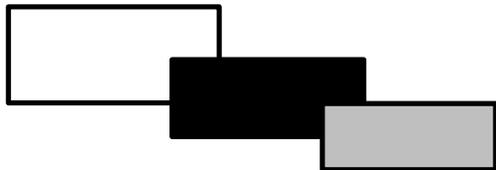

The Standardization Newsletter



FALL EDITION

DECEMBER 1996

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Standardization Program

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Message from the Chairman, Defense Standards Improvement Council

Over the past twelve months, we have made significant progress in our MilSpec Reform efforts, and we couldn't have done it without the help of the hard working standardization community employees and our industry partners.

Dr. Paul Kaminski, the Under Secretary of Defense for Acquisition and Technology, who recently spoke at World Standards Day, October 16, 1996, discussed our year old Single Process Initiative. He said, "It is significant in that it is aimed at changing existing contracts to address a very real problem in many of our contractor's facilities—the requirements that impose different processes to manufacture similar product lines."

A guiding principle of specification and standards reform is to leave manufacturing and management processes to the contractor's discretion. This gives the contractor flexibility to determine how to do business and, in the end, will eliminate costs associated with unnecessary activity. With this principle in mind, the Defense Standards Improvement Council has canceled a number of process standards without replacement. In implementing the Single Process Initiative, some have questioned what action is appropriate for removing military specifications or standards which have been canceled without replacement, but which are cited as requirements on existing contracts.

First, it is important to recognize that the Council's cancellation action by itself does not affect existing contracts. The Single Process Initiative offers the contractor the opportunity to take action to eliminate these canceled standards. It is inappropriate for the government to dictate to industry a replacement process standard for existing contracts. For process standards canceled without replacement, it is the contractor's responsibility to re-examine each affected process and determine the correct course of action. The contractor's options include:

- Replace with a product performance requirement
- Replace with a non-government standard
- Replace with a contractor-defined process
- Delete the canceled specification or standard from the contract without replacement

When the contractor proposes process changes on existing contracts under the Single Process Initiative, the government's contractual role is to review the proposal to ensure that contractor performance and product performance risks are acceptable.

The contractor must, of course, provide evidence, e.g., process maturation metrics, demonstrating an acceptable risk level for the proposed change. A key factor that government representatives must consider is that complete elimination of any reference to a process requirement in the contract may be an acceptable alternative.

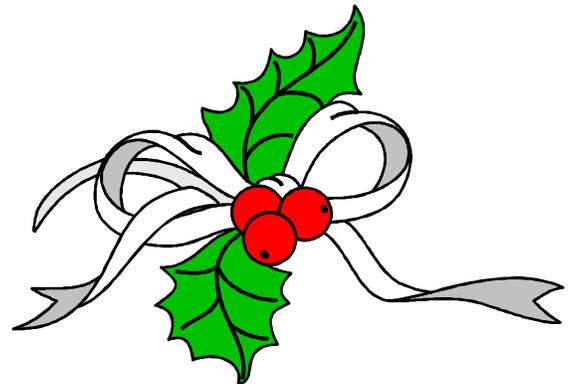
Our new paradigm of leaving processes to contractor discretion demands careful consideration of when it is absolutely essential that the government both dictate and control manufacturing processes, and to avoid such intervention whenever possible.

The Single Process Initiative offers great opportunities for removing the "how-to" of our older specifications and standards from the vast base of existing contracts. We must help to facilitate this initiative in any way we can.

Let me end this message by again expressing my thanks to everyone for their personal commitment, hard work, and dedication to our mission. Let's make 1997 even more successful as we strive to make MilSpec Reform a huge success.

Happy Holidays!

Walter B. (Brad) Bergmann, II



War is not an affair of chance. A great deal of knowledge, study and meditation is necessary to conduct it well.

Frederick the Great (1714-1786)

Secretary of Defense Perry Recognized at Joint Industry Conference

A highlight of the Joint Industry Conference on Management & Process Specifications, held November 13-15, was the formal recognition by five major industry associations, i.e., EIA, AIA, ADPA, SOLE, NSIA, of **Dr. William Perry's** outstanding achievements in MilSpec Reform.

