

# DEFENSE STANDARDIZATION PROGRAM JOURNAL

*For the Defense Standardization Program Community*

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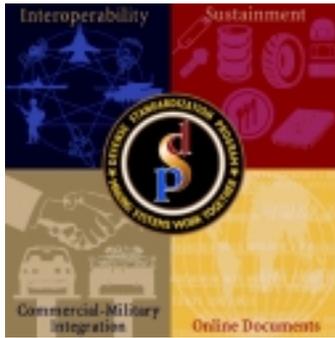
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**ASSIST-Online**

**IRWSC**

**Reengineering document development  
and coordination**

*and more...*



**Defense Standardization Council**

Department of Defense

**Louis A. Kratz**

Department of the Army

**Renata F. Price**

Department of the Navy

**Eileen Roberson**

Department of the Air Force

**Dr. Don Daniel**

Defense Logistics Agency

**Thomas Ridgway**

Defense Information Systems Agency

**Captain Joseph Martin**

**DEFENSE STANDARDIZATION PROGRAM JOURNAL**

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**DEFENSE STANDARDIZATION PROGRAM**

**JOURNAL**

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Performance, Affordability, Readiness—Through Strategic Standardization

*On the cover: Standards in a Post-Industrial World.*

*Cover design courtesy of Standards Australia International Ltd.*

*Department of Defense policy is to: Promote standardization of materiel, facilities, and engineering cycle time.*

*DSP Mission: Identify, influence, develop, manage, and provide access to standardization processes, products, and services for warfighters, the acquisition community, and the logistics community to promote interoperability and sustain readiness.*

# An End and New Beginnings

The first month of the year is named after Janus, who was the Roman god of endings and beginnings, and who is usually depicted as having two faces—one looking back and one looking forward. For the January/February issue of the *Defense Standardization Program Journal*, it seemed appropriate to look back at things that have happened to the program recently, and to look forward to what lies in the future.



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

First, let me speak of endings; specifically, the end of MilSpec Reform. For the last six years, we have been engaged in MilSpec Reform activities. We have changed all of our policies to emphasize performance-based requirements and commercial products and processes. We have trained more than 13,000 people in development of performance specifications and commercial item descriptions, participation on non-government standards committees, market research, and commercial and nondevelopmental item acquisition. We have developed several online tools to help provide widespread access to our policies, guidance, and standardization documents. Most notable of these tools is the Acquisition Streamlining and Standardization Information System (ASSIST) database, which has become one of the most popular databases on the Web today, primarily because users can view and download government specifications and standards. Lastly, the Military Departments and Defense Agencies have accomplished the Herculean task of reviewing and taking action on more than 29,000 military specifications and standards. The results of these efforts are more than 9600 documents canceled, including 3500 that were replaced by non-government standards, performance specifications, commercial item descriptions, and guidance handbooks. Another 8100 documents were inactivated for new design and will be used only to support legacy systems and equipment. Essentially, all that remains of the document improvement effort is a few hundred military specifications and standards that may be replaced in the future if suitable non-government standards can be developed.

But with the end of MilSpec Reform comes some new beginnings. Some of those new beginnings will be coming forth by the end of this year as several integrated process teams that are evaluating different aspects of the Defense Standardization Program make their final recommendations.

An important new beginning for the program took place on January 4, 2001, with the approval of the interim regulation

DoD 5000.2-R, "Mandatory Procedures for Major Defense Acquisition Programs (MDAPs) and Major Automated Information System (MAIS) Acquisition Programs." While the previous revision to DoD 5000.2-R scarcely mentioned standardization and standards, this newly approved revision has requirements for standardization and standards peppered throughout the document in such areas as program requirements, open systems, the Joint Technical Architecture, systems engineering, environmental requirements, modeling and simulation, and system safety. What is driving this renaissance of interest in standardization is the Department's focus on the need for materiel and information exchange interoperability to ***continued on next page...***



*Gregory Saunders (at podium), Director, Defense Standardization Program, is shown introducing the Standardization Executives at a recent panel discussion held during the December 2000 international standardization agreement meeting at the McNamara Complex, Fort Belvoir. Seated from left to right are Renata Price (Army); Eileen Roberson (Navy); John Heliotis (Air Force Departmental Standardization Officer representing Dr. Don Daniel); Tom Ridgway (DLA); Lou Kratz, Chairman, Defense Standardization Council; Lt. Col. Bernard Ela (Air Force International Standardization); and Jerry Smith (representing Captain Joseph Martin, DISA).*

**...continued from previous page**

accomplish its mission requirements using

coalition and joint forces.

To help foster interoperability, DoD 5000.2-R now requires program managers to identify, early in the design process, any international standardization agreements (ISAs) or U.S. implementing documents that apply to the program, in order to help ensure interoperability with allied systems and equipment. Today, complying with this policy will be extremely difficult. There is no complete and up-to-date collection of ISAs for a program manager to examine. Even if there were, it is not intuitively obvious which ISAs or implementing documents may apply to a system, subsystem, or component.

I believe that one of our primary missions is to help provide guidance and tools to make policy compliance easier for program offices, buying commands, and industry. The area of international standardization agreements is a difficult and complex area in which to do this—but that makes it all the more important. We are now in the process of building a current database of ISAs, and are working on a correlative index that will help responsible individuals be able to locate efficiently the ISAs with which they need to comply. Beyond that, a database of individuals who represent the Department on these international committees is being compiled, as well as a participation pamphlet to help representatives understand their responsibilities.

Another one of Janus' responsibilities was being the god of doors, which was a very important job since a house, a city, and a fortification was only as strong as its doors. As we close the door on MilSpec Reform, we are opening several new doors that will strengthen the program and give it new opportunities in support of improved interoperability, logistics readiness, and insertion of new technologies. As we look forward to the new administration, I see the number of standardization opportunities growing, and we will keep you informed as these opportunities unfold.



*At the 2000 World Standards Day Banquet, held on October 18, 2000, the National Standards Strategy was signed by all principals. This strategy establishes a framework that can be used by all interests—companies, government, nongovernmental organizations, standards developers and consumers—to improve U. S. competitiveness abroad while continuing to provide strong support for domestic markets and, at the same time, address key quality-of-life issues such as the environment. It builds on the strengths of the U. S. system by proposing a set of strategic and tactical initiatives within that framework that can be used by all interests to meet national and individual organizations' objectives. The initiatives are designed to reaffirm traditional strengths such as sectorally based standards, consensus, openness and transparency while giving additional emphasis to speed, relevance, and meeting the needs of public interest constituencies.*

*Pictured from left to right are: Dr. Mark W. Hurwitz, CAE, President and CEO, American National Standards Institute (ANSI); Dr. Robert J. Hermann, Chairman of the Board, ANSI; Mr. Ray Kammer, Director, National Institute for Standards and Technology; and the Honorable David Oliver, Principal Deputy Under Secretary of Defense for Acquisition, Technology and Logistics.*



## Welcome New Army Standardization Executive

We welcome **Ms. Renata Price**, Army's Assistant Deputy Chief of Staff for Research, Development and Acquisition for Science, Technology and Engineering and the new Army Standardization Executive. She is responsible for a broad range of technologies in the areas of chemistry, mechanics, materials, electric armaments, and others associated with armament systems. She interfaces with a wide variety of government, industry, and academic organizations.



*Renata Price*

Throughout her career, Ms. Price has participated in international and NATO activities associated with armament technologies. She has been a key participant within Project Reliance in the Conventional Air/Surface Weaponry Sub-Panel. Later, she participated in the activities of the Weapons Panel as restructured by the Director of Defense Research and Engineering. In September of 1989, she was selected to join the Senior Executive Service as the Deputy Director of the Armament Research, Development and Acquisition's Center Close Combat Armament Center. For her work with the Advanced Field Artillery System, which is now designated Crusader, she was awarded the Commander's Award for Civilian Service and the Order of Saint Barbara, which is an award for exceptional service to the Field Artillery.

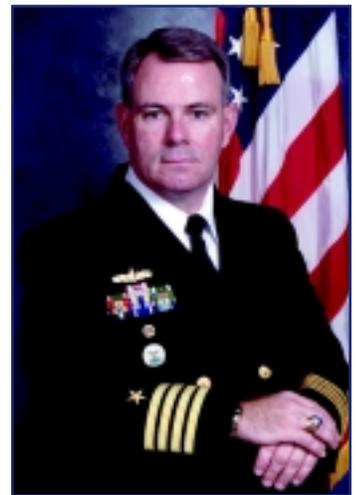
Ms. Price holds a 1968 Bachelor of Science Degree from the United States Military Academy, and a Master of Business Administration Degree from Fairleigh Dickinson University, awarded in 1983. In May of 1995, she received the Meritorious Civilian Service Award and in November 1996, she received the Fire Power Award for Technology from the American Defense Preparedness Association. In 1998, Ms. Price received the Presidential Rank of Meritorious Executive.

She is a member of the Army Acquisition Corps and holds a Level III Certification in Program Management. Ms. Price is a welcome addition to our Defense Standardization Council.

## Welcome New DISA Standardization Executive

We welcome **Captain Joseph R. Martin** as the new Defense Information Systems Agency (DISA) Standardization Executive and the Commander, DISA Center for Information Technology Standards (CFITS).

CFITS is the Department of Defense (DoD) Executive Agent for centralized management of information technology standards. This includes managing the development, adoption, specification, certification, and enforcement of information



*Captain Joseph R. Martin*

processing, transfer, and content standards within DoD. CFITS also influences the development and adoption by industry (both U. S. and abroad) of IT standards that support DoD C4I information system requirements.

Captain Martin is a native of Nashville, Tennessee, and a graduate of the U. S. Naval Academy (class of 1978). His initial sea tour was on the USS GUAM (LPH-9) as a Communications Officer. After many developmental tours, he served as the Executive Officer on the USS BADGER. After tour completion, he served as Assistant Chief of Staff for Command, Control and Communications on the staff of the Commander, Sixth Fleet.

He assumed control of the USS JOHN A MOORE in July 1997. During this command, the JOHN A. MOORE participated in Counter Drug Operations in the Eastern Pacific and Caribbean and was awarded all types of commander excellence awards and the Chief of Naval Operations Safety Award.

His initial shore assignment was as a student at the U. S. Naval Postgraduate School, where he earned a Master of Science degree in Telecommunications Systems Management in 1985. From November 1994 to November 1996, Captain Martin was assigned as the Interoperability Coordinator and later as the Tactical Data Links Requirements Officer on the staff of the Chief of Naval Operations Command and Control Division. During this tour, he served as the U. S. representative to NATO and AUSCANNZUKUS Command and Control information exchange groups and as the program sponsor for the Navy Center for Tactical Systems Interoperability. His most recent assignment was as a student at the Industrial College of the Armed Forces in Washington, D.C., where he earned his Master of Science Degree in National Resource Strategy.

Captain Martin has been actively engaged in his role as the DISA Standardization Executive, and we look forward to a long and productive relationship. Welcome aboard, Captain Martin.

## Welcome Navy DepSO, Commander Mary Beth Newton

**Commander Mary Beth Newton**, of Long Island, New York, graduated Phi Beta Kappa in 1979 from the State University of New York at Stony Brook with a Bachelor of Arts degree in Political Science. She received her commission in February 1981 from Officer Candidate School in Newport, Rhode Island. Her first assignment was as the Assistant



*Commander Mary Beth Newton*

Administrative Officer on the staff of Commander, Light Attack Wing, U. S. Pacific Fleet in Lemoore, California. She reported in November 1982 to Naval Air Station Miramar, San Diego, California, where she completed her second division officer tour as Bachelor Quarters Officer.

In 1985, Commander Newton was assigned as an instructor and company officer on the staff of Officer Candidate School, Newport, Rhode Island. She then reported to Service School Command, San Diego, California in 1988, where she served as Assistant Officer in Charge of the Broadened Opportunity for Officer Selection and Training (BOOST) Program; and then as the Director of the Special Education and Training Schools Department. She was designated a Master Training Specialist and earned a subspeciality in Education and Training Management. In 1991, she reported to the Naval Postgraduate School in Monterey, California, and graduated in June 1993 with a Master of Science degree in Financial Management.

