

**Defense Standardization Program
Strategic Plan Deliverable**

30 September 2001

***Strategy for Increasing
DSP Customer
Awareness and Involvement***

[Combined Tasks IVC1 and VIA2]

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Executive Summary

The Defense Standardization Program (DSP) makes an important contribution to DoD's objectives of increased systems interoperability, improved logistics readiness, and reduced total ownership cost by providing common solutions to materiel requirements. The DSP's products and services — specifications, standards, handbooks, QPLs, and other standardization documents; automated tools; databases; and policy and guidance documents — are available to support the efforts of customers, both Government and contractor, as they work toward those objectives. But, unfortunately, many of these customers are unaware of the broad range of helpful standardization documents, guidance materials, and automated communications media provided by the DSP. Furthermore, people in positions of leadership frequently are unaware of the value and importance of Standardization in supporting effective and efficient acquisition and logistics processes. As a consequence, Standardization has lacked advocates among decision-makers in a position to provide funding and influence budget considerations.

In developing this deliverable involving strategies for increasing customer awareness of and involvement in the DSP, the Army-led IPT addressed the following issues:

- Who are the DSP's customers?
- Why do the customers need to be aware of the DSP's products and services?
- Why does the DSP need its customers and the leadership to become involved in its processes, products, and services?
- What information or message do various kinds of customers need?
- How should the DSP package and deliver Standardization information to various kinds of customers?

This deliverable identifies the DSP's customers in the broadest sense, describes the information they need, and suggests appropriate methods and media for providing that information. Woven throughout the text are recommendations and strategies intended to facilitate the DSP's implementation of a comprehensive and continuing program to raise customer awareness of the importance of Standardization's products and services to programs, and to induce customer involvement with the DSP to improve the content and delivery of these products and services to satisfy program needs. The recommendations are listed below.

Recommendation 1 (par. 3.1): Establish relationships with individuals, organizations, and offices that can control or influence DSP funding to obtain their advocacy and support for adequate resourcing of the DSP.

Recommendation 2 (par. 3.2): Establish, populate, and maintain a comprehensive customer database which encompasses the universe of DSP customers and provides ready access to useful information about customers.

Recommendation 3 (par. 3.2): Use public key infrastructure (PKI) or password security to limit access to sensitive customer-related information in the database to authorized users.

Recommendation 4 (par. 3.2): In consultation with the DepSOs, develop a process and provide resources for maintaining the currency and accuracy of customer data.

Recommendation 5 (par. 3.3): Establish and implement a customer engagement process to ensure the awareness and involvement of customers at all levels.

Recommendation 6 (par.3.3.1): **Recommendation 6:** Establish processes for developing, tailoring, and delivering informational, instructional, and motivational messages about the DSP.

Recommendation 7 (par. 3.3.1): Collect and maintain an electronic library of case histories illustrating standardization successes and impact statements showing the consequences of failure to standardize and failure of decision-makers to provide adequate resources for the Services' Standardization Programs.

Recommendation 8 (par. 3.3.3): Devise methods and provide environments which encourage involvement of customers in identifying and developing valued-added DSP products, processes, policies, and services.

Recommendation 9 (par. 3.4): Clearly establish roles and responsibilities in regard to interface with the DSP's customers at all levels of engagement and involvement.

Recommendation 10 (par. 3.4): Establish relationships with potential customers to encourage their informed use of standardization products and services and to increase advocacy of the DSP.

Recommendation 11 (par. 3.5): Collect and analyze data to measure levels of customer awareness and involvement. Use such measurements as indicators of where management action should be taken to improve the usefulness and accessibility of the DSP's services, products, processes, and policies.

Recommendation 12 (par. 4.1): Revise DoD 4120.24-M and the SD-1 to reflect the customer engagement responsibilities recommended by this strategy.

Attached to this deliverable are several appendixes containing detailed information:

- Appendix A. A database of customer information which can be formatted into reports of various kinds. The database is provided on diskette.
- Appendix B. Customer Awareness and Involvement Messages.
- Appendix C. Customer Awareness and Involvement Strategies.

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Section 1. Tasking and Approach

1.1 Background

The Defense Standardization Program (DSP) issued its Strategic Plan in October 1999 to address the management and leadership challenges of the 21st Century. Each of the plan's six major focus areas has an associated goal with specific objectives, actions, and steps leading to implementation of the intended customer-oriented way of doing business. The Army, Navy, Air Force, and DLA each formed an Integrated Process Team (IPT) and accepted responsibility for formulating strategies and developing recommendations in specific goal and objective areas.

1.2 Army-Led IPT Tasking

The Army-led IPT's overall assignment involved tasks from several goal areas focused on "outreach" to the DSP's customers and DoD's leadership. For the purposes of this deliverable, the IPT determined that combining two closely related tasks — VIA2 and IVC1 — would produce the most useful approach to increasing customer awareness, engagement, and involvement. Therefore, this deliverable provides strategies and recommendations addressing these tasks in combination.

Focus Area	VI. Processes, Products, and Services
Objective	VIA. DSP products are easily accessible to anyone who needs them.
Action (Task)	VIA2. Increase awareness and visibility of DSP products and services.
Key Steps	<ol style="list-style-type: none"> 1. Identify potential customers and their forums. 2. Develop a marketing message and related media. 3. Integrate the message into DSP marketing efforts.

Focus Area	IV. Leadership and Management
Objective	IVC. DSP management assures that the DSP is customer-focused, dynamic and responsive, and rich in communications forums and tools that identify and address priority needs and opportunities
Action (Task)	IVC1. Involve users in the development of DSP goals, objectives, processes, products (including tools), and services to assess current activities and provide course corrections.
Key Steps	<ol style="list-style-type: none"> 1. Develop a customer/user involvement plan that ensures that customers play an active part in the DSP management process. 2. Engage the customers and develop procedures and tools. 3. Evaluate the results and adjust the DSP as required.

1.3 Army-Led IPT Approach

The IPT's approach to the combined tasks addressed these issues:

- Awareness and involvement problem, need, and opportunity
- Task objectives and desired outcomes
- Definition of DSP's customer universe
- Decision-makers who influence or control DSP funding
- Database of customer information
- Maintaining an accurate customer list
- Customer engagement process
- Messages for increasing awareness and involvement
- Methods for refreshing awareness and involvement messages
- Customer involvement process
- Modes of customer involvement
- Tailored customer awareness and involvement strategies
- DSP's customer interface roles and responsibilities
- Measurement
- DSP policy requirements
- DSP infrastructure requirements
- Information systems requirements
- Task implementation resource requirements

The next section provides an overview of the issues addressed by this deliverable.

Section 2. Overview of the Issues

2.1 Problem Definition

During the four years of most intensive MilSpec Reform activity from 1995 to 1998, the military Services and Agencies reviewed and carried out disposition actions for thousands of standardization documents. The whole tenor of communications with industry changed, from one of mandated prescriptive requirements to one of reliance on industry best practices and commercial technical solutions. The Army, in particular, invested heavily in cleansing its document inventory and succeeded in greatly reducing the number of detailed requirements documents available for use in its procurements.

The very success of this effort, and of increasing use of industry consensus standards, resulted in an unintended consequence: Many people able to influence the DSP's resources received the mistaken impression that standardization is no longer of value and the Services' standardization programs are no longer needed. Moreover, the supplemental funding provided by OSD to help the Services achieve their MilSpec Reform objectives left DoD's leaders and managers with the expectation that OSD would continue to fund any residual efforts of the DSP. These misperceptions have resulted in a lack of awareness of the full spectrum of DSP products, processes, and services needed for effective and cost-conscious weapon system acquisition and logistics. The DSP now faces the daunting challenge of reeducating decision-makers about the importance of standardization and its need for resources to support the DoD's interoperability and logistics readiness objectives.

2.2 Need and Opportunity

The DSP's customers need current and accurate information to enable them to make sound decisions that bear on the challenges they face in the 21st Century. The DSP has an unparalleled opportunity to respond to this need by ensuring that customers are aware of, and have ready access to, an expanding range of documented engineering solutions and effective standardization management tools. But providing access to a broad range of standardization knowledge is not enough; responding to customers' needs must include involvement of customers in standardization decisions.

2.3 Objectives and Desired Outcomes

The near-term objective of the Army-led IPT's efforts is to halt the decline in funding for standardization functions that resulted from the mistaken impression that the DSP and Standardization are no longer relevant. This near-term effort — to "stop the bleeding" — is a high priority and is essential to successful outcomes involving the other elements of the strategy: a significant increase over the long term in customer awareness of the need to provide consistently adequate resources to support Standardization's contributions to an interoperable and cost-effective warfighting capability; and on-going customer involvement in the DSP and standardization-related activities.

The next section begins the exposition of the detailed customer awareness and involvement strategies.

Section 3. Details of the Strategy

3.1 DSP's Customer Universe

A customer is any entity — person or organization — that uses the DSP's products or services or influences DSP funding, policy, or execution. Customers for DSP products and services are found throughout DoD as well as in other parts of the Government and the commercial marketplace. The IPT has identified numerous categories of customers and specific organizations and individuals that interact with the DSP.

Within the customer universe are decision-makers who are in a position to influence or control Standardization's resources. It is time now for a concerted effort to promote advocacy of the DSP among leaders and managers — in Congress, at the top levels of the DoD and the separate Service organizations, and in the commodity commands and the program offices. This effort is the first step in a campaign to "stop the bleeding" by reviving the awareness among those same decision-makers of Standardization's vital role as a link between acquisition, logistics, and technology.

Recommendation 1: Establish relationships with individuals, organizations, and offices that can control or influence DSP funding to obtain their advocacy and support for adequate resourcing of the DSP.

3.2 DSP's Customer Database

It is vital that the DSP recognize who its customers are and devise a method for organizing salient information about them.

Recommendation 2: Establish, populate, and maintain a comprehensive customer database which encompasses the universe of DSP customers and provides ready access to useful information about customers.

A customer database containing accurate and current information about the DSP's customers — including names of incumbents, position titles, addresses, phone numbers, and e-mail locators — will make it possible to perform numerous customer management and interface functions, such as:

- Develop lists to selectively contact customers based on their interests.
- Document contacts with customers, their issues, and their product usage.
- Identify and serve customers by Standardization Areas.
- Identify customers by categories, such as standardization advocates, opinion leaders, workload generators, funding sources.
- Determine the spectrum of customers served by the DSP and standardization-related products and services.
- Select stratified customer samples for surveys.

While such a compendium of information about customers will facilitate customer interface at all levels, sensitive customer-related data must be protected.

Recommendation 3: Use public key infrastructure (PKI) or password security to limit access to sensitive customer-related information in the database to authorized users.

Furthermore, provisions must be made for ensuring that the information the database contains is current and correct if it is to serve as a reliable resource for people performing Standardization functions and an aid to managing and improving DSP-customer relationships. The IPT recognized that such an effort is potentially labor-intensive, and that it may be difficult to assign funds and manpower to the effort in the present and anticipated future resource-constrained environment.

Recommendation 4: In consultation with the DepSOs, develop a process and provide resources for maintaining the currency and accuracy of customer data.

Appendix A, provided on disk, is a developmental version of the customer database.