In accepting an award symbolizing these achievements, **Dr. Perry** remarked that acquisition reform encompasses more than just saving money—it also deals with the quality of the things we buy. He indicated that our new ways of doing business were eliminating barriers inherent in our traditional acquisition system and were actually speeding up access to rapidly evolving commercial technologies.

Dr. Paul Kaminski, Under Secretary of Defense for Acquisition and Technology, gave the conference's keynote address. He charged attendees to focus on challenging acquisition requirements in ACAT III programs and procurements, to ensure that we implement document improvement actions; and, finally, to work in partnership with industry to acquire commercial processes and practices.

Brad Bergmann, Director, Acquisition Practices, provided insight into where we are headed in the MilSpec Reform arena. Like **Dr. Kaminski**, **Mr. Bergmann** pointed out that one of our major new goals is broadening our efforts at promoting performance-based acquisition. He indicated that guidance and direction on when it makes good business sense to use performance specifications instead of detailed Technical Data Packages is a priority.

Mr. Bergmann also discussed several tools that will promote MilSpec Reform awareness. Among them were the Acquisition Deskbook

and the development of several computer based training tools to help users understand and apply new MilSpec Reform concepts in many different acquisition situations.

—Trudie Williams/SPD/703-681-5494

Buckner Appointed DISA/JIEO Director and DISA DepSO

Mr. James D. Buckner was recently appointed as the Director, Defense Information Systems Agency (DISA)/ Joint Interoperability and Engineering Organization (JIEO) Center for Standards, and as the new DISA Departmental Standardization Officer (DepSO).

Since 1994 **Mr. Buckner**, as the first Director of Engineering, Headquarters Standard Systems Group, guided engineering technology initiatives, assessed new hardware and software technologies, and oversaw insertion of these technologies.

From 1991 to 1994, as Deputy Chief of Staff for Computer Operations, Gunter Air Force Base, Alabama, he was responsible for operation of the Air Force's first regional processing center, development of systems supporting Air Force Central Design Activity efforts, and resource management for computer and network systems.

Mr. Buckner has received commendations from the Air Force, NASA and the Navy, and has published several technical works. His Space Shuttle computer graphics animation was aired on the CBS evening news. In 1988, he received an Outstanding Achievement Award from SPACEWEEK, a volunteer space support organization.

—Sharon Strickland/SPD/703-681-5488

Hammer Awards Recognize Standardization Program Division

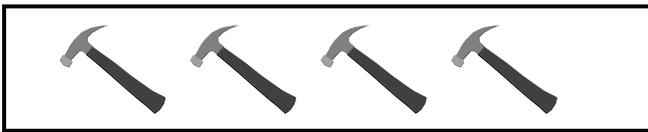
Four staff members and a recent retiree from the Standardization Program Division received Hammer Awards on September 20, 1996, in recognition of their team contributions in support of acquisition reform.

Gregory Saunders, **Stephen Lowell** and **Tom Ballantine** (recently retired) were recognized for their efforts on the "Military Specifications and Standards" Process Action Team (PAT).

Chris Metz was honored for her work on the "Pilot Programs" Working Group and **Sharon Strickland** was recognized for her work on the "Communications and Outreach" PAT.

The Hammer Award is **Vice President Al Gore's** special recognition of people who have made significant contributions in support of **President Clinton's** National Performance Review principles for reinventing government. These principles focus on putting customers first, cutting red tape, empowering employees, and getting back to basics.

The Award itself is a symbolic rejoinder to yesterday's government and its \$600 hammer—it consists of a framed box containing a \$6.00 hammer, a ribbon, and a note from **Vice President Gore**.



United States Hosts

NATO AC/301 Meeting

The Standardization Program Division hosted the 43rd meeting of NATO Allied Committee (AC)/301, on Standardization of Materiel and Engineering Practices, during the week of November 18. The meeting was attended by representatives from eight NATO nations.

The group discussed new tasks, such as possible incorporation of ISO standards with, or as replacement for, Standardization Agreements (STANAGs) on combat clothing, promulgation of several STANAGs, and cancellation of several others. The group also discussed liaison with other NATO groups and the Council of National Armaments Directors (CNAD) approval of a plan for cooperative efforts with the Partnership for Peace Nations to be initiated in 1997.