In August 1993, she was assigned as Executive Officer of the Transient Personnel Unit, San Diego, California. Upon completion of her tour as Executive Officer in August 1995, she was assigned to the staff of the Joint Chiefs of Staff as Resources and Acquisition Manager in the Force Structure, Resources and Assessment Directorate. In July 1998, Commander Newton was assigned as Executive Officer, Naval Support Activity, Washington D.C., and completed that assignment in May 2000. Commander Newton was then assigned to her current position as Program Manager for the Government/Industry Data Exchange Program (GIDEP) for the Assistant Secretary of the Navy.

Commander Newton is a proven specialist in Financial Management as well as a designated Navy Acquisition

## Welcome to the Army DepSO, Karim Abdian

**Mr. Karim Abdian** joined the Army Materiel Command Departmental Standardization Office in late 1999. Prior to this, he worked as a Science Advisor to the Commanding General, U. S. Army Europe, Seventh Army Training Command (Seventh ATC). Mr. Abdian



*Karim Abdian*

received the Meritorious Civilian Service award and the USAREUR Excellence Award while in this position.

Born in Iran, Mr. Abdian served in the Army of the Shah, and came to the United States to attend the City College of New York. He graduated in 1975 with a Mechanical Engineering degree. From 1976 to 1983, he worked for the Engineering Division of Cabot Corporation. In 1984, after receiving a Master of Business Administration from Lindenwood University in St. Louis, he went to work as Chief Engineer for Omega Industries, leading a group of engineers in design, manufacture, and repair of military and civilian aircraft engines. From 1988 to 1991, Mr. Abdian worked in St. Louis with the U.S. Army Aviation and Troop Command as a Production and Industrial Engineer. He left that assignment to become the Labor and Materials Area Team Chief on a Should Cost Team for the procurement of the Apache AH-64a. From 1992 until his assignment as Seventh ATC Science Advisor, Mr. Abdian worked as the ATCOM Value Engineering and Operating and Support Cost Reduction Program Manager.

Mr. Abdian brings a very varied background to his new position, and we look forward to working with him on future projects.

Professional. Her personal awards include the Defense Meritorious Service Medal, Meritorious Service Medal, Navy/Marine Corps Commendation Medal (two awards), and the Navy/Marine Corps Achievement Medal (two awards). We are already enjoying a strong working relationship with this Navy DepSO.

# Digitization of the Battlefield Using Variable Message Format (VMF)

Captain Richard Jarrell, USAF

## What is VMF?

The Variable Message Format (VMF) interoperability standard was developed for the battlefield. VMF was designed to operate in a bandwidth constrained, hostile environment **where information superiority and ground truth are of paramount importance.** *It is a flexible media independent digital information exchange standard suitable for employment on combat net radios and other tactical digital entry devices.* Because it does not impose any communication protocol or waveform restrictions it can be used to integrate heterogeneous information systems in the battle space.

## How does it work?

In VMF, the sender only transmits fields that contain data (with empty fields and groups of fields turned off); thus minimizing the bandwidth needed for transmission by reducing the overall bit count. VMF provides a message map and control mechanism which permits implementing systems to tailor their use of VMF in order to maximize its efficiency. By using case statements, if-then-else conditions, and repeatable groups/fields, the VMF user is able to control message size. Messages are parsed at the receiving end based on the standard message map, and according to the control mechanisms set by the transmitting system.

## What is required to implement VMF?

VMF is intended for near real-time use and is not man-readable. A tactical data processor is required to decode the messages (typically a laptop-style computer). VMF is best employed in a report-only-when-something-changes operational context. And while VMF augments voice communications extremely well, it is not intended as a replacement for voice communications.

## Where is VMF used?

VMF was adopted as the message standard for the Advanced Field Artillery Tactical Data System (AFATDS) in 1989 and mandated in 1991 for all tactical fire support data systems by the Assistant Secretary of Defense for Command, Control, Communications and Intelligence (ASD (C3I)). It is the standard for digitized battlefield information exchange supporting land combat operations brigade and below. As the application of VMF expands it is becoming the premier joint tactical message standard for the bandwidth constrained battle space of the twenty-first century.

The U.S. Army is a major proponent and implementer of the VMF standard. **The Army's Fourth Infantry Division has been designated as the first Digitized Division** and will deploy laptop-style processors into artillery batteries, armored fighting vehicles, aviation platforms, and tactical command centers to give battle commanders near real-time command and control and situational awareness. VMF messages will be sent and received at various echelons over a tactical internet combining all of the Army's tactical communications systems, with primary usage at the brigade and below levels.

## Who is the keeper of the VMF standard?

The Defense Information Systems Agency (DISA) has development and Configuration Management (CM) responsibilities for the VMF standard which it executes through its formal standards management committee structure participated in by the CINCs, military services, and agencies (C/S/As). VMF currently has a catalog of 119 messages: fifty for fire support operations, twenty for land combat operations, fifteen for intelligence operations, twelve for combat service support, nine for maritime operations, and several other messages in support of air operations, special operations, air defense, network monitoring, and more. VMF is still growing, and the areas of the most growth are currently Close Air Support and Air/Space Control.

## How are changes made to the standard?

Changes are made to the standard as they are agreed upon within the joint CM process. A complete revision of the published standard is made every few years as needed. The latest revision of the VMF standard (VMF Technical Interface Design Plan (TIDP), Revision 4) (September 2000). This revision incorporates hundreds of changes since the last baseline was issued in June 1998. Those changes yield improvements in such areas as fire support coordination, weather reporting, etc.

## Will VMF continue to be a U.S.-only standard?

Military allies of the United States have expressed interest in VMF development and employment. The United Kingdom has been an active observer in VMF development activities. Australia, Germany, New Zealand, Korea and others have likewise indicated an interest in the standard. As the VMF

standard continues to evolve and mature, a strategy for including our allies in its development and CM process will emerge.

## In Summary:

VMF is a truly flexible standard, flexible in terms of bandwidth, message construction, and functional capabilities. Although VMF was originally mandated for use in the fire support functional area, messages have been developed for many joint functional areas. **The application of VMF to support war fighter interoperability objectives continues to expand.**

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*Captain Richard Jarrell is the VMF Sub Group Chairman, Defense Information Systems Agency, Joint Information Engineering Organization, Center for Information Technology Standards (CFITS). He can be reached at: JarrellR@ncr.disa.mil*

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## PSMC November Meeting in Florida

*Parts Standardization & Management Committee (PSMC): "Fostering standardization by promoting commonality of parts and processes, and thereby increasing interoperability, improving logistics readiness, and reducing total ownership cost."*



The PSMC kicked off its bi-annual Fall Meeting, held November 13–17, 2000, in Destin, Florida, with the introduction of its newly elected Chairmen: **Mr. Sam Merritt**, Government Co-Chair (DSCC/DLA); **Mr. Dan McLeod**, Military Co-Chair (NAVY/NAVAIR); and **Mr. Steve Parker**, Industry Co-Chair (SCI). The intensive agenda and open forum discussions reflect that the PSMC has become the hub of parts management information for both Industry and Government. The Subcommittees for **Diminishing Manufacturing Sources & Material Shortages (DMSMS)**, **Plastic Encapsulated Microcircuits (PEMs)**, **Modernized Parts Control Automated Support System (MPCASS)**, **Education/Certification**, and **Marketing** met throughout the week to discuss technical issues and the changing acquisition environment. Invited Industry and Government guests provided the highlights of the week with the following presentations:

“Accelerating and Managing Change In DoD,” presented by Mr. Elton Minney (TASC) for Mr. William E. Mounts, Director, International & Commercial Systems Acquisition and Change Management Center Lead

“How to Standardize DMS Management and Work Process Flow,” Mr. Malcolm Baca (TacTech)

“COTS Management Process for Tactical Aircraft Systems,” Mr. Dinh Hoang (Lockheed Martin)

“Overview of MIL-HDBK-512, Parts Management,” Mr. Dan McLeod

“Total Parts Plus,” Mr. Rick Cleveland (MTI)

“SD-18, Defense Standardization Program Guide for Parts Requirements and Applications,” Mr. Dan Quearry (NAVSEA Crane)

The next general meeting will be held April 23–27, 2001, in Springfield, Virginia. Anyone wishing to become involved in parts management-related issues and activities that are of mutual interest to DoD and Industry is invited to participate.

For more information on upcoming meetings and the PSMC, please visit the PSMC Web site at [www.dsccl.dla.mil/psmc](http://www.dsccl.dla.mil/psmc). A complete set of meeting minutes, presentations, list of attendees, subcommittee information, and PSMC points of contact may be found there. A new “Subscribe” feature has been added to the Web page for automatic PSMC updates.

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## Did you know?

How does one shoe size differ from the next bigger or smaller size?

Admit it: They never tell us what the difference is and we never ask, right? We’re just like cattle. Well, OK, I suppose we’re really more like horses, who also wear shoes, but then the expression doesn’t deliver the idea of being passively led.

Originally, measurements of all kinds were based on body parts. A foot, for example, was the length of a person’s foot. But whose foot? Now you’ve stepped in it. For centuries such measurements, including shoe sizes, were not standardized. The Romans took the first step in setting things right. They discovered that barleycorns tended to be of uniform length and decided that three of them in a row equaled an inch. Early shoemakers used one barleycorn, or a third of an inch, for size increments. And that’s where it still stands today.

Now you want to know about widths? Give ’em an inch and they take . . .

*(Source: Imponderables: The Solution To The Mystery Of Everyday Life by David Feldman)*

# SSB-1: Guidelines for Using Plastic Encapsulated Microcircuits and Semiconductors in Military, Aerospace, and Other Rugged Applications

Henry Livingston

The military and aerospace electronics industries are experiencing an ever increasing demand for the use of plastic encapsulated microcircuits and semiconductors. While plastic encapsulated microcircuits and semiconductors offer a number of inherent advantages over hermetically sealed ceramic packages, uncontrolled use can introduce a number of technical risks in military and aerospace equipment applications that are not associated with hermetic packaged devices.

The G-12 Solid State Device Committee of the Government Electronics and Information Technology Association (GEIA)

developed guidelines for assessing the suitability of plastic encapsulated microcircuits and semiconductors for use in military, aerospace, and other rugged applications. EIA Engineering Bulletin *SSB-1, Guidelines for Using Plastic Encapsulated Microcircuits and Semiconductors in Military, Aerospace and Other Rugged Applications* provides:

- Methods for selecting the most suitable device for the application from both an equipment performance and economic perspective.
- Means to emulate commercial buying practices by drawing upon qualification and reliability evaluation methods applied by the microelectronics design and manufacturing industry.

SSB-1 currently includes four annexes that describe the reliability assessment method, including supporting technical rationale:

- **SSB-1.001 Qualification and Reliability Monitors** recommends minimum qualification and monitoring testing of plastic encapsulated microcircuits and discrete semiconductors.
- **SSB-1.002 Environmental Tests and Associated Failure Mechanisms** provides more detailed information concerning the environmental stresses associated with qualification and reliability monitor tests and the specific failures induced by these environmental stresses.
- **SSB-1.003 Acceleration Factors** provides reference information concerning acceleration factors commonly used by device manufacturers to model failure rates in conjunction with statistical reliability monitoring
- **SSB-1.004 Failure Rate Estimating** provides reference information concerning methods commonly used by the semiconductor industry to estimate failure rates from accelerated test results.

A paper presenting the reliability assessment methodology described in SSB-1 is available from the Defense Standardization Program Office Web site.

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*Henry Livingston is Vice-Chair of the Government Electronics and Information Technology Association (GEIA) G-12 Solid State Devices Committee.*

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## Today's Trivia Question:

Why do we call anti-aircraft fire—and criticism aimed at prominent people—“flak?”

For many of the first Allied bomber pilots in World War I, bombing raids over German positions must have seemed like turkey shoots. If enemy planes didn't come up to meet them, they could drop their bombs at will. Rifle fire from German troops on the ground posed little threat to their success or safety.

That changed with the development of the Fliegerabwehrkanone, or anti-bomber canon. Can't pronounce it? Neither could Allied pilots. But how can you brag to your comrades about what a rough time you had without naming your nemesis? So they resorted to an abbreviation: F.L.A.K., to describe what was fired from that gun.

Flak also became a metaphor for criticism fired at prominent people. And PR people today who use all available ammunition—sometimes even the facts—to shoot down criticism of their clients are also called flaks.

