

THE STANDARDIZATION NEWSLETTER

5203 Leesburg Pike, Suite 1403
Falls Church, VA 22041-3466
ISSN 0897-0254

Questions and Answers Issue!

Message from the Chair, Defense Standards Improvement Council

After Secretary of Defense Perry's June 29, 1994, press conference release announcing acquisition reform changes, the Military Departments and Defense agencies rapidly set into motion major revisions to the way the Department of Defense (DoD) conducts its business.

The October 1994 Special Edition of ***The Standardization Newsletter*** provided useful information that the acquisition community, business and industry leaders, and interested individuals found beneficial.

Since October, we have answered hundreds of calls on acquisition reform issues and added hundreds of names to our newsletter database. People want to know what the DoD is doing and how it will affect their jobs.



STANDARDIZATION IS A GLOBAL ISSUE

To better communicate our message and answer questions, we filled this newsletter with the most recent policy decisions and answers to the most frequently asked questions. Readers should gain an understanding of the important work being done by OSD, the Services, and the Defense Agencies to meet acquisition reform milestones.

The standardization community has a key mission in making acquisition reform work. I encourage you to share this edition of the newsletter. Communicate the message!

DOD POLICY ON SPECIFICATIONS AND STANDARDS

QUESTIONS AND ANSWERS

1. What are we doing to replace military standards that are being canceled?

ANSWER: Military specifications and standards are only being canceled after review to determine that they are no longer needed. Where conscious decisions have been made that documents are still needed, they are being replaced by a variety of new constructs:

- Performance specifications describing describe products in performance terms;
- Commercial Item Descriptions describing commercial products;
- Detail specifications describing products using both performance and design detail where it has been determined that the design detail is essential to achieving defense specific capability;
- Non-government standards describing products, test methods, practices, etc. in ways which reflect commercial practice;
- Acquisition guides providing guidelines for management and manufacturing process type information requested of the contractor during the solicitation process;
- Interface standards describing essential interface characteristics;

- Data specifications describing data products to be delivered;
- Test method standards describing testing procedures, for which there is no comparable commercial practice, to ensure uniform, comparable results;
- Manufacturing process standards, for which there is no comparable commercial practice, that state the desired outcome of a manufacturing process;
- Standard practices, for which there is no comparable commercial practice, that describe procedures for services, functions, or operation not related to a manufacturing process;
- Handbooks that provide reference information, acceptable practices, terminology, etc.

2. What are the “Willoughby 10?” What are the “Top 62 Heartburn Standards?” What is going to happen to these documents?

ANSWER: As part of the Secretary of Defense’s Specifications and Standards Reform Initiative, an Industry Review Panel on Specifications and Standards recommended cancellation of ten military standards they identified as non-value added cost drivers. This panel was chaired by Mr. Willis J. Willoughby, Office of the Assistant Secretary of the Navy (Research, Development, & Acquisition), hence the term “Willoughby 10.” These documents include:

MIL-STD-100 Engineering Drawing Practices

MIL-STD-454 Standard General Requirement for Electronic Equipment

MIL-STD-480 Configuration Control (already canceled)

MIL-STD-499 Engineering Management

MIL-STD-965 Parts Control Program

MIL-STD-973 Configuration Management

MIL-STD-1520 Corrective Action and Disposition System for Nonconforming Material

MIL-STD-1521 Technical Review and Audits for Systems, Equipments, & Computer Software

MIL-STD-2000 Standard Requirements for Soldered Electrical and Electronic Assemblies

MIL-Q-9858 Quality Program Requirements

In November 1994, a letter requesting comments on the recommended cancellation action was sent to several industry associations, the top 25 defense contractors, and all standardization management activities. An announcement was also placed in the Commerce Business Daily. Responses were due by January 6, 1995.

A standards questionnaire was also completed by each document's preparing activity. The questionnaire was structured to lead the reviewer to one of several outcomes depending on whether the

document is used as a reference source or to describe interfaces, manufacturing processes, internal practices, test methods, or data acquisition.