Brad Bergmann, Chairman, Defense Standards Improvement Council, briefed the group on MilSpec Reform, and **Linda Burgher**, CALS Office, Office of the Deputy Under Secretary of Defense for Logistics, briefed the group on Configuration Management.

On November 21, the group toured the Army Aberdeen Test Center and were briefed on several items including non-lethal weapons, virtual proving ground, international test operations, and environmental testing. This US hosted NATO visit was very successful and productive.

For more information about the AC/301 group, contact **John Tascher**, Defense Standardization Program at 703-681-5485



FREQUENTLY ASKED QUESTIONS

Q. Why is DoD canceling all of the MilSpecs?

A. We're not! The general MilSpec Reform strategy is driven by resources, which have dropped in the last few years. The Department of Defense does not have the funding, manpower, or expertise to continue such past practices as maintaining a large technical document infrastructure of detailed military specifications and standards.

Essentially, DoD intends to retain those documents needed to state the performance or interface requirements to contractors for future, newly-designed systems. DoD will also retain a mixture of performance documents, detail documents, and inactive for new design documents to support existing systems. However, as we increase our reliance on contractor logistics support, the retention of such documents will probably decrease.

Q. Will industry need to retain many of these documents?

A. While DoD no longer has a requirement to maintain documents for thousands of military items for its own needs, industry may need them because they reflect commercial practices or are referenced in company drawings in support of a DoD requirement. In these cases, it is the responsibility of industry to assume

ownership of these documents as a non-government standard.

DoD has developed a strategy to work with a variety of non-government standards groups to identify or develop replacements for MilSpecs where appropriate. One such teaming arrangement is with the Aerospace Industries Association (AIA). AIA has set up a database to track these documents and plan for their replacement, usually by an AIA National Aerospace Standard or a standard produced by the Society of Automotive Engineers.

For more information on the AIA's Standards Warning System, contact

Mr. Bruce Mahone,
AIA (202) 371-8462, or e-mail:
bruce@AIA_aerospace.org.smtp.

Q. What happens at the subcontract level when a military document which is referenced in a prime contractor's specification is canceled?

A. It is the responsibility of the prime contractor to inform suppliers how to address the requirement. As a general rule, cancellation should have no effect on existing contracts.

For future contracts, the prime will usually either direct the supplier to comply with the canceled document; incorporate the applicable requirements of the canceled document into a company specification; or will refer to a replacement non-government standard. The key point is that the government will not direct the prime on how to handle canceled documents.

Q. Doesn't canceling military documents increase DoD's risk?

A. This doesn't increase risk to DoD, but it can transfer greater risk and responsibility to the contractor. The contractor has always had

a responsibility for delivering a product that met the terms of the contract, but, in the past, contractors often attributed product failures to DoD imposed detailed specifications and standards. This excuse cannot be used to account for future failures, since the contractor now selects specifications and standards to meet the performance requirements.

Q. Will the government remove its Quality Assurance Representatives from plants because of the block change initiative?

A. The block changes initiative, also called the Single Process Initiative, is a key element of acquisition reform. The objective is to allow industry to standardize process requirements on a facility basis, where it makes good business sense. Contractors are encouraged to propose their own processes based on non-government specifications, standards, or industry best practices that meet the intent of military specifications or standards. For industry, this provides an opportunity to re-engineer management and manufacturing processes to reduce cycle time and achieve quality through design.

The block change initiative does not eliminate government inspection. It only simplifies inspection since a variety of processes can now be replaced by one common process within the plant. Administrative Contracting Officers (ACOs) also have the authority to execute class modifications, subject to receipt of necessary programmatic authorization from affected components.

Q. Will the block change initiative shift responsibility for failures?

A. We believe that allowing the contractors to meet our performance requirements using manufacturing and management practices of their own choosing will greatly reduce the

likelihood of failure. Responsibility for failures attributed to a block change needs to be addressed in the contract modification implementing the block change. Since the change proposal is initiated by the contractor and would likely include assurances that the operational requirements would be unaffected, it seems reasonable that the contractor would bear responsibility for system failures attributed to his recommended block change.