*(Source: Why You Say It by Webb Garrison)*

## Forty Years of Success

# Woodwork Standard for U.S.A. Celebrates Birthday

The woodwork *Quality Standards*, published by the Architectural Woodwork Institute (AWI), Reston, Virginia, is about to be forty years old. Or, perhaps we should say, forty years NEW and growing.

In 1959–60, a group of woodworkers and design professionals in the Chicago area gathered to create the first U.S. National Standard for fine woodworking. In 1961, the AWI published the first edition of the *Quality Standards*.

The Seventh Edition *Quality Standards Illustrated* (QSI) is the latest in a long line of this industry standard for architectural woodwork. **Architectural woodwork is usually defined as all the wood exposed to view when a building is completed.** As you can imagine, that includes windows and doors, wood trims around the room, cabinets, paneling, stairs, and the like.

The AWI QSI is the accepted standard for virtually all project specifications in the Master Format Sections 06400 and usually in the door Sections of the 08000 series. By choosing the QSI as the referenced standard, the specification writing team reduces the resources needed to develop a biddable, buildable, and enforceable contract document. DoD contractors can be assured of a commonly understood body of Standards for woodwork and doors which has been in constant use and under regular review for four decades.

Here is a brief review of the contents of this 585-page reference book, the Seventh Edition *Quality Standards Illustrated*:

The book opens with an Introduction for Design Professionals to help them make the best use of both their time and the QSI. This is followed by seventeen (17) sections of text, tables, and more than 900 illustrations.

There are sample guide specifications before each fabrication section to assist the design team in making the proper selections for materials and workmanship. There are tests set forth to allow the construction team to assure compliance with the Standards.

Sections 100 and 200 cover the many types of raw materials used in architectural woodworking. These include more than just solid lumber and plywood. Modern woodwork manufacturers fabricate items with melamines, decorative laminates, glass, stone, and metal components to name a few.

Section 300 explores the world of standing and running trim, which is usually defined as window and door casings, baseboard, chair rail, crown moulding, and the like. It also includes handrails when used as a barrier or along walls not associated with stairways. There are about 350 moulding profiles illustrated in the Design area of this Section.

Section 400 sets the standards for architectural cabinets and related fixtures such as display units, courtroom fittings, and reception desks. As with all the sections, parts of the work are

identified and then material and workmanship standards are established. This Section covers wood cabinets, plastic laminate clad cabinets, and the related countertops.

Section 500 describes the wide range of choices in architectural paneling. As with Section 400, it is divided into three parts: wood flush paneling, plastic laminate clad paneling, and stile and rail paneling.

Section 600 includes information on closet and utility shelving and its construction. There is a table to help calculate total distributed load bearing capacity.

Section 700 is the area for ornamental millwork which, because of its unique design or application, does not fit in any other section of the Standard. This might include columns, pediments, or special doorway surrounds.

Section 800 is a guide for the specification of fine wooden stairway and handrails. A design summary offer suggestions on conventional measurements and requirements for a safe stair.

Section 900 covers the materials and workmanship for interior and exterior frames and jambs, both in solid lumber and in wood veneer. Section 1000 is used when custom windows are a part of the design criteria. It does NOT pertain to common, factory produced windows available from commercial sources.

Sections 1100 and 1200 are made part of the construction documents when screens, blinds and shutters are needed on the job. As with Section 1000 before them, neither of these sections can be used to specify “commodity” or “premanufactured” units.

Section 1300 deals with architectural flush doors for special projects. Unlike the previous three Sections, even building standard doors from major manufacturers can be specified under the AWI guidelines.

Similarly, Section 1400 is dedicated to stile and rail doors, and can be used for the guide specifications and reference standard for nearly any manufacturer.

Section 1500 covers factory finishing; that is, the application of stains and top coats in a controlled environment prior to delivery to the job site.

Section 1600 is similar to 400 in that it covers cabinets, but these are typically the kinds of cabinets purchased as modular units from a manufacturer’s catalog.

Section 1700 closes out the book with the standards for the installation of fine woodwork and related items.

To learn more about the Architectural Woodwork Institute and its publications and services, readers are encouraged to visit the web site at [www.awinet.org](http://www.awinet.org).

Photos and line drawings are available for illustration purposes. **Contact Greg Heuer**, Technical Director, Architectural Woodwork Institute, 1952 Isaac Newton Square West, Reston, Virginia 20190; (703) 733-0600, [gheuer@awinet.org](mailto:gheuer@awinet.org)

Editor's Note: The DoD does not officially endorse this product, but seeks to inform the standardization community of sources for standardization educational material.

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## Cauldron Standards

We are always on the lookout for references to standards in important literature. Steve Oksala (from Unisys, on ANSI Board) sent us this one. We expect to see this showing up in a speech or article sometime soon...

The most recent Harry Potter book, *Harry Potter and the Goblet of Fire*, brings up standards—here is an excerpt:

“What are you working on?” said Harry.

“A report for the Department of International Magical Cooperation,” said Percy smugly. “We’re trying to standardize cauldron thickness. Some of these foreign imports are just a shade too thin—leakages have been increasing at a rate of almost three percent a year.”

“That’ll change the world, that report will,” said Ron. “Front page of the *Daily Prophet*, I expect, cauldron leaks.”

Percy went slightly pink. “You might sneer, Ron,” he said heatedly, “but unless some sort of international law is imposed we might well find the market flooded with flimsy, shallow-bottomed products that seriously endanger—”

“Yeah, yeah, all right,” said Ron, and he started off upstairs again.

Unfortunately the author seems to think that such issues should be resolved by government rather than the market; and we note that Percy is a brand new graduate with no technical experience. (Deja vu ...) We also note the emphasis on foreign imports, so this may be a case of non-tariff trade barriers.

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*Stephen P. Oksala; Director, Standards Management, Unisys; 2476 Swedesford Road, MS B203H; Malvern, Pennsylvania 19355; Telephone: (610) 648-2050; Fax: (610) 695-4700; e-mail: [stephen.oksala@unisys.com](mailto:stephen.oksala@unisys.com). Excerpt from Harry Potter and the Goblet of Fire by J. K. Rowling reprinted by permission of Scholastic Inc., New York, New York.*

## World aluminum organizations sign international accord for unalloyed aluminum

Recently, the Aluminum Association and sixteen other national and regional aluminum organizations from around the world signed an accord for an International Designation for Unalloyed Aluminum.

The signing organizations agreed to use the same alpha-numerical system for designating unalloyed aluminum for primary aluminum metal and to register chemical composition limits for such metal under the rules defined in the accord.

Additionally, a newly printed registration record, “International Designations and Chemical Composition Limits for Unalloyed Aluminum,” is now available and supercedes the former registration record for North America. This document contains designations and chemical composition limits for unalloyed aluminum metal in commercial use internationally.

“We believe that establishment of this accord, which is similar in principle to the long-standing accord on wrought aluminum alloys, will benefit the users and suppliers of primary aluminum worldwide and facilitate international trade by providing a common language to communicate on unalloyed aluminum products,” said **J. Stephen Larkin**, President of The Aluminum Association.

“International Designations and Chemical Composition Limits for Unalloyed Aluminum” registration record is \$6 for members of The Aluminum Association and \$12 for non-members. The publication can be ordered on-line through the Association’s web site located at: [www.aluminum.org](http://www.aluminum.org) or by calling (301) 645-0756. Please ask for Item Number OR-1 when ordering.

The Aluminum Association, based in Washington, D.C., with offices in Detroit, represents primary producers of aluminum, recyclers, and producers of semi-fabricated products. Member companies operate nearly 200 plants in 37 states.

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### ***FYI***

## Where to find online engineering drawings:

The online repository for engineering drawings is the Joint Engineering Data Management Information and Control System (JEDMICS) at DAPS, Philadelphia, Pennsylvania. The POC is **Mr. Ralph Colavita**, (215) 737-9213.

# Civilians Provide Vital Element to DoD Mission

Staff Sgt. Kathleen T. Rhem

Civilian employees have served in every major American war since the Revolution, freeing service members to concentrate on winning battles. That tradition continues today, as roughly 700,000 civilians serve the Defense Department throughout the United States and at least seventeen foreign lands as well.

Civilian teamsters hauled supplies for General George Washington's troops. Civilian workers supported service members in all theaters during World War II and performed myriad tasks on the home front. U.S. camps throughout the Balkans today are managed and maintained by U.S. and foreign civilian contractors.

While specific tasks performed by civilians may have changed through time, their role has not. In dealing with the realities of modern military force cuts and shrinking budgets, civilians are even more vital to the DoD mission—defending America.

Current DoD policy is to “civilianize” positions whenever possible as a way to save costs while minimizing impact on force effectiveness. According to a 1998 Rand Corporation report, there are two reasons for this. First, military members are moved in and out of jobs frequently, so there are high turnover and training costs. Second, military members do not spend 100 percent of their time performing their assigned functions; they also have training requirements and other duties.

“Civilians provide stability in the organization,” said Diane Disney, Deputy Assistant Secretary of Defense for Civilian Personnel Policy. “Military people rotate between assignments every three years or so. **DoD civilians are necessary to provide vital support that allows our warfighters to perform their mission.**”

DoD requirements call for personnel managers to employ civilians “in positions which do not require military incumbents for reasons of law, security, discipline, rotation, or combat readiness; which do not require a military background for successful performance of duties involved; and which do not entail unusual hours not normally associated or compatible with civilian employment.”

That is, “Anything that isn't military-essential, any position where the person isn't going into combat,” said Pam Bartlett, a program analyst with the Office of the Undersecretary of Defense for Personnel and Readiness. “You require the military to go to war, and you hire civilians to provide support for the military.”

The government also contracts with civilian firms for goods and services instead of directly hiring employees to do the work. This is because there are times when contractors are more cost-effective or they do certain things better, Bartlett said.

“Sometimes you contract for services because they're

available from the private sector, and it wouldn't be cost effective to do it in house,” she said, using telephone service as an example. “It's all a question of who provides the best value in terms of the dollars and the services provided.”

Just because civilians aren't uniformed members of the armed forces doesn't mean they're out of harm's way. “It's as if DoD civilians live two lives,” Disney said. **“We live the life of a civil servant and the life of a defense employee.”**

Disney said civilians designated as “emergency essential,” meaning their skills and abilities are crucial to mission success, are subject to deployment—about 4,500 DoD civilians deployed to Southwest Asia during Desert Shield and Desert Storm, for instance. Civilians are often issued military uniforms during deployments and may be authorized to carry weapons for personal protection.

“Designating civilians as emergency essential emphasizes the total-force nature of DoD involvement,” she said. **“It is recognition that civilians are important members of the DoD team.”**

*The Director and the members of the Defense Standardization Program Office salute the DoD civilian standardization community members and DSPO contractors for their constant dedication to excellence.*

*Staff Sgt. Kathleen T. Rhem is with the American Forces Press Service. (Reprinted with permission of the editor, Belvoir Eagle.)*



*Pictured above are Scott Mitchell, Integic Corporation, and Andrew Certo, Deputy Director, Defense Standardization Program, at the annual Defense Standardization Program Honorary Awards reception.*

# COTS acceptance on course for military users, Chapman tells COTScon West

**John Rhea**

The acceptance and implementation of standards for commercial off-the-shelf (COTS) electronic components continued to make substantial progress in the past year, says Joe Chapman, the former Texas Instruments executive and now consultant based in Midland, Texas.

Chapman reported the latest findings of a two-year study conducted for Defense Standardization Program Office (DSPO) during the COTScon West 2000 conference December 12-13 in San Diego.

Chapman ticked off three accomplishments and one partial accomplishment. Among the achievements were:

- the continuation of the integrated product team approach involving users and suppliers from the beginning of the design cycle;
- widespread recognition among military and commercial users that their product life cycles are different; and
- industry participation in global activities such as the Avionics Working Group.

He listed as a partial success the efforts of component manufacturers and original equipment manufacturers, or OEMs, to coordinate their efforts early in the definition phase of new programs.

Chapman stressed that COTS means different things to different people and that the concept should be understood as merely embracing catalog products available to all buyers regardless of their level of ruggedization. He also emphasized that COTS should be considered “the right part for the application.”