A Service/Agency/OSD task group will review responses from all parties and make recommendations to the Defense Standards Improvement Council (DSIC), who will decide each document's future. The task group began this review process the second week in January and will make its recommendations to the DSIC in early February.

The "Top 62 Heartburn Standards" is a compendium of documents identified by different industry groups over recent years as contributing to increased costs without adding value. The "Willoughby 10" are a subset of this group. These standards are also being subjected to the questionnaire process. The questionnaires are due to the cognizant Standards Improvement Executive by the end of January 1995. The task group will review the responses during February and provide recommendations to the DSIC in March.

3. What is a performance spec?

ANSWER: The Standards Improvement Council has approved the following definition of a performance specification:

"A performance specification states requirements in terms of the required results with criteria for verifying compliance, but without stating the methods for achieving the required results. A performance specification defines the functional requirements for the item, the environment in which it must operate, and interface and interchangeability characteristics."

4. What guidance have we given on how to write a performance specification?

ANSWER: Writing performance specifications is not a new concept. We have been teaching how to write performance requirements for years in our specification training course. It has received extra emphasis in our training on how to write Commercial Item Descriptions. What is new is that we are now designating documents as "performance specifications." The following performance specification guidance has been issued, or is under development:

- A two day training course for 250 Service and Agency representatives was conducted November 17-18, 1994.
- A performance specification policy memo that provides direction and procedures will be issued in late January 1995.
- A handbook providing guidance, check sheets, and examples is being developed and will be published in early 1995.

5. If you have a performance spec that is MILSPEC, is a waiver needed?

ANSWER: No. Performance specifications are explicitly excluded from the waiver process in the Secretary's June 29, 1994 memorandum. Performance specifications will be identified and certified by the Departments and

Agencies, and will be shown in the DoD Index of Specifications and Standards. The first performance specifications should be identified and reflected in the DoDISS early in 1995.

6. Who approves the waivers to cite military specifications and standards as requirements in solicitations?

ANSWER: Only the Component Acquisition Executive or the Milestone Decision Authority (MDA) may approve a waiver. You should contact your Departmental Standardization Office (DepSO) or Standards Improvement Executive (SIE) to get a copy of the waiver request format and any specific instructions for submission. One important point. Only the DoD must obtain a waiver. If a contractor proposes using a military specification or standard in response to a solicitation, then a waiver is not necessary.

7. Does the DoD always need a waiver to cite military specifications and standards in solicitations?

ANSWER: No. A waiver is not needed for (1) procurement of an item that doesn't require major modification or upgrade; (2) for military specifications and standards under Federal Supply Group 11 for Nuclear Ordnance and Federal Supply Class 4470 for Nuclear Reactors; and (3) if cited for guidance only.

8. What do you mean by “major modification or upgrade?”

ANSWER: These terms are defined in DoDI 5000.2, and are discussed in the areas addressing Milestone IV, “Major Modification Approval” (see pages 3-28 and 3-29 of DoDI 5000.2).

9. What does “for guidance only” mean?

ANSWER: Let’s begin with what it doesn’t mean. It doesn’t mean “business as usual.” It is not intended to be a “work around” the waiver process. It doesn’t mean citing a military specification or standard in a solicitation with the unspoken understanding that if someone wants a contract, they’d better comply with the military specification or standard. Solicitations should express clear, performance requirements of what the DoD needs. Solicitations may cite a military specification or standard as guidance to identify one possible solution that will meet a requirement. However, it must be clear to DoD personnel and perspective contractors, that other solutions are encouraged and will be accepted if they meet the performance requirement. MDAs may and should challenge military specifications and standards cited as guidance documents in solicitations, if it appears they are unnecessary or there is potential for abuse.

10. Under what conditions might the MDA approve a waiver request?

ANSWER: Waivers can only be granted if (1) an exact design solution is required

and an acceptable non-government standard does not exist; or (2) the use of a performance specification or non-government standard would not meet user needs, be cost effective, or be practicable.