Q. Didn't military specifications originate to prevent the delivery of inferior products from inadequate contractors?

A. Yes. Remember that MilSpec Reform is part of a larger acquisition reform effort. Much of what we are doing would not be successful if many other aspects of acquisition were not changing simultaneously. Better and more consistent market research gives us much more information about the products we are buying. Greater use of commercial products (made possible by changes to the FAR and the DFAR) means buying products with proven track records. Best value procurement allows the award of contract based on factors other than price. Past performance means that the DoD plans to do business only with quality contractors who have proven by their performance in the past that they can deliver high quality products on time. All of these initiatives taken together complement MilSpec Reform and should result in better products, faster, at better life cycle costs to the government.

Q. Where can I get a list of military specifications and standards that have been superseded or canceled?

A. Our staff answers this question almost daily!

We maintain the Defense Standardization Program Home Page on the World Wide Web at the following URL:

www.acq.osd.mil/és/std

One of the links, entitled Document Improvements, leads to a page from which you can access a list of implementation actions carried out—or in progress—for some of the more highly visible military specifications and standards. This list, however, is not all inclusive.

All military specifications, military standards, and other standardization documents adopted for use by DoD activities are listed in the DoD Index of Specifications and Standards (DoDISS).

Our agent for maintaining the DoDISS, as well as for distributing copies of DoD-owned standardization documents and non-Government standards adopted by the Department of Defense, is the DoD Single Stock Point (DoDSSP) in Philadelphia.

The DoDSSP, an activity of the newly renamed Defense Automated Printing Service (DAPS), maintains a site on the World Wide Web at the following location:

www.dtic.dla.mil:80/dps-phila/

The DoDSSP offers subscriptions to the DoDISS, both in hard copy and on CD-ROM. You can obtain more information about ordering subscriptions or individual documents from the *Document Ordering Guide* also available from the DoDSSP Web site.

The specific publication that answers this question, known as the DoDISS, Numerical, Canceled Listing (Appendix) Part IV (*Canceled DoDISS*) lists all of the canceled military standardization documents. You can obtain a subscription for the *Canceled DoDISS* by calling (215) 697-2569.

The DoDSSP has recently completed testing a beta version of its Windows program for searching the ASSIST data base. (The ASSIST data base is the basis for the DoDISS.) This new Windows version provides a much more user friendly tool for searching the DoDISS to find the specific documents you need. One new feature allows a user to produce a report listing all documents canceled during a user-specified time period.

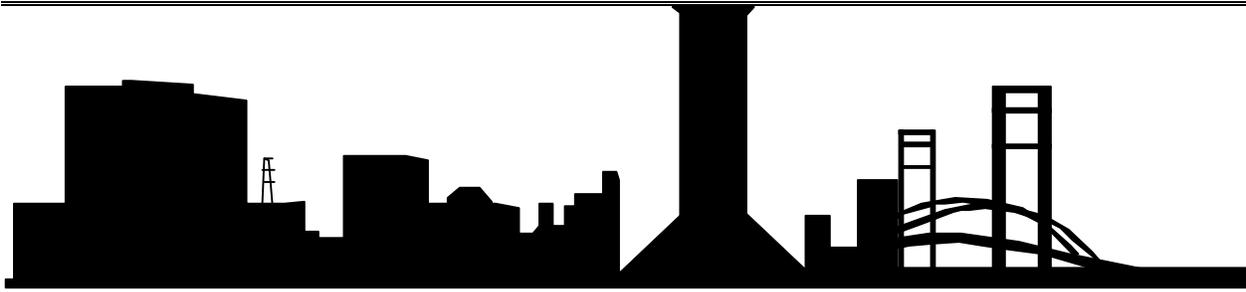
For more information on subscribing to ASSIST, you can call the **ASSIST Help Desk at (215) 697-6257 or 6396**

ATTENTION:

If you didn't respond to our survey in the summer newsletter, this could be your last copy of the newsletter.

Mr. Thomas Ridgway, DLA's Standardization Improvement Executive, stands next to the **Honorable Paul Kaminski**, Under Secretary of Defense for Acquisition and Technology. Also pictured are **Ms. Jean Wiley**, HQ, DLA, and **Mr. Joseph Nilsen**, DLA Defense Personnel Support Center, Clothing and Textiles Directorate, who represented DLA's display team.

