

**Gregory E. Saunders**  
**Director, Defense Standardization Program Office**



Gregory E. (Greg) Saunders is the Director of the Defense Standardization Program Office (DSPO). This office serves as the Secretary's Executive Agent for the Defense Standardization Program. In this capacity Greg is responsible for policies and procedures governing development and use of Military Specifications and Standards, Qualified Products and Manufacturers Lists, use of industry standards, development of performance specifications and Commercial Item Descriptions. He also oversees the Government Industry Data Exchange Program (GIDEP) and DoD activities to mitigate the impact of diminishing manufacturing sources. Greg is the vice-chair of the Defense Standardization Council chaired by the Director, Systems Engineering.

Prior to this assignment, Greg was the Deputy Director for Acquisition Practices in the Office of the Secretary of Defense where he was responsible for many of the same issues and was one of the principal proponents of commercial acquisition. He served on two Defense Science Board Studies chaired by Secretary of Defense William Perry, and was responsible for DoD's implementation of their recommendations, has testified before congress, and has served on numerous study groups.

Before 1986, Mr. Saunders was a staff member of the Defense Materiel Specifications and Standards Office where he was responsible for the DoD's program to adopt and use standards produced by voluntary standards organizations and for various other aspects of standardization policy.

He is an engineering graduate of the University of Evansville in Evansville Indiana. Greg is a past Chairman of the Board of Directors of ASTM International, serves on the Board of the American National Standards Institute (ANSI) and is the Aerospace Vice President of the SAE International. He has also chaired or served on various other committees, councils and boards. He is the U.S. representative to a NATO Board and is the Department of Defense Representative on the Interagency Committee on Standards Policy.

Mr. Saunders has won numerous awards including the Vice President's Golden Hammer Award, the Department of Defense Civilian Service Award, the Joint Meritorious Unit Award, ANSI's Howard Coonley Medal and their Meritorious Service Award, ASTM's William T. Cavanaugh Memorial Award, the SAE Aerospace Chair Award, the Standards Engineering Society's Leo B. Moore Medal of Honor, the Silver Star of the Polish Army, and industry's Equal Partner Award.

# Latasha R. Beckman



## EXPERTISE

- Successful in motivating dynamic teams on a variety of standardization and information technology endeavors.
- Adept at interfacing with industry, SDOs, NATO, EU, and European Defense Agency (EDA) personnel on areas of mutual interest.
- Proficient at monitoring national and international regulations, policies and best practices that may influence the U.S. industrial base, DoD standardization policy and defense acquisition.
- Strong capacity to lead and support multidisciplinary and multicultural team meetings and endeavors.
- Astute in building coalitions and consensus with multinational organizations.

## LEADERSHIP

- ASSIST Advisory Team, Team Leader
- Braddock Road Youth Club, Recreational Soccer, Executive Committee
- Big Brother Big Sister Program, Mentor
- College Bound Program, Mentor
- Defense Standardization Roundtable

## MEMBERSHIPS

- NATO, Standardization Management Group, member
- Materiel Standardization Harmonization Team (MSHT), member
- NATO Engagement Activities Team (NEAT), member
- National Society of Black Engineers (NSBE)
- Project Management Institute (PMI)
- Standards Engineering Society (SES)
- Women in Defense (WID)

Latasha Beckman is currently the International Standardization Program Manager for the Department of Defense (DoD), Defense Standardization Program. Since 2004, she has firmly promoted the use of standards and standardization as one of the key enablers to multinational interoperability, securing the United States industrial base and reducing acquisition costs. She is responsible for the implementation of standardization policy for systems, subsystems, equipment, components, parts, materials, and related engineering practices and technology areas. Committed to multilateralism for the sake of strategic standardization, she is actively involved in engaging the United States with North Atlantic Treaty Organization (NATO) and European Union (EU) member states on international and defense standards, research projects and deploying innovative solutions to address Alliance capability requirements.