Chapman also updated the status of the declining government and aerospace market for electronic components, a factor that has limited the aerospace industry’s clout with the chipmakers.

Based on the latest figures from the Semiconductor Industry Association in San Jose, California, he noted that the market segment has fallen from about \$1 billion to less than \$400 million in the past year.

The resulting switch to commercial-grade parts upscreened to meet military specifications has been a matter of continuing concern for leaders of the DSPO. Still, Chapman reported that these parts have been operating safely in military and commercial aircraft in cockpit applications and in such flight-critical systems as engine controls.

For example, he noted that Boeing alone uses more than \$50 million worth of commercial microprocessors a year. No single standard or specification exists for these parts at present, he said, but work is in progress within the Avionics Working Group sponsored by the aircraft makers and suppliers.

COTS electronic components are designed into virtually

every weapon system, Chapman says, although upscreened parts appear to account for less than 10 percent of the total parts count.

The uprated parts operate slightly outside their commercial specifications for junction temperatures—92 degrees Celsius vs. the 85-degree C commercial spec.—but the OEMs are qualifying the boxes and other subsystems and accordingly considering the components qualified by extension, he said.

“If COTS is the answer, what was the question?” Ed Hennessy, technical marketing director at Sky Computers Inc., Chelmsford, Massachusetts, asked the COTScon audience. In his view, successful COTS implementation requires planned technology insertion throughout the life cycle of a weapon system.

These extraordinarily long cycles—for example, more than 40 years for the SR-71 “Blackbird” reconnaissance aircraft—greatly exceed the constant upgrades of the electronic components. A typical digital signal processor (DSP) design is about 12 months, Hennessy noted.

The COTS savings are therefore principally realized at the front end of a system program, but Hennessy said that with planned technology insertion COTS could cut operations and maintenance costs by 40 percent.

Hennessy’s proposed solution is to substitute several short design cycles for one long design cycle, and he listed goals of a four-fold improvement for the time required for design concept to field prototypes or to upgrade existing products.

Implicit in this approach is the use of an open-system architecture, and Hennessy urged, “You have to look under the hood.” Stress the software, he concluded, and regard the hardware as “commodity-like.”

Rodger Hosking, vice president at Pentek Inc. in Upper Saddle River, New Jersey, reported a successful application of COTS in the use of field-programmable gate arrays, or FPGAs, to replace DSPs in software-based radios. There has been an explosion in the wireless communications market, he noted, and this presents an opportunity to use cell phone technology based on COTS.

The real value of a software radio is what he called “information property,” or IP, and the hardware implementation can be achieved with a mixture of application-specific integrated circuits (ASICs) and DSPs. The ASICs tend to dominate the computationally intensive functions such as filtering and demodulation while DSPs offer additional flexibility for analyses and decisions.

Where FPGAs enter the picture, in Hosking’s scheme, is the bridging of applications such as decoding and fast Fourier

**continued on page 16...**

# Performance Requirements Study

Ron Zabielski

Defense Standardization Program

## Overview

The Department of Defense (DoD) has mounted a strong offense in recent years to change the acquisition process in very fundamental ways. A major facet of the initiative has been to change the way requirements are expressed. The “how-to” design detail requirements that were standard in the past have been rejected in favor of requirements expressed in performance terms. This initiative was launched in June 1994.

There is a great deal of anecdotal evidence that the need to express requirements in performance terms has spread throughout the acquisition community. Newsletters and journals have publicized inspiring success stories of specific programs that have adopted the new philosophy. The question remained, however, as to how deeply the change has penetrated.

In order to gain insight into whether or not these efforts are succeeding, the Defense Standardization Program Office asked Litton/PRC to find the answers to the following questions:

- Are performance requirements being written?
- Are performance requirements finding their way into contracts?
- Is the use of performance requirements having the desired results in the acquisition process?

To address these questions, Litton/PRC decided to examine actual solicitations and the resulting contracts to determine how requirements are being expressed.

## Results

Are Performance Requirements Being Written?

The sample of solicitations and contracts that we examined shows that performance requirements are being written. Almost without exception the documents we examined were devoid of “how-to” language. Where it was appropriate to specify, performance terms were used.

Are Performance Requirements Finding Their Way into Contracts?

Based on the requirements expressed in the solicitations and contracts we examined, we would say that they are. Is the Use of Performance Requirements Having the Desired Results In the Acquisition Process?

This question is much harder to answer. The answer will, obviously, be subjective. Again, there is much anecdotal evidence that in specific acquisitions the desired results—efficient procurements that capitalize on contractor initiative and commercially available technology—are being achieved. However, this question will not be definitively answered until many more acquisitions have been completed.

## Methodology

Phase I—Solicitation Study

To deal with the above questions, we decided to obtain a representative sample of solicitations to examine in depth. We chose a two-week period at random from the *Commerce Business Daily*, June 15-29, 1998.

The Research and Development category was scrutinized first. Solicitations that clearly would not fall prey to the “how-to” syndrome (such as requirements for pure research) were automatically excluded. After the research and development solicitations were exhausted, we surveyed all the rest of the announcements looking for procurements that were more than requests for quotations but which were not development efforts.

In the final analysis, we obtained about thirty solicitations to examine in depth. During the course of the investigation, for various reasons, an additional five were weeded out. The variety of products and services solicited was impressive. We had solicitations for products ranging from hay balers to hypersonic weapons, and services ranging from airfield bird control to electronic warfare assessments.

Phase II—Contract Study

The methodology for examining the contracts was easier. We looked at the contracts to see if the references to specifications and standards had been changed from the references in the solicitation. We then looked for any new requirements that might have been added.

Each contract was counted as either a product or service contract, although in some cases there was overlap. Contracts that required that services be delivered along with the hardware (e.g., installation or logistics support services) were counted as

requirements for a product. Contracts that were essentially for services but also required some hardware (e.g., a pager contract that required the contractor to provide pagers along with pager services) were counted as requirements for services. We also looked for the commercial or nondevelopmental item approach. As part of our research we noted whether a preference for commercial items was expressed.

## Phase I Results

Of the 25 documents we used for this study, nine were RFPs, ten were Combined Synopsis/Solicitations, two were Program Research and Development Announcements (PRDA), two were Broad Area Announcements (BAA), one was a Statement of Work, and one was a Performance Description. One Air Force solicitation contained a Statement of Objectives. Here is a summary of the pertinent data from the documents:

- Solicitation for: a product (21), a service (4)
- Number of times defense specifications identified: (13); Number mandated: (13);
- Number of times performance specifications identified: (13); Number mandated: (13);
- Number of times defense standards identified (29); Number mandated: (19); Number for guidance only: (10). \*One solicitation mandated 3 military handbooks and 6 Air Force instructions (included in count).
- Number of times government, non-defense standards identified: (8); Number mandated: (7); Number for guidance only: (1).
- Number of times non-government standards identified: (30); Number mandated: (23); Number for guidance only: (7).
- Number of product or service descriptions written in performance terms (22).
- Number of solicitations that expressed a preference for commercial or nondevelopmental items: (17).

In the categories of “government non-defense standards” and “non-government standards” we did not count general references such as those that required that the contractor comply with federal and state environmental (or hazardous waste, or safety, etc.) provisions as referring to a requirement. We had no way of determining how many requirements documents were actually involved. The same applies when we analyzed the contracts in Phase II

The distribution of defense specifications among the documents was uneven. Only three documents called out defense specifications of any kind, and one of those called out only performance specifications. The other two referenced service interface or system specifications. More documents referenced defense standards, government non-defense standards and non-government standards, but their numbers

were not overly great. (24 percent, 16 percent, and 36 percent of the total documents respectively).

The determination that a document was written in performance terms is, of course, a subjective judgment, but we attempted to be fairly harsh in that judgment. That is, if we erred it was probably in incorrectly excluding a document from the performance category. On the other hand, the determination that 17 documents expressed a preference for commercial or nondevelopmental items may be artificially low because, (1) we did not give credit to a document unless the preference was plainly stated, and (2) the 4 solicitations for *services* would not logically express a preference for *items*.

## Phase II Results

Of the 25 solicitations we used for Phase I of this study, 18 contracts were awarded. We collected 16 contracts for the Phase II analysis. In one case, the contracting office would not release the contract, but the contract specialist provided verbal assurance that the contract contains the same language as the RFP. We have taken her at her word and recorded the data as if we physically had the contract. The results of another solicitation, three cooperative agreements, could not be released because they contained proprietary information.

Here is a summary of the data collected from the contracts:

- Contract for: a product (13), a service (4).
- Number of times defense specifications identified: (13); Number mandated: (13);
- Number of times performance specifications identified: (13); Number mandated: (13);
- Number of times defense standards identified: (5); Number mandated: (5).
- Number of times government, non-defense standards identified: (4); Number mandated: (4).
- Number of times non-government standards identified: (8); Number mandated: (8).

Only one contract used defense specifications, and that contract called out only performance specifications. Some contracts referenced defense standards, government non-defense standards and non-government standards, but their numbers were not overly great. (They were 12 percent, six percent, and 18 percent of the total documents respectively.)

Comparing references to specifications and standards in these contracts with their associated solicitations results in almost no change. One contract, the Upright Temperature/Altitude Chamber contract, dropped a reference to a non-government standard—NEMA 3R.

### Commercial Items

In Phase I, we also examined if the solicitations addressed the issue of commercial or nondevelopmental items. As part

of our research, we noted whether a preference for commercial items was expressed. We found that a preference for commercial items was expressed in 17 of the 25 solicitations.

In Phase II, we looked at the relative success rate of commercial or nondevelopmental acquisitions as compared to the other acquisitions. Success in this case is defined as a contract award. The success rate was essentially the same for both types of acquisitions. Of the 17 solicitations that expressed a preference for commercial items, 12 resulted in a contract (70.6%). Of the 8 solicitations not expressing a preference for commercial items, 6 resulted in a contract (75.0%). The difference is not statistically significant.

## Conclusions

Based on the limited, two-week sample of recent solicitations and contracts, or related documents, that we analyzed, it appears the acquisition reform goal of eliminating unnecessary “how-to” in the acquisition process **is being met**. Based on the documents we evaluated, performance-based language is appearing in solicitations and in the resultant contracts. Inappropriate use of military specifications and standards has virtually disappeared.

The conclusions we came to in Phase I were reinforced by the Phase II effort. More generally, it appears that acquisition reform initiatives are taking hold in the DoD acquisition community – particularly in the areas of writing performance requirements and avoiding the use of military specifications.

In a related matter, we were surprised at the great differences in the accessibility and usefulness of the web sites we visited. On some, we could very easily and quickly find and download the documents we wanted. On other sites, it was virtually impossible. Many acquisition organizations will have to greatly improve their automated capabilities before electronic commerce will be broadly successful in DoD.

We were also surprised at the large percentage of combined synopsis/solicitations (and their related cousins) that were used. It is clear that many contracting offices are taking advantage of the simplifications to the acquisition process provided by acquisition reform.

Lists of the solicitations and contracts examined, requirements referenced, and a more detailed discussion of the results are available in the Phase I and Phase II reports, which are posted on the DSPO Web site: [www.dsp.dla.mil](http://www.dsp.dla.mil).

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**...continued from page 13** transforms. The maintainability and portability of FPGA cores allow migration to future generations of the radios. Just as Chapman and Hennessy urged continuing upgrades throughout the system life cycle, Hosking noted that these cores could migrate from generation to generation because of the IP libraries maintained by FPGA vendors and third party affiliates.

A last minute addition to the COTScon speakers lineup,

*Pictured is John Heliotis, Air Force Departmental Standardization Officer. John replaced Mr. Clark Walker, who retired and is now living in Star, North Carolina. John's biography will follow in a future Defense Standardization Program Journal Update.*



*Pictured are John Heliotis (l), Air Force Departmental Standardization Officer, and Joseph Delorie, Defense Standardization Program Office, in a discussion of work underway. Both were attending the annual Defense Standardization Program honorary awards ceremony.*

Richard Jaenicke, director of product marketing at Mercury Computer Systems in Chelmsford, Massachusetts, raised the issue of the software standards that will be necessary to implement COTS and made the distinction between open and mainstream standards—both of which will be needed for COTS-based systems, in his opinion.