3.3 Customer Engagement

Customer engagement is based on the DSP's knowing its customers and their needs, and, conversely, understanding what it needs from its customers. It implies both customer awareness and customer involvement, and includes any customer interaction with the DSP or Standardization. Such interaction might involve funding Standardization activities; advocating the use of standardization; advocating the role of the DSP; providing DSP funding or other resources; using the DSP's products, services, or tools; or participating in standardization-related forums, activities, or decisions. The DSP must have a clear strategy for investing in customer awareness and obtaining customer involvement and advocacy.

Recommendation 5: Establish and implement a customer engagement process to ensure the awareness and involvement of customers at all levels.

3.3.1 Messages for Increasing Awareness and Involvement

The content of messages used to engage customers should be tailored to the receiving audience's demonstrated level of awareness and involvement and the environment in which the message is presented. The media used for delivering the message should be selected to most effectively serve the objective of informing, instructing, or motivating that audience, whether in face-to-face contact, letter, or static display.

Recommendation 6: Establish processes for developing, tailoring, and delivering informational, instructional, and motivational messages about the DSP.

- **Informational messages** tell recipients about the DSP in broad terms that portray its accomplishments and benefits, from award-winning standardization efforts to improved interoperability, logistics readiness, and ownership cost reduction. Such messages do not ask for a specific response from recipients. Informational messages are delivered through widely distributed media such as articles, case studies, brochures, reports, and presentations.

- **Instructional messages** give recipients the requisite knowledge and skills to accomplish tasks, use tools, find needed resources, or make informed decisions. Media for delivering instructional messages include training, policy documents, procedures, handbooks, instructions, and software help features.
- **Motivational messages** cause recipients to decide on a course of action, take a suggested action, or direct subordinates to act. The messages request a specific response from recipients, such as allocating funds, signing a letter, or reviewing a document. Motivational messages are most powerful when delivered through person-to-person communication, such as letters, e-mail, briefings, or face-to-face meetings. Informational materials can accompany motivational messages to strengthen or reinforce them.

A media kit containing materials designed to convey all of these types of messages — and reconfigurable for use with potential advocates, funding sources, and product or service users — would be a powerful aid to the awareness and involvement effort. Appendix B offers some ideas for the content of messages that could be developed to achieve the optimal customer awareness and involvement.

Recommendation 7: Collect and maintain an electronic library of case histories illustrating standardization successes and impact statements showing the consequences of failure to standardize and failure of decision-makers to provide adequate resources for the Services' Standardization Programs.

3.3.2 Customer Involvement Process

Table 3-1 provides a nominal customer involvement process.

Table 3-1. Customer Involvement Process

Step	Action	Desired Outcome
1. Identify DSP's customers.	Develop and maintain a comprehensive list of DSP customers and related information.	Database of DSP customer information
2. Determine what customers need from DSP.	Establish Standardization Area-based forums to engage customers in dialogue about their needs; document and post resulting information.	DSP website (portal) content, documents, tools, info. resources
3. Identify what DSP needs from customers.	Define how customers' involvement can help satisfy DSP's resource needs to maintain core functions.	DSP budget process; budget requirements
4. Define nature of involvement that satisfies DSP and customer needs.	Identify desired customer behaviors and actions; extent of existing involvement; importance, priority, and probability of obtaining desired involvement. Document involvement objectives in database.	Specific involvement objectives entered in database for each customer
5. Identify ways to stimulate involvement.	Determine specific actions by DSP or relationships with customers that could motivate the customer to become involved in the manner sought.	Individualized action plans and schedules for engaging customers

6. Define information to communicate to customer.	Compose messages targeted to specific sets of customers that could persuade them to become involved in the manner sought.	Letters, case studies, presentations, other communications media
7. Identify people who can engage customers.	Identify and assign responsibilities for executing and managing the customer-DSP interface.	Clear responsibility for executing action plans
8. Measure customer awareness/involvement.	Track involvement events by customer. Conduct web site (portal)-based awareness/involvement surveys.	Awareness/involvement measurement data
9. Establish processes that will perpetuate and improve involvement.	Define process for maintaining an accurate customer database; refreshing awareness messages; conducting, responding to, and improving measurement.	Sustained customer awareness & involvement process

3.3.3 Modes of Customer Involvement

Customers become involved in the DSP in a variety of ways and may be concurrently involved in several different ways. The many customers of the DSP can be clustered into five affinity groups:

Affinity Group	Involvement
1. Advocates	Influence funding
2. Decision-Makers	Control funding
3. Advisors	Participate in Standardization Area activities
4. Producers	Develop DSP products or services
5. Users	Employ DSP products and services

Recommendation 8: Devise methods and provide environments which encourage involvement of customers in identifying and developing valued-added DSP products, processes, policies, and services.

Table 3-2 outlines some modes of involvement and provides examples of the types of customers expected to be involved through those modes.

Table 3-2. Modes of Customer Involvement

Affinity Group	Involvement Mode	Customer Involved
1. Advocate for standardization, interoperability, log. readiness	<ul style="list-style-type: none"> Sign document directing or promoting Standardization for interoperability, log. readiness, reduced total cost. Make similar official statement to media, in meetings, in presentations. 	SECDEF/DEPSECDEF, Congress, CINC, USD (ATL), SAE, MilDep, Interoperability Office
2. Advocate for Standardization and DSP	<ul style="list-style-type: none"> Sign document supporting or promoting DSP and its accomplishments, products, and services. Make similar official statement to media, in briefings. 	SECDEF/DEPSECDEF, Congress, CINC, USD (ATL), SAE, MilDep, Interop. Off.
3. Standardization decision-maker, DSP sponsor	<ul style="list-style-type: none"> Sign document promoting/directing resource allocation for interoperability or log. readiness as linked to DSP mission, initiatives, budget, or work activity. Make similar official statement to media, in briefings. 	CINCs, USD(ATL), SAE, MilDep, MAJCOM/MACOM Cdr, Chief/Sr. Engineer, Interoperability Office

4. Resource provider, funding decision-maker	<ul style="list-style-type: none"> • Sign budget document directing or approving funding to support DSP mission, initiatives, work. • Direct subordinates to fund/approve funding. • Direct or authorize subordinates to perform DSP-related work or to participate in related activity. • Authorize DSP's use of server space, office space. 	USD(ATL), DCSLOG, Mil Dep, MACOM/MAJCOM Cdr, Commodity Command, Resource Manager, PEO/PM/SPO
5. DSP work-force, advisor, product/service producer	<ul style="list-style-type: none"> • Perform official DSP role, functions listed in SD-1. • Execute specific DSP tasks. • Receive guidance from OSD. • Make DSP policy decisions. 	DSPO, DepSO, SE, SMA/PA/Custodian/LSA (proposed) Area Standardization Exec., (proposed) Stdzn Area Support Team
6. DSP product or service user	<ul style="list-style-type: none"> • Use or invoke standardization documents. • Use DSP tools, services, knowledge management resources (portal). • Register in ASSIST-Alert service. • Register Standardization Area interest. 	Contracting Officer, Engr, JTA, JACG, Equip. Spec., Provisioner, contractor, Med. Board, library, training command, school
7. External participant, advisor, product/service producer	<ul style="list-style-type: none"> • Develop, provide, maintain, or review documents. • Provide website (portal) content or input. • Authorize or enable links between websites (portal). • Author case studies, success stories, articles. • Provide feedback or participate in surveys. • Participate in (proposed) Standardization Area Support Team. • Participate in NGS development. • Participate in Item Reduction Study. 	Engineer, tech. expert, website owner, NGSB official/member, industry group, ISA working group, international stds body, JTA, JACG, Med. Board, school, training cmd, Item Manager, Cataloger

Appendix C provides awareness and involvement strategies tailored for specific customers and customer groups.

3.4 Customer Interface Roles and Responsibilities

Many different people and talents are required to successfully manage the DSP's interface with its customers. Responsibilities include identifying customers' needs, attitudes, and perceptions; contacting customers at regular intervals; listening to, interpreting, and responding appropriately to the voice of the customer; updating the customer database; and providing appropriate content for website (portal) spaces relevant to identified customers and customer groups.

Recommendation 9: Clearly establish roles and responsibilities in regard to interface with the DSP's customers at all levels of engagement and involvement.

Successful management of the customer-DSP interface will include these features:

- Responsibility for identifying customers and ensuring that they are listed in the customer database is assigned to specific individuals or entities.

- Individual or entity responsible for cultivating, managing, and maintaining customer awareness and involvement is noted in the customer database.
- Assigned individuals are responsible for contacting their identified customers on a regular basis and for recording pertinent data resulting from those contacts.
- All members of the DSP workforce are encouraged to identify new customers who may become advocates for Standardization.

Recommendation 10: Establish relationships with potential customers to encourage their informed use of standardization products and services and to increase advocacy of Standardization and the DSP.

Table 3-3 provides examples of customer interface responsibilities.

Table 3-3. Customer Interface Roles and Responsibilities

DSP Role	Customer Interface Responsibilities
DSPO	Manage and maintain the leadership customer interface. Engage individuals and organizations — members of Congress, OSD, other federal departments/agencies, industry, NGSBs, and international standardization bodies — to seek advocates.
DepSO	Manage and maintain the Service customer interface. Seek sponsors and advocates among Service leadership, DCSLOGs, MACOM Commanders, resource managers, PEOs/PMs/SPOs.
Standardization Executive (DSC)	Manage and maintain the customer interface with Service leaders, SAEs, DSCLOGs, MACOMs, and CINCs.
LSA (proposed Area Standardization Executive/Support Team)	Manage and maintain the assigned standardization area customer interface, including technical experts, NGS committee leaders, DoD participants in NGS committees, and contractor standardization points of contact.
PA	Manage and maintain the standardization document-related customer interface, including document developers, reviewers, and registered users.

3.5 Measurement

Measuring customer awareness and involvement is a significant part of managing the interface with the customer universe. Customer awareness is a demonstrable understanding of Standardization’s value and purpose and of the DSP’s products, services, processes, and policies. Useful involvement comes from customers’ willingness to provide their ideas when solicited in surveys, as attendees or panelists in venues where Standardization is a topic, or as voluntary feedback regarding specific situations, products, or processes. Customer inputs in whatever form can provide valuable indicators of improvements that need to be made. Not all feedback results from formal data collection efforts, but all feedback deserves management’s attention.

Recommendation 11: Collect and analyze data to measure levels of customer awareness and involvement. Use such measurements as indicators of where management action should be taken to improve the usefulness and accessibility of DSP’s products, processes, services, and policies.

Table 3-4 outlines some methods that can be used to collect data to measure customer awareness and involvement.