Ms. Janice Schafer and **Mr. Jerry Smith**, Defense Information Systems Agency (DISA), point out the highlights of the DISA Center for Standards display, "Forming Partnerships That Shape The Future" to **Mr. Walter B. (Brad) Bergmann**, **U** Chairman, Defense Standards Improvement Council.



World Standards Day

October 16, 1996

Scenes from the Reception

(From left to right) **Mr. Brad Cheney, Mr. Steven Gunther, Mr. Jeffrey Garwood, Mr. Kenneth Brockel, Mr. Robert F. Dow, Jr., Ms. LaTonya Jackson, Dr. Kaminski, Ms. Mary Lynch, Mr. Peter O'Day, and Mr. Jeffrey Potter.**

Pictured above with the **Honorable Paul Kaminski**, Under Secretary of Defense for Acquisition and Technology, are members of the Specification and Standards Acquisition Reform (SSAR) Team from the Communications Electronics Command, Fort Monmouth, NJ. The SSAR Team showcased their interactive display at the World Standards Day Reception.

Pictured above are **Mr. Brian Willoughby**, the **Honorable Paul Kaminski**, Under Secretary of Defense for Acquisition and Technology, **Mr. Ernie Renner**, Program Director, Best Manufacturing Practices Center of Excellence (BMPCOE), and **CDR Robert Petroka**, Navy Departmental Standardization Officer.

Best Manufacturing Practices Center of Excellence

Mr. Willoughby and **Mr. Renner** showcased the BMPCOE developed Navy Program Manager's Workstation (PMWS) at the October 16, 1996, World Standards Day Reception. The PMWS software suite includes:

- **SpecRite**—a performance specification development tool
- **KnowHow**—an electronic library of expert technical assistance, including an intelligent search capability that gets the information users need on the screen in less than three minutes; and the
- **Technical Risk Identification and Mitigation System (TRIMS)**—a technical risk management system that may be tailored to the user's needs.

The BMPCOE Director, **Ernie Renner**, can be reached at 301-403-8100 for further information about this software.

Electronics Industry Association Announces Creation of New Component Information Management System

The Electronics Industry Association (EIA) recently announced an effort to create an accessible, on-line software platform (data warehouse) to provide shared information between and among suppliers and end users of companies drawn from key component sectors of the commercial and military electronics industry.

The types of data EIA expects to make available include: EIA standards/part numbers (with cross references to other standards), design codes, ordering information, universal technical data models for capturing and displaying component product attributes, links to existing data sources, supplier profiles, WEB pages and technology roadmaps.

This effort, identified as Component Information Management System (CIMS), will provide designers, engineers, procurement personnel, and others with access to a highly accurate component database from which to select parts for design and replacement in the development or modification of products.

CIMS will allow for multiple delivery systems, including Internet access, scheduled downloads for the large user, and CD-ROM. EIA will link other databases to its own as long as their data meets the high quality standards established for the CIMS approach.

Dan Heinemeier, EIA Vice President, recently said, "This project is unique in providing the highest level of data accuracy by taking data directly from the manufacturing source, which will remain responsible for its accuracy and timeliness. This will create a single data entry

point concept. Centralizing the database spreads the cost of maintaining the system over a large base of the industry, reducing the cost for everyone."

EIA anticipates the first phase of the CIMS program will be implemented in early 1997.

Companies interested in participating in the initial prototype program should contact **Mr. Chris Denham**, EIA, at 703-907-7567.

Further information regarding the Electronics Industry Association is available via EIA's web Home Page site:

<http://www.eia.org>

ALSS Replaces ILSS as Logistics Definition

The standardization AREA Integrated Logistics Specifications and Standards (ILSS) **has been changed** at the request of the Lead Standardization Activity to: "**Acquisition Logistics Standards and Specifications**" (ALSS). This change will be reflected in the next issue of the Standardization Directory (SD-1).

This AREA includes standards, specifications, procedures, methods and techniques for analyzing, developing and defining supportability and support requirements for new DoD systems or system modification programs and for acquisition of the support elements required for initial fielding.

Included in the AREA are the policies, procedures and support elements defined in Section 4.3.3 of DoD 5000.2-R and Section 2.7 of the DoD 5000.2R Deskbook.