Windows NT, for example, is not an open standard, but it is so widely used that it makes sense in many applications. Conversely, Defense Department-unique open standards, such as the controversial Ada programming language, have few users outside the military community and therefore little impetus for product improvement, Jaenicke said.

Now, the Defense Department's Defense Advanced Research Projects Agency (DARPA) is launching a new standard for military users known as the Vector Signal and Image Processing Library, or VSIPL.

Another, Common Object Request Bridge Architecture (CORBA), is due to be available by mid-year for signal processing applications. This is also a DARPA-driven effort, and Jaenicke suggested it could become the standard for enterprise computing and transaction processing.

As in other applications of COTS, according to Jaenicke, the telecommunications industry is driving the standards for embedded computing. The defense market itself is too small to drive the standards, he noted.

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*Permission granted for reprint from Aerospace Daily, February 2001; Military\_Aerospace\_Electronics.htm*

# ISO 9000 and the Federal Government

Ira Epstein

Submitted as commentary to the Defense Standardization Journal

As recently as ten years ago, the general public would have considered government services and quality services as incongruous. The perception unfortunately was based on fact. Government workers followed regulations religiously as conformance was an indicator of satisfactory performance. Workers were helpless and frustrated and chained down by these rigid expectations.

Times have changed. The public is beginning to notice a difference. Service is improving. The government is going high tech, which means the public can see, understand and communicate with the government more easily. Government Web pages abound. More information is available than can be absorbed. Some employees are starting to feel more empowered and less frustrated.

What are some of the initiatives that are driving quality in the government?

**Reinvention Laboratories:** *Organizations are permitted to test new and better approaches and deviate from internal regulations if the regulations don't make sense.*

**Government Performance and Results Act:** *Organizations are required by law to define their performance in terms of goals which are of value to their customers and then measure their performance in achieving these goals and report their results to Congress.*

**Acquisition Reform:** *Organizations are expected to simplify acquisitions, eliminate unnecessary paperwork, use electronic commerce, reduce contractor oversight, use commercial practices and commercial standards, achieve single processes, reduce government standards, use performance contracting and buy based on value rather than price alone.*

**President's Quality Award Program:** *Organizations are recognized for their success in quality customer service and continuous improvement through the application of specified award criteria and a numeric rating system.*

The government is definitely moving in the right direction. However, there is still a long road to traverse. Not everything is rosy. Unfortunately, some employees are not yet unshackled. What more can government be expected to do? When we look to the private sector, we notice something that has gone largely unnoticed in government. More than 343,000 organizations have been registered to a quality management system known around the world as **ISO 9000**. This is the only internationally recognized quality management system standard

in the world. Industry in general, and the automotive, medical device, telecommunications, and aerospace sectors, have based their quality management systems on ISO 9000. *If this standard is good enough for industry, it should be good enough for government.*

It is not that government is not aware of ISO 9000—in fact, they are very much aware of it. They like it enough to impose quality management systems based on ISO 9000 on their contractors. Regulatory agencies also think ISO 9000 is good enough to promote to their regulated industries. Among such regulatory agencies are FDA, FAA, USDA, and DOE. The FDA rewrote their long time Good Manufacturing Practices regulation to conform to the requirements of ISO 9000. If the government feels ISO 9000 is good for industry, why don't they feel it is good for government? Are they practicing “do as I say but not as I do”?

The government needs to rethink the application of ISO 9000 within the government. They need to consider implementing ISO 9000 as their internal quality management system. ISO 9000 is equally applicable to service providing organizations as it is to manufacturing organizations.

In all fairness, some government agencies have implemented ISO 9000 internally. Several government agencies have, in fact, become ISO 9000 registered, such as the Coast Guard Yard in Baltimore; Army Corps of Engineers in Louisville; Army Chemical and Biological Command in Aberdeen, Maryland; Rock Island Arsenal in Rock Island, Illinois; Defense Reutilization and Marketing Office in Battle Creek, Michigan; Federal Aviation Administration Logistics Center in Oklahoma City; Naval Undersea Warfare Center in Keyport, Washington; Naval Surface Warfare Center in Philadelphia; Naval Aviation Depot in Cherry Point, North Carolina; NASA Kennedy Space Center, Florida; the NASA Johnson Space Center in Houston; and the Air Force Logistics Center, Oklahoma City. There are others that are registered, and others that are in the process of registration. Still, this represents only a small fraction of all those agencies that could adopt ISO 9000 as their internal quality management system.

Why should ISO 9000 be implemented in the government? There are several benefits of ISO 9000 that are not found with the other initiatives being applied by government. ISO 9000 is a quality management system. It is not a program with a beginning and an end, a series of unrelated improvement projects, or a set of award criteria—it is an ongoing management process that requires continual improvement and customer satisfaction. It requires that the system be documented in order to understand the processes, have

*continued on next page ...*

# Policy Memo 00-02: ASSIST-Online Standardization Project Transmittal (ASSIST-Project)

**Gregory E. Saunders**

**Director, Defense Standardization Program Office**

This memorandum establishes two changes for the transmittal of standardization projects

(1) As of October 1, 2000, it is no longer necessary for preparing activities (PAs) to submit completed DD 1585s for projects, with the exception of engineering practice studies and item reduction studies. Upon receipt of documents through the ASSIST-EDS (Electronic Document Submission) module, the Department of Defense Single Stock Point (DoDSSP) will complete the project for the preparing activity. Since item reduction or engineering practice studies are not sent to the DoDSSP for indexing and distribution, PAs must still initiate and complete these projects via the ASSIST-Project module at <http://assist.daps.mil/project>.

(2) Effective immediately, PAs are encouraged to use ASSIST-Project to initiate new projects. As of January 1, 2001, it is now mandatory for PAs to use ASSIST-Project to initiate and update standardization projects (again, the DoDSSP will do completions as noted above). ASSIST-Project allows document PAs to electronically initiate and update standardization projects by electronically transmitting to the DoDSSP for processing that information normally entered on a DD Form 1585. Note that the only basis code available for submitting projects in ASSIST-Project is Code X. This is because projects will no longer be initiated to support the basis codes used to reflect the document improvement actions under Milspec Reform.

Until such time as we need to develop new basis codes, Code X will be used. On December 31, 2000, the DD Form 1585 was canceled and ASSIST-Project is the only method for PAs to initiate and update standardization projects. Only projects initiated using the ASSIST-Project can be updated by the PA in the ASSIST-Project module. After December 31, 2000, projects that were submitted to the DoDSSP using the paper DD 1585 for processing need to be updated or discontinued by notifying the DoDSSP by e-mail ([rrodemer@daps.dla.mil](mailto:rrodemer@daps.dla.mil)) or mail: DoDSSP, Building 4, Section D, 700 Robbins Avenue, Philadelphia, Pennsylvania 19111-5094 (Attn: Mr. Rodemer). Again, the DoDSSP will complete the project upon receipt of the standardization document. ASSIST-Project will be made accessible only to those who prepare or submit standardization projects. All preparing activities requiring access to the ASSIST-Project module must have an

active ASSIST-Online account and request access from the DoDSSP through Mr. Rodemer at the e-mail address provided.

At this time, ASSIST-Project does not have the capability to forward copies of project submittals to the cognizant lead standardization activity and custodians. Therefore, until that enhancement is made to ASSIST, it is important that the input screens in ASSIST-Project be printed at the time of project submittal and be sent to the cognizant LSA and custodians.

It would also be beneficial to become familiar with the new ASSIST Alert Service and to set up your individual Alert Profile. This will ensure you are notified when a document of interest has been accepted and is available in ASSIST. Information on ASSIST-Alert Service is at <http://astimage.daps.dla.mil/online/news/AlertService.cfm>. A system overview of the new ASSIST-Project module is available on the Web at <http://assist.daps.mil/project/faqs/overview.cfm>. Questions about the ASSIST-Project module should be addressed to Ms. Edith Burns, ASSIST Maintenance Team, (215) 697-9495, or e-mail [eburns@daps.dla.mil](mailto:eburns@daps.dla.mil).

Question concerning this policy memorandum should be addressed to Ms. Karen Bond on my staff at (703) 767-6871, or e-mail [karen\\_bond@hq.dla.mil](mailto:karen_bond@hq.dla.mil).

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repeatable processes, establish a baseline from which to improve and have a system that endures. It is a holistic system, encompassing all those who impact the quality of the products or services, and assigning responsibilities and authorities to all involved. It is a foundational or basic system—it implies that you must first learn to walk before you can run. In other words, it is unrealistic to expect an organization to achieve a President's Quality Award if the organization does not have a basic quality management system in place. It allows the government to compete with the private sector—and levels the playing field. It supports the government policy of using commercial practices. It is recognized around the world.

There is every reason to adopt ISO 9000 in the government and no reason not to. It is time for the government to “walk the walk” and not just “talk the walk”.

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*Ira Epstein is a former DoD employee who is now President of Value Management Associates, a company that teaches ISO 9000 certification; and he is a Member of ISO TC/176. Contact Mr. Epstein at (703) 239-9670; e-mail: [iepstein@erols.com](mailto:iepstein@erols.com)*

# DoD Installs New Item Reduction Web Site Capability (IRWSC) System

**Willis Drake**

**for the Defense Standardization Program Office**

The Defense Standardization Program Office (DSPO) sponsored the primary development of the new Item Reduction Web-Site Capability (IRWSC) System. The Defense Logistics Agency, the military services (Army, Navy, Air Force, and Marine Corps), and General Services Administration (GSA) representatives are participating in the IRWSC development effort; and the military services, DLA Defense Supply Centers, and GSA have defined the mission need and customer requirements for the IRWSC System.

This new system provides on-line Internet access to the DoD Standardization Item Reduction Initiators and Using Coordinating Activities to submit and coordinate Item Reduction Studies (IRS) in accordance with the DoD Item Reduction Program. On-line access of the IRS via the IRWSC System provides input, download, on-line entry, and query capabilities.

## The Current Method of Conducting Item Reduction Studies

Currently, conducting IRS involves the generation of volumes of paper, in the form of hardcopy IRS and the associated technical data (vendor catalog pages and technical information). This current method of conducting IRS will change considerably with the implementation of the IRWSC System.

## Item Reduction Moves to the Express Highway (the Internet): Conducting Item Reduction Studies in the Future

The development of the IRWSC System is the key to how IRS will be performed in the future. The IRWSC System development effort involves using a dedicated Web server to produce IRS conforming to the same or similar format currently generated in DLA Standard Automated Material Management System (SAMMS). The IRWSC System allows the IR technicians to reduce greatly the amount of paper the old IRS method generated and move closer to a paperless environment. Overall, this IRWSC System enhances the review, coordination, and evaluation process of IRS, resulting in IRS being completed faster and with more reliable history records.

The potential need of the IRWSC System becomes more attractive as the DoD moves more towards acquiring items using commercial practices, where we purchase entire vendor catalogs and receive items as direct vendor delivery, in lieu of stocking items in the DoD depots. The potential for conducting IRS using the IRWSC System has greater potential for satisfying

the IR program requirements, as we will be able to access vendor catalogs that are in an electronic format and compare items by vendor part numbers. This approach allows the IR technician to identify those items that are in long-time supply or readily available at the vendor's site, and have a faster delivery time schedule, so that these type items will not have to be stocked, stored, and issued from a DoD warehouse.



*Pictured above are members of the Item Reduction Web Site Capability Working Group. This team met at the Defense Supply Center Columbus to kick off the development of the new electronic item reduction program web site that will take item reduction studies from a paper process to an electronic one. Seated at the table are: Willis Drake (now retired from HQ DLA and working as a contractor to support this development); Etta Dorsey (HQ DLA); Barbara Fox (DSIO Columbus); James Grady (Navy, Mechanicsburg); Russ Parker (DSIO Columbus). In the second row, from left to right, are Jack Thompson (Air Force); Bashir Chughtai (DSC Richmond); George Mason (DSC Richmond); John Washington (Marine Corps, Albany, Georgia); Gary Longstreth (DSC Columbus); Bob Campbell (Navy, Philadelphia); Michelle Miller (DLIS-KAB, Battle Creek, Michigan); and Tony Carnevale (DSC Columbus). This team will remain together until full authority to operate is granted for the new Item Reduction Program Web site.*

## It pays to plan in advance

In 1998, the DoD Item Reduction Working Group envisioned enhancing the IR program, and improving the supporting tools that the IR technicians use to conduct their day-to-day IRS operations. With Internet technology being more accessible and adaptable for use in the day-to-day work environment, the IR Working Group agreed to pursue the possibilities of creating

an application available through the Internet to generate, review, coordinate, and finalize IRS. In early 1999, the IR working group agreed that we needed to develop a Web application to assist the IR technicians with conducting IRS. In March 2000, the DoD IR Program Manager coordinated a plan of action for developing the IRWSC System. The IRWSC action plan identified the steps necessary to ensure an orderly progression of events that will provide a smooth IRWSC System development and implementation.