Table 3-4. Data Collection Methods

Method	Data Acquired	Application
Install mechanism to automatically capture and record "hits" on DSP's sites.	Number and identity of customers who use DSP's electronic resources, such as ASSIST and DSP website (portal).	Assess use of website(portal) areas, tools, and documents.
Conduct periodic surveys of selected customer groups.	Feedback on ease of use, value in job, ideas for improving DSP's policies/ processes/products/services. Insight into leadership thinking about DSP.	Determine best use of DSP's resources to achieve optimum customer awareness and involvement.
Install mechanism on DSP's website (portal) to solicit and collect voluntary feedback (e.g., about tools).	Feedback on ease of use, value in job, ideas for improving DSP's products (e.g., tools), services (e.g., proposed Standardization Area Support Teams), policies, and processes.	Determine best use of DSP's resources to achieve optimum customer awareness and involvement.
Use letters, email, and exhibit comment cards to invite and collect voluntary feedback.	Feedback on ease of use, value in job, ideas for improving DSP's policies, processes, products, and services. Possible advocacy.	Determine best use of DSP's resources to achieve optimum customer awareness and involvement.
Require SD-1 personnel to populate & maintain sections of customer database.	Identification of customers and current information for database fields.	Involve everyone with DSP functions in managing DSP-customer interface.
Collect comments/feedback from speeches, panels, and Q&A at conferences, workshops, and meetings.	Indicators of management, industry, or workforce awareness of DSP. Quotable statements/positions/anecdotes regarding DSP reflecting advocacy.	Manage relationships among DSP, DOD management, industry, and workforce.
Seek informal contacts with advocates and controllers of DSP funding.	Possible quotable statements/ positions from individuals on DSP's importance and value.	Obtain advocacy of Standardization in POM and budget deliberations.

The next section briefly addresses requirements for policy review, infrastructure changes, and enhanced information system capabilities necessary to establish a comprehensive and continuing customer awareness and involvement effort.

Section 4. Policy, Infrastructure, Information System, and Resource Requirements

4.1 DSP Policy Requirements

Although DSP policy generally supports the fundamental roles, responsibilities, and processes identified in this deliverable, review and revision of some policies might lead to better alignment between customer/user needs and the DSP's products and services.

Recommendation 12: Revise DoD 4120.24-M and the SD-1 to reflect the customer engagement responsibilities recommended by this strategy.

4.2 DSP Infrastructure Requirements

This deliverable refers to infrastructure realignment and product and service enhancements formally proposed by other IPTs. Full success in the customer awareness and involvement strategies recommended in this deliverable is highly dependent on adoption of the major proposals put forward by the Air Force-, Navy-, and DLA-led IPTs:

- DSP infrastructure realignments (specifically, Area Standardization Executives and Standardization Area Support Teams) proposed by the Air Force-led IPT.
- Knowledge-management portal proposed by the Air Force-led IPT.
- Interoperability and Logistics Readiness focus proposed by the Navy-led IPT.
- ISA tools proposed by the Navy-led IPT.
- Document process enhancements and tools proposed by the DLA-led IPT.

4.3 Information System Requirements

This deliverable refers to and depends on information system support for the following features.

- Customer database
- Portal-based customer feedback
- ASSIST-Alert database and feedback
- Portal and ASSIST utilization measurement
- Weapon System Impact Tool
- ISA/WBS Tool for Program Managers

4.4 Resource Requirements

This deliverable does not address additional personnel or funding independent of those proposed by the AF-led IPT which made recommendations on infrastructure, resources, and training. While managing the customer base is not free and clearly will require significant resources, working with and understanding customers is a core element of the everyday business processes of the DSP and the Services' Standardization Programs.

Appendix A

Customer Database

A developmental database of customer information is provided on a diskette accompanying this deliverable. The database is partially populated to serve as an example of what can be done to manage customer information. Decisions as to methods and resources for completing the population of the database are left to a DSPO-DepSO decision-making process.

The database is designed for growth in both the information included and the number of records entered. Currently, there are in excess of 725 records in the database.

The IPT defined a number of fields to provide useful information about the DSP's customers; other fields can be added as needed. Existing data fields are:

- ID Number
- Group (e.g., OSD, CINC, Commodity Command)
- Service (Army, Navy, Air Force, DLA, Joint)
- Organization (e.g., SECDEF, AMC MSC)
- Organizational URL
- Incumbent's Name
 - Position
 - Email Address
 - Mailing Address
 - Commercial Phone Number
 - DSN Number
 - FAX Number

Appendix B

Customer Awareness and Involvement Messages

B-1. Standardization is important to operational success.

B-1a. Theme: Historical example of the importance of Standardization



Recent research has revealed that the Spanish Armada of 1588 – which was composed of vessels built and equipped in several countries – was armed with cannon having numerous different calibers. Ammunition could not be supplied interchangeably among the ships. Failures and delays in resupply left the great fleet open to the hit-and-run attacks of England's defenders. This failure of standardization, interoperability, and logistics commonality so diminished the huge Spanish advantage in firepower that an outnumbered English force prevailed. The course of Western history was altered by a failure to recognize the importance of standardization and interoperability.

B-1b. Themes: Increased interoperability, reduced logistics footprint

A DoD IPT achieved the solution to the technical and cost requirements for accurate and reliable electronic warfare test equipment, the Joint Service Electronic Combat Systems Tester (JSECST). Common support test equipment was developed to minimize cost, increase interoperability, and reduce the system's future logistics footprint. The team specified use of commercial-industry-based architecture that allowed a number of DoD objectives to be realized, including ease of reconfiguration and minimization of sustainment costs. The JSECST gives military technicians the ability to test and isolate electronic system faults in equipment installed in DoD's most advanced aircraft.

B1-c. Theme: Interoperability among land-, sea-, and air-based systems

A multi-Service task force developing a Joint Tactical Terminal was faced with the daunting task of weaving a single-host, digital telecommunications network, which also handled high-rate data traffic, for over 50 different land-, sea-, and air-based interface architectures, seeking solutions to the multiple host interface challenge and the complexities of software upgrade/download. Not only did they find the better solution, they also identified a potential \$2 million per year savings in the first few years of the initial integration. In addition, another project derived a multiple configuration for an interface mounting rack, removing the highest failure rate item entirely; reducing the overall unit cost, size, and weight; and eliminating unnecessary functions for some applications.

B-1d. Themes: Improved operational capability, new technology insertion

The Air Force developed the Common Large Area Display Set (CLADS) as a replacement for the existing Cathode Ray Tube workstation displays used on the E-3 AWACS aircraft. The CLADS program relies on the use of performance and form-fit-function specification requirements to acquire the new product. The CLADS unit cost will go from \$180,000 for the original E-3 workstation display to less than \$40,000 for the new units. Other platforms benefiting from this work include the E-8, C-130, AWACS, and ground command and control units. If CLADS were used across the DoD, the estimated total operations and support cost savings would be \$100 million per year. In addition to reduced cost, the use of performance-based and F3I specifications improve operational capability and enhance competition through partnering with companies not normally involved in DoD acquisition.

B-1e. Themes: Improving system readiness, obtaining advanced technology, reducing maintenance costs,

The Army improved reliability and maintainability of its Patriot PAC-2 Low Voltage Power Supplies by going into the commercial marketplace to obtain off-the-shelf technology to replace obsolete components. The insertion of current technology in the form of solid-state, high-density modules improves reliability by an order of magnitude. Use of standardized modules increases configuration flexibility and allows rapid field maintenance. Repair costs are reduced by more than 92 percent and cost savings are projected to reach \$3.36 million.

B-2. Message: Standardization saves money.

B-2a. Theme: Reduced maintenance, reduced life-cycle costs

The DDG shipbuilding program resolved a major maintenance concern in the early 1990's when it began replacing the existing electric distillers on their ships with the newly qualified Navy standard 12,000-gallons-per-day Reverse Osmosis (RO) units. By the time this fix could be implemented, however, several early ships of the class were beyond the program funding envelope. The Atlantic fleet was able to fund the \$1 million-per-ship cost to install the Navy standard units, but the Pacific fleet opted for a lower cost commercial alternative for its five impacted ships. The first of these units to go to sea radiated enough noise into the surrounding water to cause the ship to be detectable from many miles away. A redesign of the COTS units to overcome the ship

noise problems resulted in increased unit costs. Within 18 months, complaints were coming in that the time spent maintaining and repairing the nonstandard units was approaching that of the original distillers which the RO units were supposed to improve upon. In response, SURFPAC identified the lessons learned from their experience and contracted with a different company for a new and improved COTS version of the RO unit. Six months after this new version went the sea, complaints about its performance and reliability began. Soon thereafter, SURFPAC reversed its original decision and contracted for 10 of the Navy standard RO units to install aboard their 5 impacted ships. The decision to use a nonstandard alternative resulted in a waste of several million dollars, and reduced the efficiency of the ships in question.

B-2b. Theme: Standardized interfaces and component commonality reduce costs

Launch vehicles historically have used unique, custom-made interfaces and different boosters for varying launch payloads. To address the high cost of such practices, the Evolved Expendable Launch Vehicle (EELV) employs a Standard Interface Specification (SIS) to obtain standardized mechanical and electrical interfaces to the launch vehicle; uses common launch booster cores for similar-sized payloads; and a standard liquid propellant rocket engine. This allows for the use of many common components and facilitates standardized manufacturing, assembly, payload integration, and launch operation processes. Savings of \$5 billion to \$7 billion over the cost of the current fleet of launch systems are expected.

B-2c. Themes: Integrating commercial and military industrial base; obtaining newer technology; converting military specifications to NGS

Integration of industry processes and Government requirements for parachute systems technology is providing enhanced materials and hardware to the warfighter at the lowest possible cost, with projected 8-year procurement savings of over \$150 million. Development of the Advanced Tactical Parachute System (ATPS) is rapidly closing the technology gap between military and sports parachuting and provides an outstanding example of how the Services can work with industry to obtain newer technology, reduce costs, and integrate commercial and military requirements without detriment to safety. The Tri-Service Parachute/Hardware Group established a working group with the Parachute Industry Association (PIA), an organization of U.S. parachute manufacturers, textile and hardware suppliers, sports parachutists, and the military Services. They developed a strategy for creating and managing a set of PIA consensus standards that would preserve the technical knowledge and high quality standards contained in the multitude of applicable military specifications. This was advantageous to both parties and enabled the Government to access promising new commercial developments in the fast-evolving sports parachute industry.

B-2d. Theme: Integration of civilian and military production

Conversion of 400 Navy hull standard and type drawings for shipboard furniture to performance specifications will reduce procurement costs at least 25 percent. With no loss of function or reliability. Twenty-year procurement cost savings could reach \$43 million as manufacturers align their military products with their commercial lines, a practice which will result in a more efficient use of production processes and facilities.

B-2e. Theme: Standard parts improve cost, schedule, and performance

The team developing the Mark 46 gun for the Marine Corps Advanced Amphibious Assault Weapon System used standard components from existing successful weapon systems to develop a new, medium-caliber gun system. Their accomplishment reduced costs, development time, and risk, and won them the Packard Award. This team is actively using standardization principles as a means to achieve cost, schedule, and performance goals.

B-2f. Themes: Government-industry cooperation; ensuring military unique needs are met

An outstanding example of how the Army's partnership and cooperation with industry can fulfill a basic value of the Services — proper nutrition of the soldier in the field — is the innovative solution dubbed "Performance-based Contract Requirements (PCRs)." The challenge was to satisfy the mandate of MilSpec Reform to state procurement requirements in performance terms, while ensuring that the soldier is provided with high-quality operational rations able to withstand the rigors of military handling, extended storage times, and weather extremes. The efforts of an Army-civilian agency-industry working group resulted in replacement of approximately 250 detailed military specifications with PCRs. These actions eliminated document tiering and removed restrictive process requirements and detailed product ingredients in favor of reliance on contractor expertise and manufacturing practices. Using PCRs to free industry to define solutions has resulted in millions of dollars in savings over the past two years, without compromising quality.