In an expert capacity, Ms. Beckman advises United States representatives of various international fora on standards and consensus policies. She has participated as a member of multinational and DoD working groups, task groups and Integrated Product Teams to maximize efficiency and ensure the best use of limited resources. She has led teams comprised of industry, DoD, federal agencies and foreign governments to identify opportunities for improvement on international and national standardization policy, procedures and programs. She has also led teams in developing technical and operational requirements for the modernization of IT tools and database systems.

Ms. Beckman has been responsible for a number of initiatives to promote the use of civil standards on a global scale, which includes engaging with standards developing organizations (SDOs), such as CEN, DIN SAE and ASME, as necessary. She participates in a variety of efforts and meetings to develop, review and present policy advice and strategic options for standardization stakeholders. She has also mentored and trained industry and government personnel on standardization by participating as a speaker and lecturer at workshops, forums, roundtables and conferences that span the globe.

Before engaging in international standardization, serving as a bridge-builder and champion of diplomacy, Ms. Beckman worked as an Industrial Engineer for the Department of Army, Directorate of Public Works and gained experience in contract planning, selection and execution. She has also had career-enhancing engineering training opportunities at GKN Automotive, Ford Motor Company, Cooper Turbocompressor, Inc., and Electronic Data Systems (EDS), to name a few.

Ms. Beckman holds a B.S. degree in Industrial Engineering from State University of New York at Buffalo, and a M.S. in Industrial Technology with a concentration in Manufacturing Systems from North Carolina A&T State University. She is Lean Six Sigma (Green Belt) certified, and Defense Acquisition Workforce Improvement Act (DAWIA) certified in multiple career fields: International Acquisition; Program Management; and Production, Quality and Manufacturing, and Facilities Engineering.

She enjoys road trips, music, reading, coaching and mentoring young people and spending quality time with family and friends.

## Commander Pierre-Louis BERTRAND

Commander Bertrand serves as Manager of Defense Standardization at the Joint Defense Standardization Center in Paris, France since 2003. There, he advocates improving the standardization development process within NATO, while doing so, participates in a number of Working Groups and develops many STANAGs as custodian.

He has a 30-year career in the French Navy, including the following posts:

- Deputy Manager of the Aircraft Program Office, Navy HQs/Programs Department (Paris), 2001-2003
- NH90 Avionics & NFH Mission Systems Manager, NAHEMA (Aix-en-Provence), 1995-2001
- Served in the several posts at the Navy Staff/Naval Aviation Executive Department as Deputy Manager of the Naval Aviation Technical Headquarters and of the Maritime Patrol Aviation Project Office, 1990-1995.
- Held the following Carriers Aviation Ground Support posts in the Landivisiau Naval Air Station/Technical Division, 1987-1990:
- On-line Support Section Leader in the 17F Fighters' Squadron, 1983-1985.
- Avionics Maintenance Section Leader, Aircraft-Carriers Clémenceau & Foch, 1980-83.

Commander Bertrand holds a Master of Aeronautical & Spatial Engineering, a Military Certificate in naval aircraft support, and a Master of Science in Navy and General Engineering from the Naval Academy.



# BIOGRAPHY

**Farhad Choudhury, Program Manager/IPT Lead,  
PMA-201 Aerial Refueling Program  
NAVAL AIR SYSTEMS COMMAND, Lakehurst, NJ**

Farhad Choudhury was born in Dhaka, Bangladesh and immigrated to the United States in 1971. He graduated from the City University of New York with a B.S. in Mechanical Engineering in May 1986. He started working for Naval Air Systems Command (NAVAIR) at Lakehurst, New Jersey in September 1986.

For the first seven years, he worked as a project engineer in the propulsion division of aircraft ground support equipment and then worked in design and development of depot level aircraft structural repair equipment. From 1993 through 2007, he transferred to and worked in the Air Vehicle Engineering Department and in 1999 became the Class Desk (Lead Systems Engineer) for Navy's Aerial Refueling Program.