11. What types of documents do not require waivers to be cited in solicitations?

ANSWER: The following documents do not require waivers:

- Any document required by law, the Federal Acquisition Regulation, or the Defense Federal Acquisition Regulation Supplement.
- Non-government standards
- Federal Information Processing Standards.
- Government specifications designated in the DoD Index of Specifications and Standards (DoDISS) as performance specifications.
- Commercial item descriptions listed in the DoDISS.
- Guide specifications listed in the DoDISS.
- Interface standards listed in the DoDISS.
- Standard practices listed in the DoDISS.
- Acquisition guides listed in the DoDISS.
- Handbooks listed in the DoDISS.

12. If a contractor proposes to use a military specification or standard in response to a solicitation requirement is a waiver needed?

ANSWER: No.

13. If a non-DoD customer requires the use of a military specification or standards, is a waiver needed?

ANSWER: No.

14. If another government agency or foreign country is the lead in a procurement, do they need waivers to cite military specifications and standards in the solicitation?

ANSWER: No. If another government agency or foreign country is the lead in a procurement, their rules govern the procurement. If DoD is the lead, our rules [i.e., the waiver process] apply.

15. If the plan for a document is to convert it to a non-government standard (NGS), but it normally takes years to develop a NGS, can an across-the-board waiver be granted for the military document?

ANSWER: No. Across-the-board waivers will not be granted just because a NGS is in the process of being developed as a replacement document.

16. Do you need a waiver for referenced documents within a military specification cited in a solicitation?

ANSWER: No. A waiver is needed only for the military specification directly cited. However, as part of the waiver request information, the MDA might request information on referenced documents within the military specification.

17. Are there blanket waivers for certain documents that do not require the submission of a waiver request to the MDA every time?

ANSWER: There are no blanket waivers, but there are documents exempt from the waiver process, for example, specifications and standards under Federal Supply Group 11 for Nuclear Ordnance and Federal Supply Class 4470 for Nuclear Reactors. In addition, the Standards Improvement Executives (SIEs) for the Military Departments and the Defense Logistics Agency may exempt any specification or standard from the waiver process for use in solicitations for their Department or Agency only. DoD Components that do not have a SIE may request a similar exemption from the Chair of the Defense Standards Improvement Council. These exemptions must be renewed at least every two years.

18. How are Defense Standards Improvement Council decisions disseminated?

ANSWER: In several ways. For those decisions that are of a policy or procedural nature, numbered policy memos will be issued, until such a time that the new policies and procedures can be incorporated into a more formal policy-type document. For those decisions that are guidance, this information may also be included in a memo, or an existing "SD" series guidance document will be revised or a new one issued. Clarifying information will be issued through less formal means, such as newsletters, electronic bulletin boards, teleconferences, meetings, etc. There will also be

conferences, seminars, training sessions, and Service "Road Shows" to provide awareness and understanding of Council decisions. Finally, *The Standardization Newsletter* will be used as needed to announce Council decisions.

19. If a performance spec contains a manufacturing process, which takes precedence, the performance spec or the specified manufacturing process?

ANSWER: A specification that mandates a specific manufacturing process is not, by definition, a performance spec. If a contractor is asked to use a spec that contains a manufacturing process, the contractor can contact the Service Ombudsman (usually the Standards Improvement Executive) to investigate.

20. How do we do logistics support when buying with performance specs?

ANSWER: One way that readily comes to mind is to make logistics support a performance requirement in the contract and place the burden on the contractor. How a contractor proposes to provide logistics support in response to performance requirements in the solicitation can be part of the source selection process. The logistics support concerns with regard to the new emphasis on performance specs have been blown out of proportion. To a large extent, logistics support concerns, challenges, and strategies are the same with performance or design specifications. Buying to performance specs is not new. The DoD has bought to performance specs for many decades and satisfactorily addressed logistics concerns. The key is

to make sure your acquisition strategy adequately addresses logistics support issues. Many people have overreacted to the term "performance specs" without looking at the definition. A performance spec can specify interchangeability, interoperability, or form, fit, and function requirements. As long as an item is physically or electronically interchangeable and can perform the intended function, we should not need to get into the details of telling a contractor how to manufacture the item.