<p>B-3. Negative Impacts Result from Failure to Standardize.</p>

B-3a. Theme: Impacts of lack of standardized interfaces

Standardized training simulator interfaces are needed to ensure accurate simulated weapon effects in Joint Services training. Weapon codes and resulting weapon effects are not standardized among the participating training systems in the Army's Combat Training Centers. This causes a host of problems and results in lost time due to "work arounds" and lost training fidelity. For example, the Army MILES and the USAF's Air Warrior systems lack a common interface standard. An Air Warrior system upgrade to increase the number of available weapon codes will fix the shared-code problem, but introduce a further incompatibility in the form of a Player Identification Code which most Army shoulder-fired missile simulators do not have the capability for.

B-3b. Theme: Impacts on warfighter safety and efficiency

Human Factors documents defining the minimum and maximum performance and physical limitations of the soldier are used in designing such things as trigger placement, switch and instrument positions, equipment size and weight, and armament handling constraints. If these standardization documents are not properly developed and maintained, inappropriate design could reduce effectiveness and put warfighters' lives at risk. Nonstandard designs using differing human size allowances could affect the warfighter's ability to operate coalition equipment, thus reducing the possibility of operational interoperability.

B-4. Inadequate Standardization Funding Results in Negative Program Impacts.

B-4a. Theme: Materiel readiness to meet 21st Century challenges

If the Defense Standardization Program is not fully funded, the Services risk degradation of the materiel readiness necessary to meet the challenges of the 21st Century.

B-4b. Theme: Interoperability in coalition operations

U.S. soldiers and coalition forces will experience significant risks associated with fratricide and reduced effectiveness in military operations if allied systems are not interoperable. In Kosovo, failure to standardize radio communication frequencies prevented effective communication among coalition members, resulting in reduction of the forces available and disruption of Allied civilian communications. By not funding coordination with ISAs, mutually acceptable international standards will not be developed to address this issue and ensure that the requirements are included in acquisition documentation. By not funding review of standardization documents to ensure the inclusion of requirements for interoperability, new or modernized systems will not be interoperable with already fielded systems and components.

B-4c. Theme: Warfighter safety and effectiveness

If quality performance specifications are not being developed to integrate new technology, the soldier will be deprived of capabilities that could be made available at lower cost to the military, as well as opportunities to achieve interoperability among the services and our allies. If the Army perpetuates obsolete technology, the result could be injury or loss of life of the warfighter.

B-4d. Theme: Joint Services interoperability

If Standardization is not represented on Army and DoD systems interoperability and commonality committees and working groups, opportunities to improve the interoperability of Army weapon systems with Air Force and Navy systems will not be realized because Army personnel will be unable to participate in requirements development. This will significantly affect legacy systems.

B-4e. Theme: Detriment to effective acquisition and support of weapon systems

Lack of funding will preclude effective acquisition and support of Army weapon systems, thus imposing the use of aging and less reliable systems on the Army's warfighters. The Army will not be able to put the most advanced and effective systems in warfighters' hands, obtain the best that commercial industry has to offer, or reduce cost by using industry standards, if traditional standardization activities which support acquisition to performance-based requirements are not adequately funded.

B-4f. Theme: DSP mission performance undermined

The decline in Standardization resources within the Services is delaying or preventing the performance of work critical to the DSP's mission. Prime examples are the slow pace of Item Reduction Study approvals that support logistic readiness and lack of

resources for maintenance and renewal of QPLs that contribute to total ownership cost containment.

B-4g. Theme: Return to the Old Way of Doing Business.

Lack of funding for training in performance-based specification development, representation on non-government standards committees, and participation in joint and international working groups will result in a return to the "old way of doing business," to the detriment of commercial item procurement, interoperability, and cost reduction.

B-4h. Theme: Escalation of system ownership costs; detriment to readiness

Ownership costs of fielded systems will escalate because of increased costs of maintaining system reliability in the face of age-related degradation. Inability to predict fielded performance within procurement lead times will result if development of a standard Army process for predicting weapon system reliability, and identifying poor-performing components for insertion of reliable parts, is not adequately funded.

B-4i. Theme: Reduced logistics readiness

Operating forces will experience reduced readiness and effectiveness because of increased obsolescence of fielded components and parts if standardization's functions related to item reduction are not fully funded. Furthermore, the cost of maintaining fielded systems will increase because of inflated inventories and longer replacement pipelines.

B-4j. Theme: Effects on logistics readiness, costs, and warfighter effectiveness

If the item reduction function is not fully funded, the growing number of redundant and duplicative parts in the DoD supply system will raise the cost of spares and make spares inventory management more complex for the soldier. Repair and replacement pipelines will become longer, resulting in reduced readiness and elevated maintenance costs. Operating forces will experience reduced effectiveness because of the increasing obsolescence of fielded systems, subsystems, and components.

B-4k. Theme: Escalation of ALT/PLT and testing costs

Continuing to repair and refield armored forces will become unaffordable if standardization's function of maintaining QPLs is not adequately funded. QPLs enable the Army to avoid repetitive high cost and extended lead time required for testing the mission profile of tank tracks. Qualification tests to assess track durability require 4 to 8 weeks of testing at Yuma Proving Ground using Government provided combat vehicles. Two dozen buys of four separate types of track from qualified suppliers cost \$103M in FY95-00. The cost of qualification testing for all 24 buys was a one-time \$1.24M — compared with \$500K for each first article test if done separately.

B-4l. Theme: Equipment degradation

Such weapons as the M16 Rifle and the gun tubes of tanks and artillery will quickly become mission incapable because of corrosion if Army standardization's function as Lead Service Activity for the DoD Weapons Lubricant Program is not fully funded.

B-4m. Theme: Procurement cost and lead time

If the QPL maintenance function is not funded, requalification of manufacturers will be required each time an item is procured. This is costly and causes greatly extended lead times. For example, First Article Test of parachutes may take several months of reliability testing involving test drops using USAF planes, when they are available. The reliability testing requires 97% reliability for 700 drops. Requalification of parachute manufacturers may take as much as seven years ALT/PLT. If the Army has to discontinue maintaining QPLs, the penalty will be loss of qualified suppliers, imposing increased costs for testing and a resultant increase in procurement lead times.

B-4n. Theme: Procurement cost and lead time

Twelve separate buys totaling 471,000 12-volt batteries were procured for \$24.7M in FY96-98. Battery qualification tests cost \$36K per series. A saving of \$400K was achieved by running the tests as qualification (one time), versus first article (each of 12 times). A 2-to-3-month delay for each buy was avoided by performing 60-90-day storage life test for all suppliers during one test series.

B-3o. Theme: Protecting DoD interests in NGS development

If regular DoD participation in NGSBs and other Government-Industry groups is not funded, the Services will not be able to ensure that their requirements are defended and maintained in non-Government standards. Without active participation in designated NGSBs, military document conversions will not be properly monitored. If the Services do not maintain the integrity of established requirements, the converted NGS may become inadequate for use in military procurements.

B-3p. Theme: Item Reduction affects logistics readiness

If item reduction studies cannot be performed because of a lack of funding, duplicate and obsolete parts will remain in the Army supply system, costing the Government significant dollars to maintain, and preventing procurement of standardized parts using current technology. When an IRS does not receive an adequate technical review, inappropriate part substitutions may be made which can result in catastrophic failures that impact the airworthiness and safety of aircraft and missiles, and the safety and effectiveness of other Army weapon systems.

B-3q. Theme: Parts management affects logistics readiness

Lack of funding for the parts management function will result in dramatically increased parts proliferation, significantly impacting the warfighter and the logistics readiness of Army weapon systems. When parts inventories proliferate, acquisition and support costs are driven higher because of lower quantity procurements, increased storage and inventory requirements, and deterioration of interoperability between Services. When programs and Services fail to standardize, obsolescence becomes more common, since part types are procured in lower volumes and from various manufacturers, leading to premature product discontinuance.

B-3r. Theme: Document maintenance

Deficiencies in MIL-P-17549 caused extensive procurement delay and a 75 percent price increase related to the M113. Such occurrences are the result of inadequate resources to regularly maintain and update military specifications.

Appendix C

Customer Awareness and Involvement Strategies

Appendix C provides approaches for increasing awareness and involvement of individual customers and customer groups. The strategies identify the customer, the involvement desired of that customer, the result desired from such involvement, awareness messages designed to obtain involvement, media for delivering the awareness messages, short- and long-term involvement strategies to be pursued, and individuals or organizations responsible for strategy execution.

The IPT assigned priority rankings to individuals, organizations, and groups whose awareness and involvement are most critical to obtaining adequate funding for the DSP for both its traditional functions and its planned future roles. Those who can provide or influence funding were prioritized and grouped as follows:

- **Section C1. High Priority (most influential in restoring and ensuring funding):**
 - 1a. SECDEF/DEPSECDEF
 - 1b. USD (AT&L)
 - 1c. Service Acquisition Executives
 - 1d. Major & Major Subordinate (Commodity) Commands
 - 1e. Resource Managers
 - 1f. PEOs/PMs/SPOs
 - 1g. Secretaries of Military Departments/Directors of Defense Agencies
 - 1h. Service Logistics Commanders/DCSLOG

- **Section C2. Medium Priority (less influential, but definitely part of the process):**
 - 2a. Senior/Chief Engineers
 - 2b. Members of Congress
 - 2.c. Joint Chiefs of Staff (JCS)
 - 2d. CINCs
 - 2e. Non-PEO PMs (Legacy Systems)

- **Section C3. Low Priority (indirect influence on standardization funding):**
 - 3a. OSD Interoperability (IO) Office
 - 3b. MACOM/MAJCOM (Combatant) Commands

The IPT recognized the importance of the awareness and involvement of all of the DSP's customers; however, those who are not in a position to directly influence DSP funding were not prioritized. Strategies are provided for them in section C-4.

C-1. Customer Awareness and Involvement Priority - High

C-1a. SECDEF/DEPSECDEF

- **Name, Address, Phone, FAX** (See DSP Customer Database)
- **What involvement does the DSP want from SECDEF/DEPSECDEF?** Advocate adequate funding for DSP and materiel standardization as enablers of interoperability, logistics readiness, and total ownership cost reduction.
- **What is the desired result such involvement?** Issue a memorandum to the Secretaries of the Military Departments and Directors of the Defense Agencies, USD (AT&L), and ASD (C3I), directing them to support the Joint Materiel Performance Standards Roadmap (JMPSR) and requiring them to report to USD (AT&L) every 6 months on the resources they have committed to implementing the JMPSR and maintaining the supporting standardization documents.
- **What awareness message should DSP communicate to obtain involvement?** DoD is not adequately addressing the need for materiel interoperability to support joint and coalition warfare. This vulnerability can be addressed by implementing the JMPSR and by requiring the Departments and Agencies to support it.
- **What media/methods should DSP use to deliver the awareness message?**
 - Memorandum prepared for and signed by DEPSECDEF.
 - Periodic reports from USD (AT&L) on JMPSR implementation.
- **What short- and long-term strategies should the DSPO pursue?**
 - Use the 6-month JMPSR reporting opportunities to advance and expand materiel interoperability messages to DEPSECDEF.
 - Achieve strong linkage between DSP and materiel interoperability advocate role.
 - Seek to establish DSP as primary DOD knowledge management center for materiel interoperability information and initiatives.
 - Draft follow-on memorandums for DEPSECDEF signature based on JMPSR implementation experience and reporting results.
- **Who is responsible for execution and what is the timetable?** DSPO. Ongoing contact and communication.