### A team approach (working together) is better than an individual approach

One of the great advantages of working together as a development team was the ability to identify and document the functional requirements for the IRWSC System. Having the users, functional analysts, and the system developers engaged in the functional requirement dialogue, during the entire requirements gathering process, proved very beneficial. From the beginning of the project



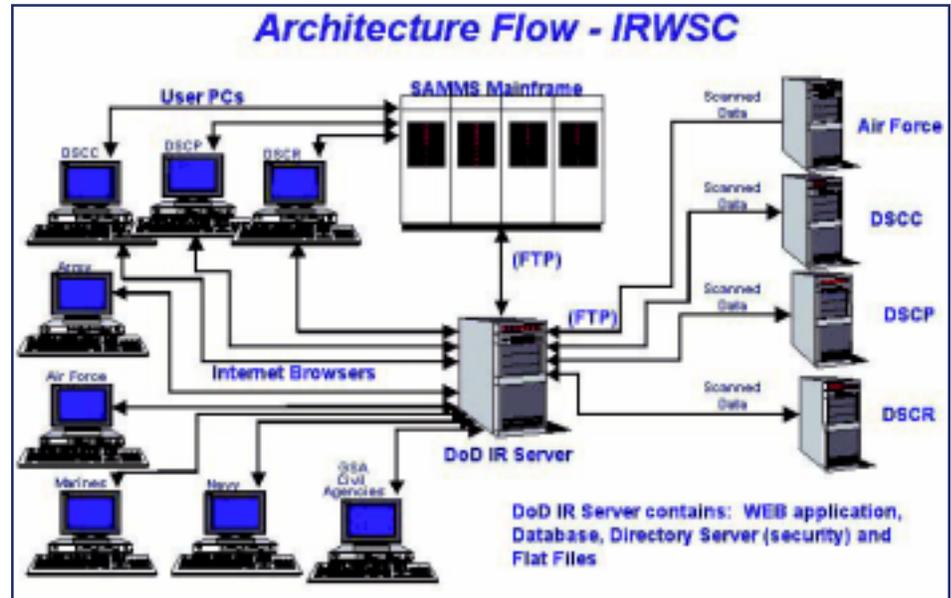
*Pictured above are members of the development team: From left to right are Paula Gray, Ross Hite, Scott Castle, and John Darby (all from DSIO-Columbus).*

development, the system developer, DLA Systems Integration Office (DSIO), has guided the introduction of this 21st century e-business initiative. DSIO technologists were provided with the work process requirements of the military services and the various DLA centers. DSIO developers used the Rapid Application Development (RAD) approach, which allowed the programmers and functional users to review the software functionality and

provide input as the system was being developed. DSIO followed a blueprint that matches the new information technology with the organizational structures, concepts, and business needed to attain successfully the Defense Standardization Program's strategic goals. DSIO has built an Item Reduction

location of JEDMICS or the actual commercial vendor catalog technical data).

- Input on-line, pertinent technical comments regarding the IRS review, recommendation, and coordination decisions.



*Figure 1: Architecture structure of the IRWSC System.*

Web-site capability that truly demonstrates the entire item reduction community's commitment to the Department of Defense Item Reduction Program, which significantly strengthens the entire standardization community and program.

### IRWSC Functionality

The basic IRWSC System functionality provides the users the capability to:

- Generate IRS and load them on the Web server via the IRWSC System.
- Ensure that only authorized users can access the IRWSC System, and that the authorized users will be permitted to access only those IRWSC modules that they are allowed in accordance with their users' permission authority.
- Access IRS from the IR Web site and perform the day-to-day operations in conducting IRS reviews and coordination.
- Review the IRS and the associated technical drawing data (either

- Access on-line for audit trail purposes, the IRS history file information for five years after the IRS decisions have been completed.

The diagram in Figure 1 depicts the architecture structure of the IRWSC System. The transfer of the scanned technical data is secure, as it is FTP (File Transfer Protocol), and moves the data from the IRS Activity to the IRWSC server. The IRWSC System also accommodates the manual input and the automated process from the SAMMS (Standard Automated Material Management System) for generating IRS.

From a technical standpoint, the IRWSC System operates on a Sun 420 server with dual 450 MHz processors and two gigabytes of memory running Solaris 2.7. The commercial software products used for this project include iPlanet's Web Server Version 4.1; iPlanet's Directory Server Version 4.2, which controls authentication and access to the Web site; and an Oracle 8i database.

Servlets (programs) written in Java (scripts) provide the needed capability to update the database through the Web site. Also, by using a directory server, IRWSC is positioned to transition to a PKI (Public Key Infrastructure) utilizing personal certificates to control access to the Web site.

## The Road to Item Reduction: The DoD Item Reduction (IR) Program

The DoD IR Program is authorized by the Cataloging and Standardization Act (Public Law No. 82-436) in 1952, under the statutory provisions of Sections 2451-2457 of Title 10, United States Code. The Item Reduction program is documented in the DoD 4120.24-M, Defense Standardization Program (DSP), Policies and Procedures manual. All National Stock Numbers (NSNs) recorded in the Federal Logistics Information Service (FLIS) file shall be assigned an item standardization code (ISC). **The ISC denotes that an item is or is not authorized for acquisition.**

The formal method of assigning certain ISCs is obtained through the coordination of Item Reduction Studies. The IRS process includes determining where there are a great number of generally similar items that lend themselves to grouping by item names, item characteristics (such as sizes), and material. **Item reduction is essentially a sorting out of items of supply to separate items currently in the supply system that are to be retained for stock purposes from the items not to be acquired for continued supply support.**

Further, in DLA, the Item Reduction Program, through Item Reduction Study (IRS) decisions, automatically causes the Interchangeability and Substitutability (I&S) decisions to be built. The I&S information is used to support the Services requisition processing for those items having I&S recorded in FLIS and the DLA Standard Automated Material Management System (SAMMS).

## Who is authorized to conduct IRS?

Only those activities identified in the Standardization Directory (SD-1) are authorized and responsible for conducting IRS. The standardization decisions can be generated only by the responsible Item Reduction Activity listed in the SD-1. Accordingly, the Defense Logistics Information Service (DLIS) will only accept and process standardization transactions from the authorized submitters responsible for standardization decisions.

## Benefits and cost savings/cost avoidance from conducting IRS

The benefits of conducting IRS are both tangible and intangible. **The cost attributed to eliminating (eventually deleting) an item of supply from the DoD inventory is \$1,495.** Additionally, by eliminating items that are no longer needed in the supply system, it reduces the management resources that an item manager has to apply to these type items. There is an intangible cost associated with the item manager not having to monitor or manage the non-standard

## IRWSC Points of Contacts (POC)

The following POCs for your Service or Agency can be contacted for information regarding the IRWSC system.

### DoD IRWSC Program Manager

Shari Strickland, DSPO  
(703) 767-6870  
e-mail: sharon\_strickland@hq.dla.mil

### DoD IRWSC Contractor Support

Willis Drake, MDI  
e-mail: willis@mdirecord.com

### DLA IRWSC Representative

Etta Dorsey, DLA (J-33242)  
DSN: 427-1638  
e-mail: etta\_dorsey@hq.dla.mil

### DSIO IRWSC Representative

Russell Parker, DSIO-MSDA  
DSN: 850-9757  
e-mail: rparker@dsio.dla.mil

### DSIO IRWSC Representative

Barbara A. Fox, DSIO-MSDA  
DSN: 850-9697  
e-mail: bafox@dsio.dla.mil

### DSIO IRWSC Representative

Paula Gray, DSIO-MSEAB  
DSN: 850-8201  
e-mail: pgray@dsio.dla.mil

### Army IRWSC Representative

Michelle Miller, DLIS-KAD  
DSN: 932-5772  
e-mail: mmiller@dliis.dla.mil

### Air Force IRWSC Representative

Jim Pena, AFMC LGISA  
DSN: 932-5762  
e-mail: penaj@casc.af.mil

### Navy IRWSC Representative

Robert Campbell, NAVICP-Phil  
DSN: 442-7450  
e-mail: robert\_j\_campbell@icpphil.navy.mil

### Navy IRWSC Representative

James Grady, NAVICP-Mech  
DSN: 430-2236  
e-mail: james\_b\_grady@icpmech.navy.mil

### Marine Corps IRWSC Representative

John Washington, MCLB Albany  
DSN: 567-6454  
e-mail: washingtonjh@matcom.usmc.mil

### GSA IRWSC Representative

Charles Long, GSA  
Comm: (703) 305-7511  
e-mail: charles.long@gsa.gov

### DSCC IRWSC Representative

Gary Longstreth, DSCC-VSC  
DSN: 850-0652  
e-mail: gary\_longstreth@dsccl.dla.mil

### DSCP IRWSC Representative

Glenna MacArthur, DSCP-ILTA  
DSN: 444-7450  
e-mail: gmacarthur@dscpl.dla.mil

### DSCR IRWSC Representative

Bashir Chughtai, DSCR-VBE  
DSN: 695-6454  
e-mail: bchughtai@dscrl.dla.mil

type items that may not be fully documented. Additionally, the elimination or reduction of generating the hardcopy (paper) IRS and the associated technical data information has a cost reduction associated with it as well. The cost savings and avoidance figures of these paper reductions, potentially may reach in the hundreds of thousands of dollars.

We can look at the IR Program during the years of 1992 through 1998, and calculate the number of items that were designated for elimination from the DoD inventory as a result of IRSs. The savings/cost avoidance from the IR program within DLA alone was approximately sixty million (\$60,000,000) dollars. During this period (1992–1998),



*Pictured above are members of the certification and accreditation teams: Top Row: Etta Dorsey (DLA); Paula Gray (DSIO); Jim Sullivan (DSIO); Willis Drake (MDI), and Russell Parker (DSIO). Front Row: Inga L. Smith (DLA); Cynthia Ellison (DLA); Kathy Smith (DSIO) and Ann Stephanson (DSIO). Missing from the photo is Robert Barksdale (DSIO).*

DLA coordinated seventy-two thousand items that were identified for elimination. We envision the potential savings/cost avoidance that may be realized from a re-energized IRS Program to be great, in using the IRWSC System.

The IRWSC System has tremendous potential for improving the day-to-day operations of IRS. Historically, the yearly average of items (ISC 3s) eliminated from the DoD inventory that resulted from IRS was approximately 10,000 per year. This equation (10,000 x \$1,495) in today's environment would generate cost savings/cost avoidance totaling approximately \$ 14,950,000.

## Item Reduction: Through the Eyes of the Users

The Internet, and all of the e-Business that has been developed since its inception, has had a profound influence on the design and management of government business processes. The Internet has the potential to reshape the patterns and procedures of the Military Supply Systems. The Internet fundamentally and inexorably alters the way that the military supports its customers. Thus, the challenge for the military is to prepare for this paradigm shift and to ready its supply organizations to exploit these changes to its advantage.

As stated earlier, the Joint Item Reduction Working Group, chaired by the Defense Standardization Program Office, in conjunction with each branch of the military services, realized the momentum of this change and in March 2000 established the IRWSC Working Group. Its mission: to develop and implement an Internet based electronic tool for the Item Reduction Studies business process.

Scheduled for deployment in March 2001, the IRWSC system will provide the military services with greater custodial control over the dissemination of the Item Reduction Studies. The military user activities gain the advantage of having, at their workstations, the ability to access along with the IRS information, all the available technical data needed to analyze the IRS projects. Immediate uploads to the IRWSC system of the military services' coordinated IRS decisions will allow the Defense Supply Centers to expeditiously record these standardization decisions that will lend a dramatic tactical edge to military supply system readiness.