Farhad moved on to the program office at NAVAIR in PMA-201 in 2007 serving as the Deputy IPT Lead and since 2013, as the Program Manager/IPT Lead for Navy's Aerial Refueling Program. He manages a team of engineers, scientists and logisticians spread throughout CONUS at various NAVAIR sites and manages around \$20M in procurement, sustainment and development (APN, OM&N, OCO and R&D) funds. He is the 2018-2019 Chairman of the Air Refueling Systems Advisory Group (ARSAG) Joint Standardization Board (JSB) and also the Chair of ARSAG's Advanced Concepts Panel. In these two capacities, he works with representatives from the U.S. Air Force, TRANSCOM, MoD, Industry, NATO Air Forces and NATO's Air to Air Refueling Panel in the development of Air Refueling (AR) Guidance Documents and revision of AR related specifications. For NAVAIR, he works closely with the Pentagon Resource Sponsors at OPNAV N88, N80 and N83.

Farhad has been selected and inducted as a NAVAIR Associate Fellow. He is a graduate of DoD Executive Leadership Development Program. He is also the recipient of 2011 NAVAIR Commanders Award and 2008 and 2016 ARSAG International Awards. He is DAWIA Level III certified both in Systems Engineering and Program Management and a member of the Department of Navy's Acquisition Professional Community.



**Peter L. Croteau**  
**Joint Doctrine Division, J-7**  
**The Joint Staff**



Mr. Peter L. Croteau is the Allied Joint Doctrine desk officer, Joint Doctrine Division, Joint Force Development Directorate (J7), US Joint Chiefs of Staff, Pentagon.

Mr. Croteau has been a federal employee in the DOD for over 35 years, holding assignments at Base/Military Community, Service HQ, Combatant Command, and the Joint Staffs. He has been in his present position at the Joint Staff J-7 since January, 2011.

Mr. Croteau holds a Master of Science in National Security Strategy from the National War College and a Master of Science in Management from the University of Alabama. He has completed the Defense Strategy Course, US Army War College; the Defense Leadership and Management Program, OSD; and has attended training at the Federal Executive Institute.

Mr. Croteau also served in the U.S. Army for 36 years, retiring as a Colonel (USAR). His operational assignments include staff and command at the Company, Battalion, and Brigade level. He served in Combatant Command assignments at the US European Command and US Special Operations Command. He was deployed on active duty in support of Operation Joint Guard, Operation Joint Forge and Operation Enduring Freedom.

Mr. Croteau has received numerous civilian service and achievement awards.

He and his wife Lisa were born and raised in Vermont and reside in Alexandria, VA.

... and one more thing ... they will be retiring from the DOD in December 2018.

**OFFICIAL**

## **BIOGRAPHICAL NOTES – COLONEL ROBERT HOWIESON BRITISH ARMY**



COL Robert Howieson is Division Chief, Interoperability, Stability and Security Cooperation, G3/5/7, Headquarters Department of the Army.

Colonel Howieson's previous assignment was Commander British Forces Operation SHADER, responsible for national command of the UK's contribution to Operation INHERENT RESOLVE. Before this he was Assistant Head Plans in the Combat Directorate, Army HQ, responsible for the planning of ground manoeuvre capability for the next 2 decades. Throughout 2014 he was Director Future Plans in HQ ISAF Joint Command (based on US HQ 18<sup>th</sup> Airborne Corps) where the team conducted theatre-wide planning for the coalition campaign in Afghanistan.

At regimental duty he served with Scots Guards regiment over a 20 year period, culminating in command in Helmand Province, Afghanistan in 2012 – 13. His regimental appointments have included Battalion 2IC and command of three of the Battalion's companies on operations in Iraq and Northern Ireland. Light role infantry for the the first decade, he converted with the Battalion to armoured infantry in the Warrior infantry fighting vehicle in 2003 and commanded armour in Iraq, Afghanistan and in warfighting training at the UK Army's training centre in Alberta, Canada.