C-1b. USD (AT&L)

- **Name, Address, Phone, FAX** (See DSP Customer Database)
- **What involvement does the DSP want from USD (AT&L)?** Advocate adequate funding for DSP and materiel standardization as enablers of interoperability, logistics readiness, and total ownership cost reduction.
- **What is the desired result of such involvement?** Issue a memorandum to the Secretaries of the Military Departments supporting materiel standardization and interoperability by implementing the DEPSECDEF JMPSR initiative. Ask Military Departments for information on standardization, materiel interoperability, and logistics readiness. Direct AT&L funding for the DSP and the JMPSR.
- **What awareness message should DSP communicate to obtain involvement?** DoD is not adequately addressing the materiel interoperability required to support joint and coalition warfare. The JMPSR and DSP knowledge management

capabilities enable improved materiel interoperability. Services and programs must support and use the JMPSR to increase interoperability.

- **What media/methods should DSP use to deliver the awareness message?**
 - Direct contact by ADUSD-Logistics Plans and Programs (LP&P).
 - Point paper regarding role of standardization and JMPSR in materiel interoperability, logistics readiness, and total ownership cost reduction.
 - Copy of DEPSECDEF memorandum.
 - Letter to Military Departments for USD (AT&L) signature.
 - Briefing on JMPSR implementation progress.
- **What short- and long-term awareness strategies should the DSPO pursue?**
 - Create link to/from USD (AT&L) website in DSP knowledge management portal.
 - Post standardization advocacy message from USD (AT&L) in his webspace.
 - Obtain statement recognizing DSP's role as materiel interoperability advocate.
 - Obtain quotable statement from USD (AT&L) acknowledging DSP as DoD center for standardization and materiel interoperability knowledge management.
 - Periodically provide tailored DSP media kits to ASD (AT&L).
 - Draw USD (AT&L) staff 's attention to DSP knowledge management portal.
- **Who is responsible for execution and what is the timetable?** DSPO, ADUSD (LP&P), DSP friend (TBD) with ASD (AT&L) access. Follow-on within a few months of DEPSECDEF memo. Minimum of one direct contact per quarter.

C-1c. Service Acquisition Executives (SAEs)

- **Name, Address, Phone, FAX** (See DSP Customer Database)
- **What involvement does the DSP want from the SAEs?** Advocate adequate funding for DSP and materiel standardization as enablers of interoperability, logistics readiness, and total ownership cost reduction.
- **What is the desired result of their involvement?** Issue memorandums to components supporting standardization and DEPSECDEF's JMPSR initiative. Ask components for information relating to materiel standardization and interoperability. Direct components to give high priority to adequate funding of the DSP and JMPSR.
- **What awareness message should DSP communicate to obtain involvement?** DoD is not adequately addressing the materiel interoperability required to support joint and coalition warfare. The JMPSR and DSP knowledge management capabilities enable improved materiel interoperability. Services and programs must support and use the JMPSR to increase interoperability. Standardization and interoperability success stories and impacts of failure to standardize.
- **What media/methods should DSP use to deliver the awareness message?**
 - Direct contact by ADUSD (LP&P) and the DSPO.
 - Point paper regarding role of standardization and JMPSR in materiel interoperability, logistics readiness, and total ownership cost reduction.
 - Copy of DEPSECDEF memorandum.
 - Letter to components for SAEs' signature.
 - Briefings on JMPSR implementation progress

- **What short- and long-term strategies should the DSPO pursue?**
 - Create link to/from SAEs' websites in DSP knowledge management portal.
 - Post materiel standardization and interoperability advocacy messages from SAEs in their web spaces.
 - Obtain statement recognizing DSP's role as materiel interoperability advocate.
 - Obtain quotable statement from SAEs acknowledging DSP as DoD center for standardization and material interoperability knowledge management.
 - Periodically provide tailored DSP media kits to SAEs.
 - Draw SAE staff members' attention to DSP portal.
- **Who is responsible for execution and what is the timetable?** DSPO, ADUSD (LP&P). Follow-on within a few months of DEPSECDEF memo. Minimum of one direct contact per year coordinated with budget cycle.

C-1d. Major & Major Subordinate (Commodity) Commands

- **Name, Title, Address, Phone, FAX** (See DSP Customer Database)
- **What involvement does the DSP want from Major and Major Subordinate Commands?** Advocate adequate funding for DSP and materiel standardization as enablers of interoperability, logistics readiness, and total ownership cost reduction.
- **What is the desired result of their involvement?** Issue memorandums supporting standardization and the DEPSECDEF JMPSR initiative. Ask for reporting relating to standardization and materiel interoperability. Direct that high priority be given to DSP and JMPSR funding. Pursue dedicated Standardization and JMPSR funding.
- **What awareness message should DSP communicate to obtain involvement?** DoD is not adequately addressing the materiel interoperability required to support joint and coalition warfare. The JMPSR and DSP knowledge management capabilities enable Commodity Commands to achieve their mission objectives. Services and programs must support and use the JMPSR. Commodity-specific Standardization success stories and impacts of use of out-of-date specifications and non-standard parts on safety, interoperability, total ownership cost, and logistics readiness. Standardization's continued relevance to their programs.
- **What media/methods should DSP use to deliver the awareness message?**
 - Direct contact by DSPO, SAE, Service Standardization Executive, DepSO.
 - Point paper regarding role of standardization and JMPSR in materiel interoperability, logistics readiness, and total ownership cost reduction.
 - Copy of DEPSECDEF memorandum.
 - Letter for Commander's signature.
 - Briefings on JMPSR implementation progress.
- **What short- and long-term strategies should the DSPO pursue?**
 - Create link to/from Commodity Commands' websites in DSP portal.
 - Post materiel standardization advocacy message in Commands' web spaces.
 - Link (proposed) Standardization Area web spaces to Commands' websites.
 - Direct subordinates to use site to improve material interoperability.
 - Obtain statement recognizing DSP as official material interoperability advocate.
 - Periodically provide tailored DSP media kits to Commodity Commanders.
 - Draw Commodity Commands' staff members' attention to DSP portal.

- **Who is responsible for execution and what is the timetable?** DSPO, ADUSD (LP&P), SAE. Follow-on within a few months of DEPSECDEF memo. Minimum of one direct contact per year coordinated with budget cycle.
- **C-1e. Resource Managers**
- **Name, Title, Address, Phone, FAX** (See DSP Customer Database)
- **What involvement does the DSP want from Resource Managers?** Support and approve budgets and funding requirements for the DSP and the JMPSR.
- **What is the desired result of their involvement?** Clear understanding of need for DSP and JMPSR resources. Advocacy for full funding of Standardization program elements and JMPSR initiative. Approve adequate DSP/JMPSR funding.
- **What awareness message should DSP communicate to obtain involvement?** Preclude reallocation of standardization funds. Negative impacts experienced as a result of inadequate Standardization funding, such as increased ALT/PLT, increased acquisition and sustainment cost. Cite legal and policy requirements for DSP.
- **What media/methods should DSP use to deliver the awareness message?**
 - Direct contact by next higher authority re allocation of Standardization funds.
 - Point paper regarding role of Standardization and JMPSR in total ownership cost reduction, materiel interoperability, and logistics readiness.
 - Copy of DEPSECDEF memorandum.
- **What short- and long-term strategies should the DSPO pursue?**
 - Develop and execute solid DSP and JMPSR budget planning process.
 - Support funding requests with strong cost/benefit analyses.
 - Develop convincing impact studies and case studies that support requested funding.
 - Draw Resource Management staff members' attention to DSP portal.
- **Who is responsible for execution and what is the timetable?** DSPO, ADUSD (LP&P), SAE. Follow-on within a few months of DEPSECDEF memo. Minimum of one direct contact per year coordinated with budget cycle.

C-1f. PEOs/PMs/SPOs

- **Name, Title, Address, Phone, FAX** (See DSP Customer Database)
- **What involvement does the DSP want from PEOs/PMs/SPOs?** Advocate/provide adequate funding for DSP. Promote or require materiel standardization and interoperability on assigned programs or items.
- **What is the desired result of their involvement?** Funding for the DSP and JMPSR. Participate in (proposed) Standardization Area Support Teams. Advocate use of DSP products and services by subordinates. Participate in improving DSP products/services.
- **What awareness message should DSP communicate to obtain involvement?** DoD is not adequately addressing the materiel interoperability required to support joint and coalition warfare. The JMPSR and DSP knowledge management capabilities enable PEOs/PMs/SPOs to achieve improved materiel standardization and interoperability. Need for reimbursement for DSP support and services when appropriate. Programs must support and use the JMPSR. Program-specific

standardization success stories and impact of use of out-of-date specifications and non-standard parts on safety, interoperability, total ownership cost, and logistics readiness. Continued relevancy of DSP to their programs.

- **What media/methods should DSP use to deliver the awareness message?**
 - Direct contact by DSPO, SAE, Service Standardization Executive (SE), DepSO.
 - Point paper regarding role of standardization and JMPSR in materiel interoperability, logistics readiness, and total ownership cost reduction.
 - Copy of DEPSECDEF memorandum.
 - Letter for Commodity Commanders' signature.
 - Briefing with program specific interoperability information, related standardization documents, program-related DSP workload.
- **What short- and long-term strategies should the DSPO pursue?**
 - Discuss PEO/PM/SPO standardization/interoperability opportunities, requirements, and priorities, and offer appropriate support.
 - Create link to/from PEOs/PMs/SPOs websites in DSP portal.
 - Periodically provide tailored DSP media kits to PEOs/PMs/SPOs.
 - Draw PEO/PM/SPO staff members' attention to DSP portal.
- **Who is responsible for execution and what is the timetable?** DSPO, SEs, (proposed) Area Standardization Executives. Minimum of one direct contact per year coordinated with budget cycle.

C-1g. Secretaries of Military Departments/Dir. of Defense Agencies

- **Name, Address, Phone, FAX** (See DSP Customer Database)
- **What involvement does the DSP want from Military Department Secretaries /Defense Agency Directors?** Advocate funding of the DSP and materiel standardization as enablers of interoperability, logistics readiness, ownership cost reduction.
- **What is the desired result of their involvement?** Issue a memorandum supporting materiel standardization and interoperability as realized through the DEPSECDEF JMPSR initiative. Ask for reporting relating to materiel standardization and interoperability. Direct placing high priority on adequate DSP and JMPSR funding. Pursue dedicated funding for Standardization and the JMPSR.
- **What awareness message should DSP communicate to obtain involvement?** DoD is not adequately addressing the materiel interoperability required to support joint and coalition warfare. The JMPSR and DSP knowledge management capabilities enable improved materiel interoperability. Services and programs must support and use the JMPSR. Service/Agency-specific standardization success stories and impacts.
- **What media/methods should DSP use to deliver the awareness message?**
 - Direct contact by ADUSD (LP&P), DSPO, and SAE.
 - Point paper regarding role of standardization and JMPSR in materiel interoperability, logistics readiness, and total ownership cost reduction.
 - Copy of DEPSECDEF memorandum.
 - Letters to components for Secretaries or Directors signature.
 - Briefings on JMPSR implementation progress.