## IRWSC System Testing, Certification/Accreditation and Implementation

Again, using the team concept, the users, along with the functional analysts, developed more than 1300 test profile

conditions to test the IRWSC System during the functional test (conducted January 2001).

The system development was completed in December 2000. The functional test for the IRWSC System started in mid-January 2001, with the interface test started in February 2001. The IRWSC System is currently in test mode, and it is anticipated that deployment will be done by the end of March.

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*Contact Willis Drake at  
willis@mdirecord.com*

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*Pictured above are Gene Grant (l), Tobyhanna Army Depot, being presented with a Defense Standardization Program honorary plaque, on the occasion of his official retirement from federal service; and Gregory Saunders, Director, DSPO, presenting the plaque to Gene at his luncheon.*

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## Did You Know...

The Ten Commandments contain 297 words.

The Bill of Rights is stated in 463 words. Lincoln's Gettysburg Address contains 266 words.

A recent federal directive to regulate the price of cabbage contains 26,911 words.

*The Atlanta Journal*

# Reengineering Document Development and Coordination Process

Bill Lee

Departmental Standardization Office/Defense Logistics Agency

*During 2000, Mr. Bill Lee, Defense Logistics Agency Departmental Standardization Office (DepSO), chaired an Integrated Project Team (IPT) to address Objectives VI.B and VI.C of the Defense Standardization Program (DSP) Strategic Plan.*

The two Objectives and their associated actions as delineated in the DSP Strategic Plan are:

**Objectives VI.B:** DSP has a universally accepted process for coordinating standardization decisions.

**Action:** Reengineer the existing DSP coordination process to meet the needs of a wider community.

**Objectives VI.C:** DSP provides technically correct products in a timely manner.

**Action:** Make the document-development cycle more efficient.

The strategic plan describes how the DSP will reinvent itself to meet the challenges of the twenty-first century and Joint Vision 2010. The purpose of the plan is to initiate reengineering of the DSP to serve its customers better in the DoD operational, acquisition, sustainment, and related military and civil communities.

By reengineering the existing DSP document development and coordination process, DoD will meet the needs of a wider community, and improve its service to America's Armed Forces and other DoD customers. The reengineering effort will seek to employ technology to make the document development and coordination cycle more efficient throughout DoD. Some of the standardization documents are Commercial Item Descriptions; DoD-adopted Non-Government/Industry Specifications and Standards; Federal Specifications and Standards; Military Specifications; Military Standards; and Military Handbooks. Accomplishing these two Objectives will provide products and services of value to our customers that will improve services in the areas of response time, accuracy, and reliability; and improve the efficiency and effectiveness of the logistics and acquisition systems.

The IPT participants were from the Air Force, Army, Navy, Defense Logistics Agency (DLA), National Security Agency, Defense Information System Agency, National Imagery and Mapping Agency, Defense Threat Reduction Agency, General Services Administration, Document Automation and Production Service, and the Defense Standardization Program Office (DSPO).

## DSPO and DepSOs Kick Off

Steve Lowell (DSPO) kicked off the IPT meeting with the DSP Strategic Plan briefing. The purpose of the briefing was

to provide the background, context, and vision of the Strategic Plan so that the IPT would have an understanding of the role and relation of the two Objectives to the overall Strategic Plan.

In implementing the DSP Strategic Plan, the Air Force, Army, Navy, and DLA Departmental Standardization Offices (DepSOs) collectively agreed to share the IPT leads on the six Strategic Plan Major Focus Areas (MFAs). The MFAs are interoperability; logistics readiness; total ownership cost; leadership and management; infrastructure; and processes, products, and services. To this end, the Air Force, Army, and Navy DepSOs were invited to brief their perspective and vision of the Strategic Plan MFAs. At this meeting, the Air Force, Army, and Navy DepSOs provided their thoughts, and the status and milestone of their IPTs. The IPT participants recognized the need to coordinate with the other IPT leads for those Strategic Plan Objectives that overlap.

The IPT has met continuously, and plans to meet several more times to develop a road map or plan of actions, and the recommendations for an integrated and modernized document development and coordination process for standardization documents. An independent survey will be utilized to validate the appropriateness of the new ideas and internal processes, and to assess the viability of the proposed alternative business solutions against industry/government "best practice" examples. The expected completion of these two Objectives will be April 2001.

## Three Phases

The Strategic Plan Objectives VI.B and VI.C will be accomplished in three phases.

**PHASE 1:** The IPT will examine ways of improving the current DSP process of developing and coordinating standardization documents; and means of incorporating the information technology in the process. The IPT review can extend to reengineering the process, if necessary.

**PHASE 2:** A consultant will be used to perform an independent study with the following objectives:

- Conduct a survey of the IPT recommend ("To-Be") process against like processes in commercial and other military arenas, to identify comparable best business practices,
- Assess the various application software products, both commercial-off-the-shelf and design, that will facilitate document development and comment resolution,
- Assess the Web-based technology, either through Internet or Intranet, that will meet our coordination requirements,
- Suggest the product that is best suited for the IPT-

- recommended document development process, while reducing the document development cycle times; and
- e. Suggest Web-based design that will eliminate paper-based distribution; allow for flexible document coordination means; and reduce coordination cycle time.

**PHASE 3:** One or more pilot tests of the selected business process are expected to be performed before a full implementation is recommended, depending upon the decision of the IPT.

## Standardization Impact

The outcome of the IPT efforts will impact all the standardization activities involved in the development and coordination of standardization documents. It will also impact the affected industry organizations that participate in the development and coordination of standardization document with these DoD standardization activities. The desired effect is to streamline the document development and coordination process, to facilitate the inclusion of state-of-art computer-based technology, and to reduce cycle time. Elimination of



*Members of the Defense Logistics Agency-led Integrated Product Team—top row: Kevin Corbeil (Air Force); Rick Rodemer (DLA); Carla Jenkins (OSD); John Tascher (OSD); Mike Nugent (NSA); fourth row: John Heliotis (Air Force); Larry Wilkins (ANSER, Inc.); Jeffrey Carver (Army); Thomas O'Mara (Navy); Stephen Lowell (OSD) third row: William Pfeiffer (DLA-Philadelphia); David Moore (DLA-Columbus); Scott Kuhnen (Air Force); Ray Aragon (DTRA Departmental Standardization Officer); second row: Danny Gleason (NIMA Departmental Standardization Officer); Bill Lee (DLA Departmental Standardization Officer); Stella Romera (DTRA); first row: Thomas Bacon (GSA Departmental Standardization Officer); Karim Abdian (Army Departmental Standardization Officer); Dave Perkins (National Systems Management). Missing from the team photo are: Christine Metz (DLA); Brian Mansir (Logistics Management Institute); Gerald T. Kelly (Logistics Management Institute); Shirley Bentley (Army); Carlotta White (Navy); and Paul Palmer (ANSER, Inc.)*

paper-based distribution, and reduction in coordination cycle time will improve productivity of the Preparing Activities (PA).

## Completed Efforts

- The “As-Is” document development and coordination process was established. Stakeholders for this effort include preparing activities, custodians, review activities, and the affected industry organizations (e.g., manufacturers, users, and industry associations).
- The capability for the Document Automation & Production Service (DAPS) to mass generate validation notices into the Acquisition Streamlining and Standardization Information System (ASSIST) was instituted. This capability will greatly reduce PA’s effort by eliminating the need for creating individual validation notices.
- The IPT helped draft the Policy Memorandum 00-02, ASSIST-Online Standardization Project Transmittal (ASSIST-Project). The policy will streamline the project management and eliminate the paper DD 1585 for establishing a project status.
- The DSP IPT Web site and “Message Board” were established under the DSP Home Page (<http://dsp.dla.mil>). The Web site will allow anyone to learn what is being planned and accomplished by the IPT. Under the major focus area number VI—Processes, Products, and Services, the “Message Board” is currently limited to the DLA IPT participants. This capability allows the IPT participants to exchange messages on IPT topics. The “Message Board” will show the viewpoints on a particular topic. Once the IPT has tested the “Message Board” capabilities, it will be opened to everyone.
- Current and new ASSIST enhancements were collaborated and ranked. More than fifty enhancements were reviewed.
- The “Wish List” requirements are being finalized before they will be written as the functional requirements for the document development and coordination process.

Several government and industry document management/ collaborative and Web technologies were demonstrated at the IPT meetings. They were:

- **Government:** Air Force International Military Standardization/Work Management System (IMS/WMS); AF Boomerang; Defense Supply Center, Columbus Coordination Pilot; National Institute of Standards and Technology XML Web; and Army Document Coordination System.
- **Industry:** ASTM; Integic (formerly USI); SRA International; SES; FileNET; LMI; and AMS.

*For more information on the DSP Strategic Plan, see [www.dsp.dla.mil](http://www.dsp.dla.mil). Inquiries on the IPT efforts may be sent to Bill Lee at [william\\_lee@hq.dla.mil](mailto:william_lee@hq.dla.mil), or (703) 767-1641; DSN 427-1641.*

# Defense Standardization Annual Award Winners



*Pictured are the winners of the 1999 Defense Standardization Program National Honorary Awards. From left to right are winning representatives and individual winners: From left to right are: Kevin Geib (Navy); Klaus Rittenbach (DISA); Carlos Gutierrez (Navy); Spencer Greenwald (Marine Corps); George Laliberte, Erwin Wuester and John Riley (Army); Captain Leslie Carter (Navy); Raymond Paul Tremblay (Army); Lou Kratz, Chairman, Defense Standardization Council; Gregory Saunders, Director, Defense Standardization Program, who presented the awards; Colonel Robert Saxer (Air Force); Dennis Shoemaker (Navy); and George Giannos (DLA).*



*Pictured from left to right are Lucille Thomas-Davis, Army Departmental Standardization Office; Renata Price, Army Standardization Executive; Jose Miletti (Team Leader); George Laliberte, Erwin Wuester, and John Riley (the winning team from the U. S. Army Soldier Biological and Chemical Command, Natick Soldier Center, Aerial Delivery Engineering Support Team); Lou Kratz, Chairman, Defense Standardization Council; Gregory Saunders, Director, Defense Standardization Program, who presented the awards; and Karim Abdian, Army Departmental Standardization Office. In row two, behind the winning team, are Natick's Gary Olejniczak and Tony Yablonicky.*



*Pictured is Raymond Paul Tremblay, Quality Engineering and Safety Team, Standardization Group, Quality Engineering Directorate, Tank Automotive Command (Picatinny Arsenal), receiving his plaque as an Army 1999 winner of the Defense Standardization Program Honorary Award. From left to right are: Karim Abdian, Army Departmental Standardization Office; Renata Price, Army Standardization Executive; Gary Vander Sande and Kraig Rauch, accompanying Paul Tremblay; Lou Kratz, Chairman, Defense Standardization Council; Gregory Saunders, Director, Defense Standardization Program, who presented the awards; and Lucille Thomas-Davis, Army Departmental Standardization Office.*

# Defense Standardization Annual Award Winners



*Pictured are Navy 1999 winners of the Defense Standardization Program Honorary Award—the Naval Sea Systems Command’s Detection Processing and Navigation Systems Program Management Office Advanced Display System Team. Accepting the award for the team is Captain Leslie R. Carter, Program Manager for the team. In the photo with Captain Carter are Angela Catarineau, James L. Wong, William L. Wilder, Erlene A. Howard, David L. Watson, Thomas J. Armstrong, Raymond Lafreniere, Clive A. Harding, and Diane D. Jones. Accompanying the team are Joe Misanin, head of the AN/UYQ Program, and his deputy, Laurie Jo Kelty; Rannie Boyd; Ray Grant, representing Eileen Roberson, Navy Standardization Executive; and CDR Mary Beth Newton, Navy Departmental Standardization Officer. Shown in the front row right side are Lou Kratz, Chairman, Defense Standardization Council and Gregory Saunders, Director, Defense Standardization Program.*