Lead Standardization Activity Workshop Focuses on Changing Roles and Responsibilities

The first Lead Standardization Activity (LSA) workshop, which concentrated on the changing LSA roles and responsibilities in the standardization arena, was held on November 7, at the Xerox Training Center, Leesburg, VA.

Mr. Steve Lowell, OSD Standardization Program Division, began the workshop by discussing the traditional LSA roles as leader, planner, technical focal point, and policemen of the standardization program. Then he introduced the impact MilSpec Reform has made on these familiar roles. As a result of recent MilSpec Reform initiatives, each LSA is tasked with ensuring policy compliance, acting as the “sanity check point” during the document review process, and challenging the direction of a standardization activity when necessary.

One of the key new LSA roles lies within implementation of the Non-Government Standards (NGS) Strategy. **Ms. Trudie Williams**, OSD Standardization Program Division, discussed how selected LSAs (those responsible for groups of documents within a Federal Supply Class) will lead the way in implementing this strategy. “Lead” is the key word that describes what is expected of these LSAs.

Affected LSAs have been charged with fulfilling the strategy’s two goals:

- (1) to ensure that an NGS solution is the best approach to acquiring commercial products or processes;
- (2) to optimize DoD’s shrinking resources.

Achieving these goals will not be an easy task.

The LSAs earmarked to implement the strategy have been tasked to:

- Challenge NGS decisions;
- Explore alternatives;
- Ensure that use of a NGS makes good business sense for DoD;
- Identify and evaluate existing nongovernment standards and NGS bodies.

LSAs have also been directed to contact and work with a cadre of representatives from the Department of Defense, federal agencies, nongovernment standards bodies, and industry to develop a course of action for replacing DoD candidate documents with nongovernment standards.

This course of action will be formalized into a LSA NGS Implementation Plan which will be briefed to the DepSOs and, after approval, published on our Defense Standardization Program Home Page.

—Trudie Williams/SPD/703-681-5494

Do You Know?

What president established the Presidential Medal of Freedom, the nation’s highest civilian award?

Answer in [Editor’s Corner](#), page 14

Pictured above are **Sgt. Scott Decker**, Army's "Land Warrior—Soldier 2000," **Mr. Michael Doney**, Army Materiel Command (currently on detail to PM-Soldier, Fort Belvoir), and the **Honorable Paul Kaminski**, Under Secretary of Defense for Acquisition and Technology.

Land Warrior-Soldier 2000

Sgt. Scott Decker was the hit of the 1996 World Standards Day October 16 Reception. On November 18, 1996, he gave a full Land Warrior demonstration to **Secretary Perry** and his staff. Afterwards, he received a SECDEF coin as a memento of his visit. **Sgt. Decker** is a combat veteran of Operation Desert Storm and is also famous for playing horseshoes with former **President Bush** during a presidential visit to Saudi Arabia. He was invited back to the White House for a rematch.

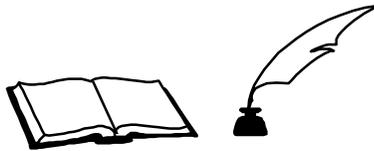
The Defense Standardization Program was honored to have **Sgt. Decker** and **Mr. Doney** present at World Standards Day to highlight the work of standardization community employees and our industry partners who helped develop this futuristic combat uniform and weaponry.

Do You Know?

According to the 1990 census, what country ranked first in ancestry of U.S. citizens?

Answer in Editor's Corner, page 14

EDITOR'S CORNER



I want to thank everyone who responded to our recent survey and questionnaire.

We were able to eliminate many readers from paper copy distribution. Our Home Page will continue to post all published newsletters since 1994 and electronic publishing will save valuable taxpayer's dollars.

We ask our readers to notify our office immediately when an address change occurs or a paper copy cancellation is possible due to electronic reading.

Farewell

Congratulations to **Mr. John Hartsell** Picatinny Arsenal, who recently retired after 45 years of government service. **John** served as the US delegate to the NATO working group on packaging for the past 15 years and was the US representative to and Chairman of the ABCA/QWGLOG Special Working Party on Distribution since its inception.