- **What short- and long-term strategies should the DSPO pursue?**
 - Create link to/from components' websites in DSP portal.
 - Post materiel standardization and interoperability advocacy message from Secretaries/Directors in their web spaces.
 - Obtain statement recognizing DSP role as materiel interoperability advocate.
 - Obtain quotable statements from Secretaries/Directors acknowledging DSP as primary DoD knowledge management center for materiel interoperability information and initiatives.
 - Periodically provide tailored DSP media kits to Secretaries/Directors.
 - Draw Department/Agency staff members' attention to DSP portal.
- **Who is responsible for execution and what is the timetable?** DSPO, ADUSD (LP&P), SAE. Follow-on within a few months of DEPSECDEF memo. Minimum of one direct contact per year coordinated with budget cycle.

C-1h. Service Logistics Commanders/DCSLOG

- **Name, Title, Address, Phone, FAX** (See DSP Customer Database)
- **What involvement does the DSP want from Service Logistics Commanders/DCSLOG?** Advocate adequate funding of the DSP and materiel standardization as enablers of logistics readiness.
- **What is the desired result of their involvement?** Issue a memorandum supporting the DSP's role in promoting commonality and interchangeability, controlling the proliferation of parts, and reducing the high cost of maintaining inventories of duplicative or obsolete parts. Ask for reporting relating to these standardization functions. Recognize Standardization as critical to Army Recapitalization and Transformation initiatives. Support high priority for adequate DSP and JMPSR funding.
- **What awareness message should DSP communicate to obtain involvement?** DoD is not adequately addressing the logistic readiness required to support joint and coalition warfare. The JMPSR and DSP knowledge management capabilities enable improved logistic readiness. Services and programs must support and use the JMPSR. Readiness-specific standardization success stories and impacts.
- **What media/methods should DSP use to deliver the awareness message?**
 - Direct contact by ADUSD (LP&P), DSPO, SAE, SE, DepSO.
 - Point paper regarding role of standardization and JMPSR in materiel interoperability, logistics readiness, and total ownership cost reduction.
 - Copy of DEPSECDEF memorandum.
 - Letter for Service Logistics Commander/DCSLOG signature.
 - Briefings on JMPSR implementation progress.
- **What short- and long-term strategies should the DSPO pursue?**
 - Create link to/from Logistics/DCSLOG websites in DSP portal.
 - Post standardization and logistic readiness advocacy message from Service Logistics Commanders/DCSLOGs in their web spaces.
 - Obtain statement recognizing DSP's role as logistics readiness advocate.
 - Obtain quotable statements from Service Logistics Commanders acknowledging DSP as primary DOD knowledge management center for logistics readiness.

- Periodically provide tailored DSP media kits to Service Logistics Commanders.
- Draw Service Logistics Commander/DCSLOG staff members' attention to portal.
- **Who is responsible for execution and what is the timetable?** DSPO, ADUSD (Logistics Plans and Programs), SAE. Follow-on within a few months of DEPSEC DEF memo. Minimum of one direct contact per year coordinated with budget cycle.

C-2. Customer Awareness and Involvement Priority - Medium

C-2a. Senior/Chief Engineers

- **Name, Title, Address, Phone, FAX** (See DSP Customer Database)
- **What involvement does the DSP want from Senior/Chief Engineers?**
Promote funding for and require application of materiel standardization and interoperability within their activities.
- **What is the desired result of their involvement?** Support funding of DSP and JMPSR. Participate in (proposed) Standardization Area Support Team. Advocate DSP/JMPSR use by programs/engineers and participate in product/service improvement.
- **What awareness message should DSP communicate to obtain involvement?**
Standardization provides value and is relevant to their missions, but will not be available if not adequately funded. JMPSR and DSP knowledge management capabilities contribute to materiel interoperability, readiness, and cost reduction. Success stories and impacts of failure to standardize.
- **What media/methods should DSP use to deliver the awareness message?**
 - Direct contact by DSPO, SAE, SE, DepSO.
 - Point paper regarding the need for and role of Standardization and the JMPSR.
 - Copy of DEPSECDEF memorandum.
 - Briefing with program/commodity-specific information.
 - Briefings/papers/presentations/related materials at symposiums/exhibits.
 - Link to portal from Senior/Chief Engineers' websites.
- **What short- and long-term strategies should the DSPO pursue?**
 - Discuss Senior/Chief Engineers' standardization opportunities, requirements, and priorities, and offer appropriate support.
 - Create link to/from Senior/Chief Engineers' websites in DSP portal.
 - Link (proposed) Standardization Area-specific web spaces to Senior/Chief Engineers' websites.
 - Periodically provide tailored DSP media kits to Senior/Chief Engineers.
 - Draw Senior/Chief Engineers' staff members' attention to DSP portal.
- **Who is responsible for execution and what is the timetable?** DSPO, SE, DepSO, (proposed) Area Standardization Executives. Minimum of one direct contact per year coordinated with budget cycle.
- **C-2b. Members of Congress**
- **Name, Address, Phone, FAX** (See DSP Customer Database)

- **What involvement does the DSP want from Members of Congress?** Be advocates for material Standardization, the DSP, and materiel interoperability with allies.
- **What is the desired result of their involvement?** Ask questions of DOD representatives during testimony, in meetings, or during other opportunities regarding the DSP, JMPSR, interoperability, and readiness. Ask for reports from DOD regarding JMPSR, interoperability, and readiness.
- **What awareness message should DSP communicate to obtain involvement?** DOD is struggling to address the materiel interoperability needs of joint and coalition warfare under severe budget constraints. The JMPSR and DSP knowledge management capabilities help address this vulnerability. The DSP is the foundation of efforts to reduce costs, improve readiness, and support coalitions.
- **What media/methods should DSP use to deliver the awareness message?**
 - Direct contact (meeting or letter) from DSP to friends in Congress/selected staff .
 - Point paper for members of Defense-related committees regarding the role of standardization and the JMPSR in materiel interoperability, logistics readiness, and ownership cost reduction.
 - Copy of DEPSECDEF memorandum.
 - Periodic reports from USD (AT&L) on JMPSR implementation.
- **What short- and long-term strategies should the DSPO pursue?**
 - Use the 6-month JMPSR reporting opportunities to advance and expand the Standardization message to “friends in Congress.”
 - Create awareness of DSP role as materiel interoperability advocate.
 - Establish DSP as primary DoD knowledge management center for materiel interoperability information and initiatives.
 - Periodically send targeted DSP media kit.
 - Draw staff members' attention to DSP knowledge management portal.
- **Who is responsible for execution and what is the timetable?** DSPO and ADUSD (LP&P). Opportunities linked to DoD appropriations cycle and testimony.

- **C-2c. Joint Chiefs of Staff (JCS)**
- **Name, Address, Phone, FAX** (See DSP Customer Database)
- **What involvement does the DSP want from the JCS?** Advocate the DSP and materiel standardization as enablers of interoperability, logistics readiness, and total ownership cost reduction.
- **What is the desired result of their involvement?** Provide information to the DSP regarding JCS materiel interoperability and readiness requirements or goals. Issue a memorandum to the Secretaries of the Military Departments supporting the JMPSR initiative. Ask Military Departments for status reports on materiel standardization and interoperability.
- **What awareness message should DSP communicate to obtain involvement?** DOD is not adequately addressing the JCS's need for materiel inter-operability to support joint and coalition warfare. The JMPSR and DSP knowledge management capabilities enable improved materiel interoperability, readiness, and cost reduction. Services and programs must support and use the JMPSR.

- **What media/methods should DSP use to deliver the awareness message?**
 - Direct contact (meeting or letter) with JCS from DSP friend at appropriate level.
 - Point paper regarding the role of standardization and the JMPSR in materiel interoperability, logistics readiness, and ownership cost reduction.
 - Copy of DEPSECDEF memorandum.
 - Letter to Secretaries of Military Departments for JCS signature.
- **What short- and long-term strategies should the DSPO pursue?**
 - Seek periodic update of JCS interoperability requirements.
 - Create JCS interoperability forum space in DSP portal.
 - Promote awareness of DSP role in materiel interoperability, logistics readiness, and ownership cost reduction.
 - Establish DSP as primary DoD knowledge management center for material interoperability information and initiatives.
 - Periodically provide targeted DSP media kit to JCS members.
 - Draw JCF staff members' attention to DSP knowledge management portal.
- **Who is responsible for execution and what is the timetable?** DSPO, ADUSD (LP&P), DSP friend (TBD) with JCS access. Follow-on within a few months of DEPSECDEF memo. Minimum of one direct contact per year.

- **C-2d. CINCs**
- **Name, Address, Phone, FAX** (See DSP Customer Database)
- **What involvement does the DSP want from CINCs?** Advocate the DSP and materiel standardization as enablers of interoperability and operational readiness.
- **What is the desired result of the their involvement?** Provide information to the DSP regarding CINCs' materiel interoperability and readiness requirements or goals. Issue a memorandum to the Secretaries of the Military Departments supporting material standardization, interoperability and the JMPSR initiative. Ask Military Departments for status reports on materiel interoperability and readiness.
- **What awareness message should DSP communicate to obtain involvement?** The DoD is not adequately addressing the CINCs' need for materiel interoperability required to support joint and coalition operations. The JMPSR and DSP knowledge management capabilities contribute to improved materiel interoperability and operational readiness. Services and programs must support and use the JMPSR.
- **What media/methods should DSP use to deliver the awareness message?**
 - Direct contact (meeting or letter) with CINCS from DSP friend at appropriate level.
 - Point paper regarding the role of standardization and the JMPSR in materiel interoperability and operational readiness.
 - Copy of DEPSECDEF memorandum.
 - Letter to Secretaries of Military Departments for CINCS' signature.
- **What short- and long-term strategies should the DSPO pursue?**
 - Seek periodic update of CINCS' interoperability requirements.
 - Create CINC interoperability forum space in DSP portal.
 - Promote awareness of DSP's role as materiel interoperability advocate.

- Establish DSP as primary DoD knowledge management center for material interoperability information and initiatives.
- Periodically provide targeted DSP media kit to CINCs.
- Draw staff member 's attention to DSP knowledge management portal.
- **Who is responsible for execution and what is the timetable?** DSPO, ADUSD (LP&P), DSP friend (TBD) with CINC access. Follow-on within a few months of DEPSECDEF memo. Minimum of one direct contact per year.