21. How do we limit proliferation of spare parts that meet the same performance requirements?

ANSWER: Make parts control a performance requirement in the contract and place the burden on the contractor. How a contractor proposes to limit proliferation of spare parts in response to performance requirements in the solicitation can be part of the source selection process.

22. How is the mandate to use Ada consistent with using performance specs?

ANSWER: You need to look at the definition for performance specs, which allows you to specify interoperability requirements. To ensure interoperability of computer systems, Ada has been chosen as the electronic language. Specifying Ada does not tell the contractor how to design and build a system, but the performance requirement is that it must be capable of using Ada.

23. What are the flow down requirements for ISO 9000? Does an ISO company have to buy from only ISO 9001, 9002, 9003, sub-tier suppliers?

ANSWER: There is nothing in DoD guidance that would mandate such a flow down of requirements. Generally, ISO 9000 will not be mandated in a contract, unless that is the system the contractor chooses to offer. If the offer states that the company will buy only from ISO 9001, 9002, 9003, sub-tier suppliers, then the contract may repeat that language to ensure that the company abides by its own proposal.

24. Will MIL-STD-498 replace DOD-STD-2167 and DODSTD-2168 and what will be the timeline? If not, what will replace these standards and what is the timeline? Will a waiver be needed to use MIL-STD-498?

ANSWER: MIL-STD-498 is approved and dated December 5, 1994. It replaces DOD-STD-2167, DOD-STD-7935, and DOD-STD-1703 --- but not DOD-STD-2168. The Defense Standards Improvement Council approved MIL-STD-498 for a two-year period, with the intention of replacing it with an ISO standard now under development. If it has not been replaced by the end of two years, its status will be reevaluated. While there has been some discussion about exempting MIL-STD-498 from the waiver process, at this time, a waiver is needed for DoD personnel to cite it as a

requirement in a solicitation. DOD-STD-2168 is under review, and the Defense Standards Improvement Council, acting on recommendations from an interested Service/Agency review team, will decide its fate by April of 1995.

Automation News

What is being done to implement the PAT Report recommendations on automation?

- Several commercial off-the-shelf software packages are available that meet our needs for a Document Authoring System for standardization document creation. The preferred software package will be undergoing testing in January 1995 to establish procedures for document coordination.
- The Acquisition Streamlining and Standardization Electronic Transfer System (ASSETS) will provide the means for coordinating standardization documents. A Document Feedback capability was incorporated into ASSETS. SD-12, A Guide for Users of the ASSETS and Document Feedback System (DFS), and SD-13, A Guide for User Group Administrators of the ASSETS have been completed. The

ASSETS host computer was upgraded to a Pentium based central processing unit. The ASSETS is being moved to the Department of Defense Single Stock Point (DoDSSP), Philadelphia, PA, in April 1995 and will be collocated with the Acquisition Streamlining and Standardization Information System (ASSIST).

- The ASSETS and ASSIST will be accessible through the Defense Data Network (DDN) and Internet in April and May 1995.
- The ASSIST is being upgraded and will continue to be upgraded to meet the needs of the PAT Report recommendations on automation and for providing the means to manage the Defense Standardization Program.
- The Electronic Document Repository and Distribution System (EDRADS), which will provide the means to store, retrieve, and distribute the standardization documents, is being developed and will be available in 1995.
- The DoD is working with the American National Standards Institute (ANSI) Standards and Data Services Committee (SDCC) in their efforts to create a National Standards Systems Network (NSSN). The SDSC has access to ASSETS and ASSIST, and an Advanced Research Projects Agency (ARPA) developed system called ASSET. The SDSC is evaluating these systems as potential solutions for creating a NSSN.

METRICATION!

Town Meeting Planned for March 27-28, 1995.

The Department of Commerce and the Interagency Council on Metric Policy will hold a Metric Meeting to listen to the concerns and ideas of the private sector for accelerating the transition to the metric system including actions that the government can take to make it easier for industry to convert to metric use.