John spent 20 years in the US Army and then worked 25 years in civilian government service. All his friends in government and industry salute him for his notable service. We wish him a very happy and healthy retirement.

Congratulations

Congratulations go to **Mr. James Bair**, Air Force Standards Improvement Executive, on his recent selection by the Senior Executives Association (SEA) as a winner of the Executive Achievement Award. **Mr. Bair** and two others will receive their awards at a December Executive Excellence Award

Breakfast, at the National Press Club. The winners were selected from a distinguished group of nominees who were nominated by federal agency heads, screened by a committee of SEA volunteer executives, and selected by a committee of private sector executives. Each has made a significant contribution to improving the efficiency, effectiveness, and productivity of the federal government.

The Defense Standardization Program community salutes **Mr. Bair** for this notable achievement.

World Standards Day

As the action officer responsible for DoD's participation in World Standards Day, I want to thank the DoD employees and DoD contractors who worked very hard to make the Defense Standardization Program look "real sharp" at the October 16, 1996, evening reception. **Dr. Paul Kaminski**, Under Secretary of Defense for Acquisition and Technology, and the **DoD Standards Improvement Executives** were very pleased with the DoD displays. **Pat yourselves on the back for a job well done!**

Answers to Quiz Questions:

John F. Kennedy established the Presidential Medal of Freedom in 1963

Almost 58 million U.S. citizens are of German ancestry.

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

<u>NAME/E-MAIL</u>	<u>DEPARTMENT/AGENCY</u>	<u>TELEPHONE</u>	<u>FACSIMILE</u>
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Jack Millett POC: Lynn Mohler lynn_mohler@alexandria-emh1.army.MIL@SMTP@HERMES 767-8256	Army Materiel Command AMCRDA-TE	703-617-5707 703-617-5101 DSN 767-5101	703-617-8256 DSN
CDR Robert Petroka Petroka_Bob_CDR@asnrdad.acq-ref.navy.mil	ASN(RD&A)APIA/AP	703-602-0136 DSN 332-0136	703-602-5481 DSN 332-5481
Clark Walker walkercl@af.pentagon.mil POC: Maj Walter Hallman hallmanw@af.pentagon.mil	SAF/AQR(DepSO)	703-693-3218 DSN 223-3218 703-693-3221 DSN 223-3221	703-614-2936 DSN 223-2936 703-614-2936 DSN 223-2936
LCOL Dan Mahrer MAHRERD@WPGATE1.WPAFB.AF.MIL	(Air Force COMSO)	937-257-1903 DSN 787-1903	937-476-2892 DSN 787-2892
Ray Hutter HUTTERR@WPGATE1.WPAFB.AF.MIL	(AF COMSO Staff)	937-257-5384 DSN 787-5384	938-476-2892 DSN 787-2892
David Taylor david_taylor@hq.dla.mil	DLA	703-767-1642 DSN 427-1642	703-767-2602 DSN 427-2602
James Buckner POC: David Sweet sweet@ncr.disa.mil	DISA	703-735-3541 DSN 653-3541	703-735-3575 DSN 653-3575
Danny Gleason (Acting) gleason@nima.mil	National Imagery and Mapping Agency (NIMA)	301-227-3554 DSN 287-3554	301-227-3904 DSN 287-3904
Jerry Rainville POC: Glenn Plonk glenw@romulus.ncsc.mil	National Security Agency	301-688-3586 DSN 644-3586	301-688-6077 DSN 644-6077

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December 1996

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Mail articles to:

The Standardization Newsletter
Sharon Strickland, Editor
5203 Leesburg Pike, Suite 1403
Falls Church VA 22041-3466



Happy Holidays!

The Standardization Newsletter is issued quarterly, prepared and published by the Deputy Under Secretary of Defense for

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Single copies are sent free of charge to those on our mailing list. Requests to be added to the mailing list and address changes should be faxed immediately to Sharon Strickland, Editor, at (703)681-7622 or DSN 761-7622.

All editions are posted on our Home Page where they can be viewed or downloaded.

The Home Page can be reached using a Web browser, such as Mosaic or Netscape and entering the following address (or URL):

**<http://www.acq.osd.mil/std>
Defense Standardization Program Web
Home Page**