C-2e. Non-PEO PMs (Legacy Systems)

- **Name, Address, Phone, FAX** (See DSP Customer Database)
- **What involvement does the DSP want from Non-PEO PMs?** Advocate the DSP and materiel standardization as enablers of interoperability, logistic readiness, and ownership cost reduction.
- **What is the desired result of their involvement?** Support DSP and JMPSR funding. Participate in (proposed) Standardization Area Support Team. Advocate DSP/JMPSR use by subordinates. Participate in improving DSP products and services.
- **What awareness message should DSP communicate to obtain involvement?** The DoD is not adequately addressing the materiel interoperability required to support joint and coalition warfare. The JMPSR and DSP knowledge management capabilities enable improved materiel interoperability, logistic readiness, and ownership cost reduction. Services and programs must support and use the JMPSR. Program-specific standardization success stories and impacts of use of out-of-date specifications and obsolete parts on safety, interoperability, total ownership cost, and logistics readiness.
- **What media/method should DSP use to deliver the awareness message?**
 - Direct contact by DSPO, SE, (proposed) Area Standardization Executives.
 - Point paper regarding the role of standardization and the JMPSR in materiel interoperability, readiness, and total ownership cost containment.
 - Copy of DEPSECDEF memorandum.
 - Briefing with program-specific interoperability information, related standardization documents, program-related DSP workload.
- **What short- and long-term strategies should the DSPO pursue?**
 - Discuss Non-PEO PMs' standardization and interoperability opportunities, priorities, and requirements, and offer appropriate support.
 - Create link to/from Non-PEO PMs' websites in DSP portal.
 - Link Standardization Area-specific/program-related web spaces to Non-PEO PMs' web sites.
 - Periodically provide tailored DSP media kits to Non-PEO PMs.
 - Draw Non-PEO PMs' staff members' attention to DSP portal.
- **Who is responsible for execution and what is the timetable?** DSPO, SE, (proposed) Area Standardization Executives. Minimum of one direct contact per year coordinated with budget cycle.

C-3. Customer Awareness and Involvement Priority - Low

C-3a. OSD Interoperability (IO) Office

- **Name, Address, Phone, FAX** (See DSP Customer Database)
- **What involvement does the DSP want from the IO Office?** Advocate the DSP and materiel standardization as enablers of interoperability and readiness.
- **What is the desired result of their involvement?** Issue memoranda to the Secretaries of the Military Departments supporting materiel interoperability as realized through the DEPSECDEF JMPSR initiative. Ask Military Departments for information relating to materiel interoperability.
- **What awareness message should DSP communicate to obtain involvement?** The DoD is not adequately addressing the materiel interoperability required to support joint and coalition warfare. The JMPSR and DSP knowledge management capabilities enable improved materiel interoperability. Services and programs must support and use the JMPSR to increase interoperability. Desire of DSP to work in partnership with IO Office to advance interoperability.
- **What media/methods should DSP use to deliver the awareness message?**
 - Direct contact by ADUSD (LP&P) and DSPO.
 - Point paper regarding the role of standardization and the JMPSR in materiel interoperability and readiness.
 - Copy of DEPSECDEF memorandum.
 - Letter to Military Departments for OSD IO Office signature.
 - Briefings on JMPSR implementation progress.
- **What short- and long-term strategies should the DSPO pursue?**
 - Create link to/from OSD IO Office web site in DSP portal.
 - Post materiel interoperability and standardization advocacy message from OSD IO Office in their web space.
 - Obtain statement recognizing DSP role as official materiel interoperability advocate.
 - Obtain quotable statement from OSD IO Office acknowledging DSP as primary DoD knowledge management center for materiel interoperability information/initiatives.
 - Periodically provide tailored DSP media kits to OSD IO Office.
 - Draw IO Office staff members' attention to DSP knowledge management portal.
- **Who is responsible for execution and what is the timetable?** DSPO, ADUSD (LP&P), DSP friend (TBD) with OSD IO access. Follow-on within a few months of DEPSECDEF memo. Minimum of one direct contact per quarter.

C-3b. MACOM/MAJCOM (Combatant) Commands

- **Name, Address, Phone, FAX** (See DSP Customer Database)
- **What involvement does the DSP want from Combatant Commands?** Advocate the DSP and materiel standardization as enablers of interoperability and readiness.

- **What is the desired result of their involvement?** Issue a memorandum supporting material standardization and interoperability as realized through the JMPSR. Ask for reporting of standardization and materiel interoperability. Direct high priority for adequate DSP and JMPSR funding.
- **What awareness message should DSP communicate to obtain involvement?** The DoD is not adequately addressing the materiel interoperability required to support joint and coalition warfare. The JMPSR and DSP knowledge management capabilities enable improved materiel interoperability. Services and programs must support and use the JMPSR to increase interoperability. Standardization success stories and impacts of failure to standardize.
- **What media/method should DSP use to deliver the awareness message?**
 - Direct contact by DSPO, SAE, SE.
 - Point paper regarding the role of standardization and the JMPSR in materiel interoperability, readiness, and total ownership cost containment.
 - Copy of DEPSECDEF memorandum.
 - Letter for MACOM/MAJCOM Commanders signature.
 - Briefings on JMPSR implementation progress.
- **What short- and long-term strategies should the DSPO pursue?**
 - Create link to/from Combatant Commands' websites in DSP portal.
 - Post materiel standardization and interoperability advocacy message from Combatant Commands in their web spaces.
 - Link DSP Standardization Area-specific web spaces to Commands' websites.
 - Obtain statement recognizing DSP role as official materiel interoperability advocate.
 - Obtain quotable statement from Combatant Commanders acknowledging DSP as primary DoD knowledge management center for materiel interoperability.
 - Periodically provide tailored DSP media kits to Combatant Commands.
 - Draw Combatant Commanders' staff members' attention to DSP portal.
- **Who is responsible for execution and what is the timetable?** DSPO, ADUSD (LP&P), SAE. Follow-on within a few months of DEPSECDEF memo. Minimum of one direct contact per year coordinated with budget cycle.

C-4. Customer Awareness and Involvement Priority - None

C-4a. Engineers

- **Name, Title, Address, Phone, FAX** (See DSP Customer Database)
- **What involvement does the DSP want from Engineers?** Use and promote DSP products and services in the course of their work to improve material standardization and interoperability.
- **What is the desired result of their involvement?** Apply standardization during engineering. Use DSP products and services to select standard equipment and items that advance interoperability and logistics readiness. Participate in improving DSP products and services. Register as user and provide feedback through Portal. Increase interactions with engineering activities of other Services/Programs.

- **What awareness message should DSP communicate to obtain involvement?**
Benefits of standardizing parts and components in terms of schedule, cost and performance, safety, interoperability, total ownership cost, and logistics readiness. Availability and use of Portal, ASSIST, and JMP SR to help improve materiel interoperability. Standardization success stories and impacts of using obsolete parts and out-of-date specifications. Availability of standardization support. Role of engineers in interoperability to support joint and coalition warfare.
- **What media/methods should DSP use to deliver the awareness message?**
 - Direct contact by DSPO, Chief Engineer, (proposed) Standardization Area Support Team.
 - Point paper regarding materiel standardization and the role of the JMP SR.
 - Papers/presentations/related materials at symposiums/exhibits.
 - E-mail guiding recipient to portal.
 - Computer-based, web-based, or classroom training.
- **What short- and long-term strategies should the DSPO pursue?**
 - Address Engineers' standardization/interoperability opportunities, requirements, and priorities and offer appropriate support.
 - Create link to and from Engineers' websites in Portal.
 - Link Standardization Area-specific and program-related web spaces to Engineers' websites.
 - Ensure that Engineers are involved in standardization document review process.
- **Who is responsible for execution and what is the timetable?** DSPO, Chief Engineers, (proposed) Standardization Area Support Team. Minimum of one direct contact per year coordinated with budget cycle.

C-4b. Item/Equipment Managers and Item Reduction (IR) Specialists

- **Name, Title, Address, Phone, FAX** (See DSP Customer Database)
- **What involvement does the DSP want from Item Managers/IR Specialists?**
Promote material standardization, interoperability, and logistic readiness.
- **What is the desired result of their involvement?** Use DSP products and services to standardize equipment and reduce the number of items in the logistics system. Participate in improving DSP products and services. Register as user and provide feedback through Portal. Increase interactions with equipment selection and item reduction activities of other Services/Programs.
- **What awareness message should DSP communicate to obtain involvement?**
Value of standardization in identifying intersystem use of parts and components, optimizing sources and quantities, minimizing stockage levels. Cost benefits offered by standardization. DSP knowledge management capabilities facilitate materiel interoperability. Standardization success stories and impacts of use of obsolete parts or out-of-date specifications.
- **What media/methods should DSP use to deliver the awareness message?**
 - Direct contact by DSPO, PM, (proposed) Area Standardization Executive/Support Team.
 - Articles in professional magazines, newspapers, journals, magazines.
 - Papers/presentations/related materials at symposiums/exhibits.

- E-mail guiding recipient to portal.
- Material about standardization/portal in training courses.
- **What short- and long-term awareness strategies should the DSPO pursue?**
 - Create Item Manager/Item Reduction Specialist forum space in portal.
 - Create link to/from program websites in portal.
 - Link Standardization Area-specific and program-related web spaces to program websites.
 - Electronically inform identified customers in this group about the portal.
 - Populate the portal with standardization information of interest to these customers.
- **Who is responsible for execution and what is the timetable?** DSPO, PM, (proposed) Area Standardization Executive/Support Team. Minimum of one e-mail contact per year.

C-4c. Joint/Non-Traditional Standardization Groups (e.g., JTA, JACG)

- **Name, Title, Address, Phone, FAX** (See DSP Customer Database)
- **What involvement does the DSP want from Joint and Non-Traditional Groups?** Participate in JMPSR. Post data in Joint and Non-Traditional Standardization Groups space on portal. Support DoD interests in Group's activities.
- **What is the desired result of their involvement?** Partnerships with DSP in providing standardization products and services to improve interoperability, logistics readiness, and reduce costs. Participate in improving DSP products and services. Participate in interoperability forums through Portal. Increase support for and interactions with defense interoperability/standardization community.
- **What awareness message should DSP communicate to obtain involvement?** Opportunities for Joint and Non-Traditional Standardization Groups to partner with DSP in standardization arena. Groups' issues and relationships regarding standardization policy, tools, and processes. Value of participation in standardization knowledge management. Value of networking or sharing knowledge management resources through portal. Role of Joint and Non-Traditional Standardization Groups in JMPSR and DSP knowledge management capabilities.
- **What media/methods should DSP use to deliver the awareness message?**
 - Direct contact by DSPO via letters and meetings.
 - Direct DSP participation in Joint and Non-Traditional Standardization Groups committees and activities.
 - Link to portal from Joint and Non-Traditional Standardization Groups websites.
- **What short- and long-term strategies should the DSPO pursue?**
 - Create Joint and Non-Traditional Standardization Groups' forum space in portal.
 - Create links to and from Groups' websites and portal.
 - Identify POCs in Joint and Non-Traditional Standardization Groups.
 - Develop partnerships with Groups to improve and integrate knowledge management resources available through the portal.
 - Negotiate arrangements with Groups to enable DoD to “virtually” participate in all (documents) committees of interest while staying within resource constraints.
- **Who is responsible for execution and what is the timetable?** DSPO.