At staff, he was SO1 Operational Commitments in the Army's Operations Directorate, managing the force generation of all British soldiers deployed on operations at home and abroad. He taught pre-command O5s on the year-long Advanced Command and Staff Course, with particular responsibility for campaign planning. He was also a military assistant to one of the Army HQ's three star generals and a G5 Plans officer in the UK's armoured division in Germany.

He is a Distinguished Graduate of the United States National War College and of the United Kingdom Advanced Command and Staff Course. He holds Masters of Science in National Security Strategy from the National Defence University and Master of Arts in Defence Studies and Military Technology from Kings College London and Cranfield University respectively.

Col Howieson has been married for 24 years and has two grown-up children at Edinburgh University. He lives in Alexandria Old Town and his spare time is filled with sports (running, skiing, sailing and golf), reading and his dog.

**OFFICIAL**

## **Ms. Merry Lutz**

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### **Country Programs Manager**

Office of the Under Secretary of Defense for  
Acquisition, Technology and Logistics, International Cooperation

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Ms. Merry Lutz is a civil servant in the International Cooperation Directorate for the Secretary of Defense for Acquisition, Technology and Logistics. Her country desk portfolio currently includes UK, NATO, New Zealand, Philippines, Thailand, and EUCOM.

The start of her defense career began in 1998 as a program analyst to the air traffic control program office (PMA-213) for Naval Air Systems Command. She supported the program office responsible for Marine Corps expeditionary air traffic control system, and assisted in the sustainment of the existing system and the initiation of a new acquisition program.

In 2000, she transitioned into her career in international armaments cooperation. As support to the Navy International Programs Office, she began as an editor for the International Agreements Generator, the US templates for all US cooperative agreements. This grew into an on-site position in the international negotiations office, assisting with the development and staffing of Navy cooperative research, development, test and evaluation international agreements.

In 2003, she took a position at the Army's international office, the Deputy Assistant Secretary of the Army for Defense Exports and Cooperation, as a regional armaments desk officer for the UK, France, Germany and Italy. In this position, she was responsible for conducting senior-level bilateral meetings with foreign counterparts in addition to day-to-day engagement and cooperation with partner representatives in their respective Ministries of Defense and Embassies, Army and Office of Secretary of Defense organizations.

In 2004, Merry took a position within the AT&L organization as an analyst on the Coalition Warfare Program, a program that competitively provides research and development funding to DoD project managers for cooperative research, development test and evaluation projects with foreign partners. In addition to this, her responsibilities also include participation in reviews of requirements within DoD acquisition programs, requirements documentation in the Joint Capability Integration Development System (JCIDS), and DoD policies and strategies to support coalition interoperability and international program aspects within requirements development and acquisition programs. She was a lead action officer for the US-UK Interoperability Commission and US lead to the Strategy Execution Tiger Team.

In 2013, Merry was awarded a Certificate of Commendation from the United Kingdom's Chief of Defence Materiel for her work to support US-UK interoperability.

Merry comes from a U.S. Navy family (both parents). In 2005, she graduated top of her department from Frostburg State University (a University of Maryland school), with a concentration in foreign languages. Prior to working for various defense contractors and the Department of Defense, she managed and co-owned music retail stores in El Paso, Texas and Annapolis, Maryland.



**n.miriounis@hndgs.mil.gr**

Since 2004, Lt Cdr Nikolaos Myriounis is the Standardization Manager of the Hellenic National Defence General Staff/ Defence Planning and Programming Directorate (HNDGS/DPPD).

He is responsible for NATO Standardization Management and the formulation of Interoperability Requirements in the Defence Planning Process. He is the custodian of the Hellenic Armed Forces Interoperability Strategy and Guidance, the GRC MoD Defence Standardization Ministerial Guidance, the Hellenic Armed Forces Standardization Education and Training Program and the Hellenic Armed Forces Terminology Regulation. In 2013 he designed, led and successfully executed the “Hellenic Armed Forces Standardization Year”, receiving the GRC CHOD’s honorable commendation.

