contractor more design freedom and control and the opportunity to reduce costs, it also creates concerns and risks for the government acquisition activity. To mitigate these risks, it is important for the government program office to interact and team with the contractor to ensure that program specific technical issues and lessons learned are addressed by the contractor's internal process. Parts management program elements

concerning part selection and standardization should be addressed to meet performance, quality, reliability, safety and supportability requirements for the weapon system or equipment being procured. The procedures, planning, and other documentation that defines the contractor's Parts Management Program and the parts selected for use should be made available to the Government for their review and use. This ensures that government program managers maintain a full understanding of the contractor's management and engineering processes and enables validation of program objectives.

One of the leading organizations involved in transitioning the parts management process under acquisition reform, is the Parts Standardization and Management Committee (PSMC). The PSMC is a joint industry and government committee consisting of experts from parts management, standardization, engineering and logistics communities that promotes effective parts management practices. For more information on the PSMC's initiatives, guidance concerning parts management under acquisition reform, and a list of participating members, refer to the PSMC webpage:

www.dscc.dla.mil/V/VS/VSC/PSMC/PSMC.HTML

For additional information contact **Dan McLeod**, at (732) 323-7101 (DSN 624-7107) or **e-mail:**
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Food for Thought:

"The beginning is the half of every action."

Greek Proverb

ARMY ASSESSES ITS IMPLEMENTATION OF ACQUISITION REFORM:

One goal of Acquisition Reform (AR) is to accomplish acquisition functions cheaper, faster, and better. To ensure Army acquisition managers take advantage of reform initiatives, the Army Materiel Command's (AMC's) Principal Deputy for Acquisition chartered an Integrated Product Team, the Acquisition Reform Implementation Assessment Team (ARIAT), to baseline initial progress.

Because intensive Request for Proposal scrubs of Acquisition Category (ACAT) I/II systems had already been accomplished, the team focused its efforts on ACAT III/IV programs, spares, rebuys, and services. The ARIAT developed an assessment methodology and made on-site visits within the AMC acquisition community.

The team chose to assess acquisition functions they believed would provide high reform payoffs. Examples of such functions

are: use of performance standards, acquisition of commercial or non developmental items, acquisition of commercial data formats, reliance on commercial processes, and use of single process initiative.

In addition to looking at current practices, the team gathered information on the barriers, real or perceived, to AR implementation. Promising practices were also identified and the lessons learned from site visits were used to further AR throughout AMC.

The recently released ARIAT Final Report discusses, in depth, the initial baseline assessment. In the team's opinion, AMC has made real progress in implementing AR, however, much work remains. Among the acquisition functions still needing attention are: investing in market research to ensure informed commercial item decisions; converting detail specifications to performance documents when it makes sense, and decreasing referencing of military specifications in solicitations.

The ARIAT Final Report is on the Internet at:

amc.citi.net/amc/rda/rda-ap/abcall.html.

SD-5 HAS BEEN UPDATED AND IMPROVED

It s time to trade in your old SD-5. Our new SD-5 handbook on market research was completed in July of 1997 and is now available on-line and from the DoD Single Stock Point in Philadelphia. Market research is perhaps the most important factor contributing to a successful commercial acquisition. The new handbook provides guidance and lots of examples for gathering and using market information in developing all types of requirement documents and support and test plans. It also addresses the use of the Internet as a market research search tool and techniques for developing market surveys. You can view or download the handbook through the Defense Standardization Home Page at:

www.acq.osd.mil/es/std/stdhome.html.

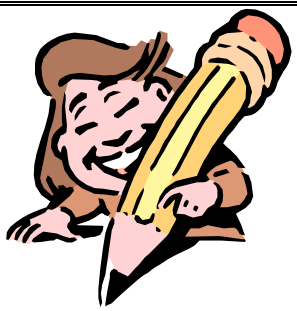
Chris Metz (metzc@acq.osd.mil) is the point of contact in our office for market research.

Pictured above from left to right are **Walter B. Bergmann, II**, Chairman, Defense Standards Improvement Council; **Sergio Mazza**, President and Chief Executive Officer, American National Standards Institute; **Gregory Saunders**, Deputy Director, Acquisition Practices Directorate; **Glenn Flood**, Senior Public Affairs Specialist, OSD; **Philip Condit**, President and CEO, Boeing Company; and **Lawrence L. Wills**, Chairman of the Board, American National Standards Institute. All attended the 1997 World Standards Day exhibit and celebration, where **Mr. Condit** received the Ronald Brown Award for Standardization Leadership. **Mr. Condit** also served as the Honorary Chairman for the 1997 celebration of World Standards Day.

Cancellation Candidates

Find Them On The Standardization Home Page

Our Standardization Home Page (www.acq.osd.mil/es/std) has established a hyperlink to additional document cancellation candidates. These candidates are documents the Preparing Activities (PAs) indicated would either be canceled or inactivated for new design as part of MilSpec Reform, but for which actions have not been completed. **Unless the PAs advise differently, the majority of these documents may be canceled or inactivated by the cognizant Standardization Improvement Executives at the end of December 1997.** After finding these lists on our Home Page, interested parties should contact the appropriate PA to encourage this office to take action.
(Trudie Williams/AP/703-681-5494)



EDITOR S CORNER

Congratulations to our own **Stephen C. Lowell**–winner of the 1997 World Standards Day National Paper Contest. Steve was recognized at the October 15, 1997, annual World Standards Day awards banquet and celebration. The focus of this year's paper contest was "Standards: Builders or Barriers to Trade." Steve entitled his paper "The Modern Day Archimedes: Using International Standards to Leverage World Markets." This award winning paper can be read on our Defense Standardization Program Home Page: **www.acq.osd.mil/es/std**

WORTH REPEATING

"Not a day passes over the earth, but men and women of no note do great deeds, speak great words and suffer noble sorrows."

Charles Reade (1814-1884)-English Novelist

New American Memorial

On October 18, 1997**, Secretary of Defense William S. Cohen** dedicated the Women in Military Service for America Memorial. Among the guests was **Vice President Al Gore. Secretary Cohen** said, "Women have stood like a rock for the welfare and glory of the history of our country…and one might well add: unwritten, unrewarded and almost unrecognized. Today at last we honor and recognize women who have stood like a rock. Their story – your story—is one of courage and commitment, of honor and duty, of service and sacrifice."

We all join in saluting our standardization community women who have been and still are in the military. **Secretary Cohen** also said, "In my travels to visit the troops I have seen the necessity of our women in uniform and their great virtues on display. I have seen their comrades—men and women—who depend on them. The platoons, the wings and the quarterdecks that could not function without them. And a military that would not be what it is today without them: The best trained, best equipped, best prepared, best led military in history—the pride of our nation and the envy of the world."

Editor s Note: Happy Holidays To Everyone!!

Points of Contact for the Defense Standardization Program

Following is an updated list of the Departmental Standardization Office Heads and the Standards Improvement Executives (SIEs). The SIEs comprise the Defense Standards Improvement Council (DSIC). **Changes are in boldface type.**

Departmental Standardization Office Heads.

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December 1997

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The Standardization Newsletter is issued quarterly, prepared and published by the Deputy Under Secretary of Defense for Industrial Affairs and Installations (IA&I), Acquisition Practices Directorate.

Single copies are sent free of charge to those who cannot access the Internet. Requests to be added to the mailing list and address changes should be faxed to **Sharon Strickland, Editor**, at (703)681-7622 or DSN 761-7622.

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