C-4d. Provisioners, Logisticians, Cataloging Specialists

- **Name, Title, Address, Phone, FAX** (See DSP Customer Database)
- **What involvement does the DSP want from Provisioners, Logisticians, Cataloging Specialists?** Promote standardization as a way to improve material interoperability, logistic readiness, and ownership cost reduction. Use and provide feedback concerning JMPSR and DSP products and services.
- **What is the desired result of their involvement?** Apply standardization processes during performance of assigned responsibilities. Use DSP products and services and JMPSR to advance interoperability, improve logistics readiness, and reduce costs. Participate in improving DSP products and services. Increase interactions with defense standardization/ interoperability community of own and other Services.
- **What awareness message should DSP communicate to obtain involvement?** Value of standardization to programs. Impact of using obsolete parts and outdated specifications. Standardization impacts on schedule, cost and performance, safety, interoperability, total ownership cost, and logistics readiness. How JMPSR and DSP knowledge management capabilities enable improved materiel interoperability. Cost benefits of standardizing.
- **What media/methods should DSP use to deliver the awareness message?**
 - Articles in professional magazines, newspapers, and journals.
 - Papers/presentations/related materials at symposiums/exhibits.
 - Direct e-mail or mailing guiding recipient to portal.
 - Material about standardization/portal in training courses.
- **What short- and long-term awareness strategies should the DSP pursue?**
 - Create individualized forum space in portal.
 - Create Link to and from Program websites in portal.
 - Link Standardization Area-specific and program-related web spaces to Program websites.
 - Electronically contact identified users to inform about portal.
- **Who is responsible for execution and what is the timetable?** DSPO, PM, (proposed) Area Standardization Executive/Support Team. Minimum of one e-mail contact per year.

C-4e. Contracting Officers/Contracting Specialists

- **Name, Title, Address, Phone, FAX** (See DSP Customer Database)
- **What involvement does the DSP want from Contracting Officers/Contracting Specialists?** Use the ASSIST and other DSP products and services to ensure current documents are cited in solicitations and contracts.
- **What is the desired result of their involvement?** Standardization processes are applied during performance of assigned responsibilities. Current and correct standardization documents are cited in solicitations and contracts. Provisions for Standardization and interoperability are incorporated in contracts.
- **What awareness message should DSP communicate to obtain involvement?** Importance of using current specifications and standards for solicitations and

contracts. Use the ASSIST to obtain copies and to check on latest versions. Standardization impacts on schedule, cost, and performance.

- **What media/methods should DSP use to deliver the awareness message?**
 - Articles in professional magazines, newspapers, and journals.
 - E-mail guiding recipient to portal and link to portal from program websites.
 - Material about standardization and portal in training courses.
- **What short- and long-term awareness strategies should the DSP pursue?**
 - Create individualized forum space in portal.
 - Create link to and from Program websites in portal.
 - Link Standardization Area-specific and program-related web spaces to Program websites.
 - Electronically contact identified users to inform about portal.
- **Who is responsible for execution and what is the timetable?** DSPO, PM, (proposed) Area Standardization Executive/Support Team. Minimum of one e-mail contact per year.

C-4f. Non-Government Standards Bodies (NGSB)

- **Name, Title, Address, Phone, FAX** (See DSP Customer Database)
- **What involvement does the DSP want from NGSBs?** Participate in JMPSR. Post data in NGSB space on portal. Support DoD interests in NGSB activities.
- **What is the desired result of their involvement?** Partner with DSP in providing products, services, and standardization documents to improve interoperability and logistics readiness and reduce costs. Participate in improving DSP products and services. Members participate in interoperability forums through Portal.
- **What awareness message should DSP communicate to obtain involvement?** Opportunities for NGSBs to partner with DoD in standardization arena. Needs and protocols regarding updates and changes to NGS documents. Government-NGSB relationship issues, such as lower membership/conference fees for Government participants, cost of obtaining NGS documents, value of Government participation in working groups, role of NGSBs in JMPSR.
- **What media/methods should DSP use to deliver the awareness message?**
 - Direct contact by DSPO — letters and meetings.
 - Discussions about teaming opportunities.
 - Direct DoD participation in NGSBs committees and activities.
 - Link to portal from NGSBs websites or automated tools.
- **What short- and long-term strategies should the DSPO pursue?**
 - Create NGSBs forum space in portal.
 - Create links to and from NGSB websites and portal.
 - Identify NGSB POCs.
 - Develop partnerships with NGSBs to improve and integrate knowledge management resources available through the portal.
 - Negotiate arrangements with NGSBs to enable DoD to “virtually” participate in all committees of interest while staying within resource constraints.
- **Who is responsible for execution and what is the timetable?** DSPO. Minimum of four contacts per year.

C-4g. Industry Groups (e.g., EIA, AIA)

- **Name, Title, Address, Phone, FAX** (See DSP Customer Database)
- **What involvement does the DSP want from Industry Groups?** Participate in JMPSR. Post data in Industry Groups space on portal. Support DoD interests in Industry Groups activities.
- **What is the desired result of their involvement?** Partner with DSP in providing standardization products and services to improve interoperability and logistics readiness and reduce costs. Participate in improving DSP products and services and JMPSR. Members participate in interoperability forums through Portal. Increase support for and interactions with defense standardization/interoperability community.
- **What awareness message should DSP communicate to obtain involvement?** Industry Groups' role in JMPSR. Needs and protocols regarding updates and changes to Industry Groups' documents. Relationship issues regarding standardization policy, tools, and processes. Opportunities for Industry Groups to partner with DoD in standardization arena. Need for lower fees. Providing DoD access to documents. Value of sharing knowledge resources through portal.
- **What media/methods should DSP use to deliver the awareness message?**
 - Direct contact by DSPO via letters and meetings.
 - Discussions about teaming opportunities.
 - Direct DoD participation in Industry Groups' committees and activities.
 - Link to portal from Industry Groups websites.
- **What short- and long-term strategies should the DSPO pursue?**
 - Create Industry Groups' forum space in portal.
 - Create links to and from Industry Groups' websites and portal.
 - Identify key POCs in Industry Groups.
 - Develop partnerships with Industry Groups to improve and integrate knowledge management resources available through the portal.
 - Negotiate arrangements with Industry Groups to enable DoD to “virtually” participate in all committees of interest while staying within resource constraints.
- **Who is responsible for execution and what is the timetable?** DSPO. minimum of four contacts per year.

C-4h. International Standardization (IS) Bodies (e.g., ISO, IEC)

- **Name, Title, Address, Phone, FAX** (See DSP Customer Database)
- **What involvement does the DSP want from International Standardization Bodies?** Provide documents. Participate in JMPSR. Post data in IS Body portal space. Support DoD interests in IS Body activities.
- **What is the desired result of their involvement?** Partner with DSP in providing standardization products and services to improve interoperability, logistics readiness, and reduce costs. Participate in improving DSP products and services. Participate in interoperability forums through Portal. Increase support for and interactions with defense standardization/interoperability community.
- **What awareness message should DSP communicate to obtain involvement?** Role of IS Bodies in JMPSR and DSP knowledge management capabilities. Needs

and protocols regarding updates and changes to IS. IS Bodies' issues and relationships regarding standardization policy, tools, and processes. Need for DoD access to IS documents. U.S. military-unique requirements and needs. Opportunities for IS Bodies to partner with DoD in standardization arena. Value of networking or sharing knowledge management resources through portal.

- **What media/methods should DSP use to deliver the awareness message?**
 - Direct contact by DSPO via letters and meetings.
 - Discussions about teaming opportunities.
 - Direct DoD participation in IS Bodies' committees and activities.
 - Link to portal from IS Bodies' websites.
- **What short- and long-term strategies should the DSPO pursue?**
 - Create IS Bodies' forum space in portal.
 - Create links to and from IS Bodies' websites and portal.
 - Identify key POCs in IS Bodies.
 - Develop partnerships with IS Bodies to improve and integrate knowledge management resources available through the portal.
 - Negotiate arrangements with IS Bodies to enable DoD to “virtually” participate in all committees of interest while staying within resource constraints.
- **Who is responsible for execution and what is the timetable?** DSPO.

C-4i. International Standardization Agreement (ISA) Bodies (i.e., NATO, ABCA)

- **Name, Title, Address, Phone, FAX** (See DSP Customer Database)
- **What involvement does the DSP want from International Standardization Agreement (ISA) Bodies?** Participate in JMPSR. Post data in ISA Bodies' portal page. Support DoD interests in ISA Bodies' activities.
- What is the desired result of their involvement? Partnerships with DSP in providing standardization products and services to improve interoperability, logistics readiness, and reduce costs. Participate in improving DSP products and services. Members participate in interoperability forums through Portal. Increase support for and interactions with defense standardization/interoperability community.
- **What awareness message should DSP communicate to obtain involvement?** Needs and protocols regarding updates and changes to ISA Bodies' documents. ISA Bodies' issues and relationships concerning standardization policy, tools, and processes. Opportunities for teaming. Value of participation in standardization knowledge management. Importance and role of interoperability and standardization in meeting DoD objectives. Value of networking or sharing knowledge management resources through portal.
- **What media/methods should DSP use to deliver the awareness message?**
 - Direct contact by DSPO via letters and meetings.
 - Discussions about teaming opportunities.
 - Direct DoD participation in ISA Bodies' co
- **What short- and long-term strategies should the DSPO pursue?**
 - Create ISA Body forum space in portal.
 - Create links to and from ISA Body websites and portal.
 - Identify key POCs in ISA Bodies.

- Develop partnerships with ISA Bodies to improve and integrate knowledge management resources available through the portal.
- Negotiate arrangements with ISA Bodies to enable DoD to “virtually” participate in all committees of interest while staying within resource constraints.
- **Who is responsible for execution and what is the timetable?** DSPO.

C-4j. Contractors and Subcontractors

- **Name, Title, Address, Phone, FAX** (See DSP Customer Database)
- **What involvement does the DSP want from Contractors and Subcontractors?** Use and provide feedback concerning DSP products and services.
- **What is the desired result of their involvement?** Apply standardization processes in performing defense work. Use DSP products, processes, and services to improve interoperability and logistics readiness and reduce costs. Participate in improving DSP products and services. Register as user and participate in forums through Portal. Increase interactions with defense standardization/ interoperability community of other Contractors and Subcontractors.
- **What awareness message should DSP communicate to obtain involvement?** Importance and role of standardization and interoperability in meeting DoD objectives. Standardization impact on schedule, cost and performance, safety, interoperability, total ownership cost, and logistics readiness. Value of standardization in logistics support. Cost benefits offered by standard-ization. DSP knowledge management capabilities and JMPSR facilitate improved materiel interoperability. Program-specific standardization and interoperability opportunities and requirements. Standardization best practices.
- **What media/methods should DSP use to deliver the awareness message?**
 - Direct contact by DSPO, PM, (proposed) Area Standardization Executives/Support Team.
 - Articles in newspapers and professional magazines and journals.
 - Papers/presentations/related materials at symposiums/exhibits.
 - E-mail guiding recipient to portal.
- **What short- and long-term strategies should the DSPO pursue?**
 - Create Contractors/Subcontractors forum space in portal.
 - Create links to and from Contractors’ websites and portal.
 - Identify Contractors'/Subcontractors' standardization/interoperability POCs and provide them with information about the portal.
- **Who is responsible for execution and what is the timetable?** DSPO, PM, (proposed) Area Standardization Executive/Support Team. Minimum of one e-mail per year.