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*Pictured are Navy 1999 winners of the Defense Standardization Program Honorary Award—the United States Marine Corps Direct Reporting Program Manager, Advanced Amphibious Assault Weapon System Mark 46 Development Team. Accepting the plaque for the team is Spencer Greenwald. He received the plaque from Lou Kratz, Chairman, Defense Standardization Council, and Gregory Saunders, Director, Defense Standardization Program. The team members are: LCOL Clayton Nans, Major Mark Richter, CDR. John Bryant, Spencer Greenwald, Kenneth Mick, Ron Cole, Scott Kershner, Robert Kepner, and Scott Story. Accompanying the team are: Colonel Blake Robertson; Joseph C. Teets; Ray Grant; representing Eileen Roberson, Navy Standardization Executive; and CDR Mary Beth Newton, Navy Departmental Standardization Officer.*

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*Pictured are Navy 1999 winners of the Defense Standardization Program Honorary Award—the Multi-Place Life Raft Replacement Team. Accepting the award for the team is Dennis Shoemaker. Presenting the award are Lou Kratz, Chairman, Defense Standardization Council, and Gregory Saunders, Director, Defense Standardization Program. On stage for the presentation were CAPT. David Gleisner, Crew Systems Competency Head of Staff; Jocelyn Alston, Mark Mergard, Charles (Dick) O’Rourke, Richard (Brian) Harvey, Rachel Orosz. Accompanying the group are Bill Balderson; Jeff Allan; Ray Grant, representing Eileen Roberson, Navy Standardization Executive; and CDR Mary Beth Newton, Navy Departmental Standardization Officer.*

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# Defense Standardization Annual Award Winners



*Pictured are Navy 1999 winners of the Defense Standardization Program Honorary Award—the Joint Service Electronic Combat System Tester Integrated Product Team. Accepting the award for the team is Carlos Gutierrez (Navy). Presenting the award was Lou Kratz, Chairman, Defense Standardization Council, and Gregory Saunders, Director, Defense Standardization Program. The Joint Team is represented as follows—from the Navy: Randall Indgjer, Michael Klingerman, Elvy Williams and James Milligan. From the Air Force—Orlando Cortez, Richard Wingate, Edward Hughes, Robert Eastham. There were accompanied by Bill Balderson; Jeff Allan; Ray Grant, representing Eileen Roberson, Navy Standardization Executive; and CDR Mary Beth Newton, Navy Departmental Standardization Officer.*



*Pictured are the Navy 1999 winners of the Defense Standardization Program Honorary Award—the High Level Architecture Team, Naval Air Warfare Center Training Systems Division. Accepting the award for the team is Kevin Geib and presenting the award is Lou Kratz, Chairman, Defense Standardization Council, and Gregory Saunders, Director, Defense Standardization Program. On stage for the presentation are David Kotick, Eric Anschuetz, Daniel Paterson, Hiep Hoa Vu, Erik Hougland. Accompanying the team are Paul Little; Lennie Burke; Bill Balderson; Ray Grant, representing Eileen Roberson, Navy Standardization Executive; and CDR Mary Beth Newton, Navy Departmental Standardization Officer.*



*Pictured is the Air Force winner of the 1999 Defense Standardization Program Honorary Award—the Evolved Expendable Launch Vehicle System Program Office, Space and Missile Command. Accepting the award for the team is Colonel Robert Saxer. Presenting the award is Lou Kratz, Chairman, Defense Standardization Council, and Gregory Saunders, Director, Defense Standardization Program. The team members present are: Colonel Sue Mashiko (Team Leader and Deputy System Program Director), LtCol David Foy; LtCol Roger Odle; LtCol James Knauf; LtCol Daniel Stockton; Captain Ronnie Devlin; Robert Abend, Randy Kendall, Linda Drake, James (Gene) Collins (Boeing Company) and Gainey Best (Lockheed Martin Aeronautics). Accompanying the team are Dr. Bill Berry, representing Dr. Don Daniel, the Air Force Standardization Executive, and John Heliotis, the Air Force Departmental Standardization Officer.*

# Defense Standardization Annual Award Winners



*Pictured above are Klaus and Karen Rittenbach, with their children, Kevin and Katherine, accepting the \$5,000 cash prize for Mr. Rittenbach's work on the DoD interoperability standard for video teleconferencing (VTC), which he championed as the VTC standard for the entire Federal government. Accompanying Mr. Rittenbach are Leslye Hughes, Deputy Commander, Center for Information Technology Standards; Captain Joseph R. Martin, DISA Standardization Executive and Commander, DISA Center for Information Technology Standards (CFITS); Ed Kovanic, Chief, Telecom Systems Branch, CFITS, DISA, Fort Monmouth; and Elaine Babcock, DISA Departmental Standardization Officer.*



*Pictured above is the Defense Information Systems Agency 1999 winner of the Defense Standardization Program Honorary Award—Mr. Klaus Rittenbach, Information Engineering Directorate, Center for Information Technology Standards (Fort Monmouth). Presenting the DISA award were Lou Kratz, Chairman, Defense Standardization Council, and Gregory Saunders, Director, Defense Standardization Program. Accompanying Mr. Rittenbach were his supervisor, Ed Kovanic; Colonel Robert Weber; Captain Brian J. Meyerriecks, former DISA Standardization Executive; Captain Joseph R. Martin, DISA Standardization Executive; Leslye Hughes, Deputy Commander, DISA Center for Information Technology Standards (CFITS); and Elaine Babcock, DISA Departmental Standardization Officer.*



*Pictured above is the Defense Logistics Agency winner of the 1999 Defense Standardization Program Honorary Award—the Document Automation and Production Service (DAPS), Philadelphia Team. The twenty member team is represented by Diane Slemmer and Roy Bouser. Accepting the award is George Giannos, Deputy Director, DAPS, Philadelphia. Presenting the award are Lou Kratz, Chairman, Defense Standardization Council, and Gregory Saunders, Director, Defense Standardization Program. Accompanying the team are Rick Rodemer, the DoD Single Stock Point/ASSIST Supervisor; Thomas Ridgway, DLA Standardization Executive; and Bill Lee, DLA Departmental Standardization Officer.*

## THE DSP MISSION:

Identify, influence, develop, manage, and provide access to standardization processes, products, and services for warfighters, the acquisition community, and the logistics community to promote interoperability and sustain readiness.

# The First—and Last Word...

Much has happened in the Defense Standardization Program since publication of the first *Journal* last July. As Editor, I have the privilege of seeing events happen first hand or getting the word before others do.

In the past few months, I have seen announcements on some of our key standardization community members; and when possible, members of our staff attended their farewell luncheons or dinners. We will miss the following:

**Christine Metz**, Headquarters, DLA. Chris accepted a position with the new DLA Business Systems Modernization effort underway at headquarters. We standardization types know what a gem that program received!

**Jerry Nabors**, Redstone Arsenal, Alabama. Jerry wrote me a note that he is now working for Madison Research and is still interested in all the goings on in the standardization world after devoting so many years to it. He wanted to thank the standardization community for the wonderful support he received over the years. Jerry left me his e-mail address for those who would like to contact him: [jnabors@MadisonResearch.com](mailto:jnabors@MadisonResearch.com).

**Paul Tremblay**, Picatinny Arsenal. “Mr. Drawing Practices” finally put his pencils in his pocket and left after 38 years. Paul received recognition for many accomplishments, including the Defense Standardization Program Outstanding Achievement Award, and the Robert H. Stearns Awards, from the former American Defense Preparedness Association.

**Willis Drake**, Headquarters, DLA. “Mr. Chairman” (Willis chaired the Joint DoD Item Reduction Program and the Interchangeability and Substitutability Program Committee) for nearly ten years prior to retirement. He worked intensely with all the services on both programs, and the committee members (including this Editor) will miss him calling the meetings to order. Shortly before his retirement, Willis also received the Logistics Operations Peer Award for July 2000. Willis left a long legacy to the DoD.

**Thomas Bacon**, General Services Administration. Tom had been with GSA for a long time, and he knew so much about the civilian side of standardization. He truly was an asset to the DoD standardization community.

**Claude Cassady**, Navy (only after serving for 16 years in the General Services Administration, Federal Supply Service



**Sharon Strickland**  
Editor, *Defense Standardization Program Journal*

standardization program). Claude wrote me that upon retirement he was heading to the Outer Banks of North Carolina to do some serious fishing—and, when the fishing slowed, he would look for a job in the information technology field.

**Paula Howard**, Navy Departmental Standardization Office. Paula retired in 2000 after nearly 40 years of Federal Service. Her work was constantly recognized for excellence, and she is already missed. Paula contacts us periodically and tells us that retirement is everything she thought it would be and better.

**Monica Poelking**, Defense Logistics Agency, Columbus. The standardization community sent Monica off in style as she accepted a new position. Monica was recognized by the DSPO for her outstanding support of the DSP in the area of electronics. We miss her visits to HQ and strong support of our DoD mission.

New Assignments:

We welcome **Stuart Crouse** as the new Standardization Program Manager at the LOGSA PSCC (he replaces newly retired **Gene Grant**). Stu had served as the Chief of the former Army Logistics Symbology Office and has extensive experience in automated identification technology (AIT) standardization. He has worked closely with organizations such as AIM and ANSI, and is well known for his AIT expertise throughout the DoD and the private sector. Stu is currently active with the NATO AIT working party. He can be reached at: [stuart.crouse@logsa.army.mil](mailto:stuart.crouse@logsa.army.mil). His telephone number is: DSN 795-7146 (commercial (570) 895-7146). Welcome to our community.

Stu, “your buddy **Gene Grant**” sent me this information, and he also wanted me to let everyone know that retirement is everything it is cracked up to be and so much better than what

he did for the 34 years prior to retirement.

Passings:

Sadly, I also received notes about the passing of some very special standardization people:

**Dr. Larry O. Daniel**, Redstone Arsenal, who was killed in a tragic car accident. Dr. Daniel was to retire this year after serving our community as a true leader in the standardization and technical data world. He and Jerry Nabors had planned to retire at the same time.

**Dr. Helmut Hellwig**, former Deputy Assistant Secretary of the Air Force for Science, Technology and Engineering, died in 2000. Dr. Hellwig came to the United States from Germany as a research physicist at the U. S. Army Electronics Command, Fort Monmouth, New Jersey. Dr. Hellwig went on to receive numerous honors, including the Presidential Rank of Meritorious Executive Award and the National Bureau of Standards' Edward Uhler Condon Award, which recognizes distinguished achievement in written exposition in science and technology.

**Thomas Adams**, DLA. Not too long ago, Tom Adams joyfully retired, and many of us attended his retirement party. He was presented a Defense Standardization Program plaque for his many years of service to the standardization program. It is good to know that Tom truly enjoyed his retirement.

It is my pleasure to have worked with all these wonderful people.



Letters, articles, news items, photographs and other submissions for the *Defense Standardization Program Journal* are welcomed and encouraged. Send all materials to Defense Standardization Program Journal at 8725 John J. Kingman Road, Suite 4235, Fort Belvoir, Virginia 22060-6221. DSPO is not responsible for unsolicited materials. Materials can be submitted by digital/electronic means: by e-mail to [sharon\\_strickland@hq.dla.mil](mailto:sharon_strickland@hq.dla.mil); or on floppy disks (Windows-formatted only) to *Defense Standardization Program Journal* at the address above. DSPO reserves the right to modify or reject any submission as deemed appropriate.



*Pictured from left to right are Steve Hofinger and Carl Lucas, Integic Corporation (formerly USI); Gregory Saunders, Director, Defense Standardization Program; and Elaine Babcock, Defense Information Systems Agency Departmental Standardization Officer. The event was the annual Defense Standardization Program annual awards reception.*

## What does “HOOAH” mean?

Working for the Department of Defense gives one a whole new vocabulary. To solve this, and to educate our non-DoD readers, the Editor will periodically provide some sense (definition) of these strange words.

The Army seems quite fond of “Hooah.” So, what does “Hooah” mean?

HOOAH (hü-ä) interj. [slang used by soldiers, primarily light infantry, airborne troops, and rangers, referring to or meaning anything and everything except “no.”] 1. Wonderful, great. 2. Good copy, solid copy, roger, good, great, message received, understood. 3. Glad to meet you, welcome. 4. I don’t know the answer but I’ll check on it. I haven’t the vaguest idea. 5. You’ve got to be kidding. 6. Thank you. 7. Go to the next slide. 8. You’ve taken the correct action. 9. I don’t know what that means, but I am too embarrassed to ask for clarification. 10. Amen.

**Defense Standardization Program Web Site:**

[www.dsp.dla.mil](http://www.dsp.dla.mil)