Lt Cdr Nikolaos Myriounis is the Hellenic Representative to NATO Standardization Management Group (SMG) and the Hellenic Deputy Representative to the NATO Committee for Standardization (CS). In 2014/2015, Lt Cdr Nikolaos Myriounis led a Drafting Team in charge for the development of the NATO Policy for Standardization agreed by the NAC in 2016.

In 2016, he was the co-custodian of the Action Plan on Strengthening Education and Training on NATO Standardization, agreed by the CS in January 2017. Since then, he is engaged with the SMG Education Team and performs the duties of the Course Director to the NATO Standardization training modules “Drafting, Production and Maintenance of NATO Standards” and “NATO Use of Civil Standards” conducted at NMIOTC. He is also a visitor speaker to the Master Course “Standardization within NATO” conducted in Warsaw, providing lectures on the implementation of the NATO Policy for Standardization.

In 2017 he assigned as the custodian of the NATO Strategy for Enhancing Standardization, approved by the CS in August 2018. In his capacity as an experienced defence planner, he is actively participating in the review of the Top-Down Standardization Approach (AAP-52).

He served for 12 years in the Hellenic Fleet (Frigates Class Elli) as Weapons Engineering Officer and Fire Control Supervisor. During this period he participated in NATO Operations “Desert Storm”, “Active Endeavour” and “Enduring Freedom” where he was awarded with medals by NATO, UN, Saudi Arabia and Kuwait.





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## *UNITED STATES MILITARY DELEGATION TO NATO*

### *MARITIME PLANNER*

#### *CAPTAIN JAMES (TED) O'HARRAH*

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A native of Trenton, New Jersey, CAPT O'Harrah graduated with distinction from the United States Naval Academy in 1994. After completing nuclear power and submarine basic training, he reported to the USS ATLANTA (SSN-712) in October 1995, completing two six-month Mediterranean Sea deployments.

From March 1999 to July 2001, he served as the Flag Lieutenant to the Commander, Submarine Force U.S. Atlantic Fleet. Upon graduation from the Submarine Officer's Advanced Course in November 2003, Captain O'Harrah reported to USS SEAWOLF (SSN-21) serving as Navigator/Operations Officer and Engineer Officer. During his tour, USS SEAWOLF completed a first of a kind Selected Restricted Availability and a Western Pacific Deployment.

Following the Submarine Command Course, CAPT O'Harrah became the Executive Officer of USS WYOMING (SSBN-742) (BLUE) in July 2007 and completed three successful patrol cycles.

CAPT O'Harrah assumed command of the USS TUCSON in March 2012. During his tour, TUCSON completed two Western Pacific Deployments and a Dry-docking Continuous Maintenance Availability. The crew of the USS TUCSON earned a Navy Unit Commendation for their performance on the 2013 Western Pacific deployment.

From April 2014 until October 2015, he served as the Submarine Squadron One, Deputy for Training. CAPT O'Harrah served as the COMSUBPAC Prospective Commanding Officer Instructor from December 2015 until May 2017. He reported to the US Military Delegation to NATO in June 2017.

He is entitled to wear the Legion of Merit, Meritorious Service Medal and various other personal and unit awards. In 2003, he earned a Masters of Business Administration in Finance with Honors from the Wharton School at the University of Pennsylvania and in 2010 earned a Masters of Strategic Studies from the Air War College. He was a regional finalist for the 2010 White House Fellowship.

Mary Saunders  
Vice President for Government Relations and Public Policy  
American National Standards Institute

Mary Saunders joined the American National Standards Institute (ANSI) as Vice President for Government Relations and Public Policy in March 2017. She leads ANSI's efforts to advocate greater use of voluntary consensus standards and conformance programs by government agencies and broader participation by agency personnel in standards development. Through ANSI's Government Member Forum, which is made up of representatives from a variety of state, local and federal agencies, she works to enhance ANSI's relationship with its government members. She also works with ANSI members to create standardization-related outreach programs to legislators and to increase understanding of the private-sector standards community among agencies involved in trade and commerce issues. Mary is a key player at ANSI in fostering understanding among opinion leaders of the major role standards and conformance play in the international and domestic marketplace.

Ms. Saunders has extensive federal government executive-level experience and served in a variety of positions within the Department of Commerce prior to joining the ANSI staff, most recently as the Associate Director for Management Resources at the National Institute of Standards and Technology (NIST). As Director of NIST's Standards Coordination Office, she represented NIST and its significant interests in the standards and conformity assessment community, advising the NIST Director and other officials throughout the Administration on policy and strategy as they relate to the federal government's role in standardization. She also served as Deputy Assistant Secretary for Manufacturing and Services in the International Trade Administration, managing more than 200 industry specialists, economists and international trade experts. In that capacity, she helped strengthen the competitive position of U.S. industries globally by coordinating Commerce Department strategies, policies and programs with U.S. industries in mind.

Ms. Saunders earned her undergraduate degree in Political Science and Economics from Vanderbilt University, and holds a Masters in Public Affairs from Princeton University.

## CURRICULUM VITAE



### **Dieter Schmaglowski, NATO Civilian**

#### **Deputy Director and Head Policy and Coordination Branch NATO Standardization Office (NSO)**

Dieter Schmaglowski was born on 14 December 1953 in Germany. He joined the DEU Armed Forces in June 1974 and was subsequently trained as engineer officer. Following his promotion to Lieutenant and the completion of studies in Business Administration at the Federal Armed Forces' University in Hamburg, he served as platoon leader and subsequently company commander in an Engineer Battalion of the German Armed Forces. From October 1986 to September 1988, he attended the 29<sup>th</sup> General Staff Officer Course at the Command and General Staff College in Hamburg, Germany.

Follow on assignments in the German Armed Forces have included: Plans Officer and Assistant Branch Chief, Plans Branch German Army Staff, Bonn, Germany; Commander of an Engineer Battalion and Director of Staff 1 (DEU/NLD) Corps.

During his military career Dieter Schmaglowski has served in several NATO assignments: Staff Officer in the Operations and Plans Branch, NATO HQ CENTAG, Heidelberg, Germany; Branch Head, Planning Coordination and Support, Operational Preparation Directorate (OPD), Oeiras, Portugal; Acting Director OPD, Oeiras, Portugal; Head Joint Branch, NATO Standardization Agency (as of 01 July 2014 renamed to NATO Standardization Office), NATO HQ, Brussels. On 01 Oct 2015 he assumed his current position in the NATO Standardization Office.

In addition to his national and NATO assignments he served several years in the USA, as Branch Chief, Constructed Simulation Branch, National Simulation Center (NSC), Ft. Leavenworth and as participant in the Operational Art Studies Fellowship (AOASF) Program at the School of Advanced Military Studies (SAMS), Ft. Leavenworth.

Dieter Schmaglowski has participated in NATO operations including KFOR (2004, Chief Joint Engineer Branch) and ISAF (2010, XO Chief of Staff HQ ISAF). He owns a Graduate Degree in Business Administration and a Master Degree in Military Art and Science, Strategic Operations. He is married and has two grown up daughters.

Dietmar Teufel

NATO Headquarters Supreme Allied Commander Transformation

Commander Dietmar Teufel joined the German Navy in 1992. After graduation from Naval Officer Training, he had assignments in the German Navy at sea and ashore, and seen operational service in the Mediterranean Sea, Gulf of Aden and Afghanistan. He has served as Anti-Air Warfare Officer and Weapon Engineering Officer on frigates and on land. Before being appointed to NATO in August 2016, Commander Teufel was assigned to the Bundeswehr Office for Defence Planning, where he served as Senior Operational Research Analyst.

Commander Teufel is currently assigned as Staff Officer Lessons Learned Training and Management at the NATO Headquarters Supreme Allied Commander Transformation, located in Norfolk, Virginia in the United States.

He holds an engineering degree from the German Armed Forces University in Munich and a Master of Science Degree from US Naval Postgraduate School in Monterey, California.