The Town Meeting will seek views from businesses, trade, professional groups, educators, and state and local government entities on topics such as:

- How using the metric system contributes to key national goals such as U.S. global competitiveness, technology development and commercialization, enhanced labor skills, and U.S. education reform.
- How effective implementation of trade agreements (e.g., NAFTA and GATT) will be influenced by industry's use or non-use of metric measures.
- What plans the Federal government and individual agencies should undertake to complete a smooth conversion to metric in U.S. trade and commerce.
- How industry and Federal, state, and local governments should inform small and mid-sized companies and their workers about how their economic prosperity may be tied, even if indirectly, to global markets, and

involve them in more positive discussions on metrication.

- Identifying outdated Federal standards that may contribute to continued use of nonmetric measures.
- How Federal procurement practices should support metrication efforts; and
- What public education or awareness strategies government or industry should initiate to accelerate public understanding and acceptance of the transition of the metric system.

Written submissions of views are welcome. All are encouraged to participate in person at the Metric Town Meeting to benefit the sharing of views. Those wishing to speak should briefly describe their topic(s) and summarize their remarks in writing. All written submissions and summaries should be received in the Metric Program Office by February 27, 1995. The meeting will be held at the National Institute of Standards and Technology in Gaithersburg, MD. Organizations and individuals interested in participating should contact the Director, Metric Program, U. S. Department of Commerce, National Institute of Standards and Technology, Gaithersburg, MD 20899 as early as possible, but, before February 27, 1995. Phone (301-975-3690) and FAX (301-948-1416) messages will be accepted.

Upcoming Meetings and Conferences

Joint DoD, American National Standards Institute (ANSI), and Defense Week Conference, April 24-25, 1995

Where: Washington, DC, Marriott Gateway

The joint conference is entitled "Changes in Defense Department Standards and Specifications," and opens with welcoming remarks from **Jean-Lupe Combemale** Defense Week, and **Sergio Mazza** President, ANSI. The keynote speaker is **Dr. Paul G. Kaminski** Under Secretary of Defense for Acquisition and Technology. Both **Brad Bergmann** Chair of the Defense Standards Improvement Council, and **Greg Saunders** Acquisition Practices, will speak on April 24. The conference seeks to draw contractors and government personnel, standards developers, and others who must understand the intricacies of the standards reform process. This is a must attend conference for those doing business with the Department of Defense (DoD)--vital information will be provided. Attendees will hear from the DoD Standardization Improvement Executives, industry officials, attorneys (DoD and industry) discussing legal implications, and a panel discussing practical implications. For more info, contact **Jean L. Combemale** Defense Week, at 202-662-8561.

**ADPA Technical Information
Symposium -- May 22-25, 1995**

Where: Minneapolis, MN.

The symposium, entitled "Specifications and Standards--Keys to Acquisition Reform," is a must attend event for technical information professionals at all levels involved in configuration and contract data management, engineering drawings, specifications and standards, and technology planning. The symposium will feature a government/industry panel session including the Chair of the Defense Standards Improvement Council and Service Standards Improvement Executives. The agenda also includes tutorials, workshops, awards, and numerous networking opportunities. The CM/DM certification exams will be given on May 26. For more info, call **Terri Colvin** or **Maureen O'Malley** at 703-247-2571/2572.

**1995 CM/DM Exam Dates and
Locations:**

2/25/95	San Jose, CA
3/25/95	Ft. Wayne, IN
4/29/95	Philadelphia, PA
5/26/95	Minneapolis, MN
6/24/95	Seattle, WA
7/22/95	Denver, CO
8/19/95	Dallas, TX
9/16/95	Orlando, FL
10/14/95	Washington, DC

Contact **Terri Colvin** at ADPA for information. Call 703-247-2571.

Editor's Corner

Retirements Since the start of FY 1995, many of our standardization family members retired. It is impossible, in this issue, to say good-bye to all. Instead, we wish everyone a hearty farewell, fair winds, and smooth sailing. Each of you will be missed for your expertise, talent, and membership in our standardization community. Good luck always!

Subscriptions. *The Standardization Newsletter* is issued quarterly, prepared and published by the OASD (Economic Security) Standardization Program Division. It is sent free of charge to our mailing list. For subscriptions, contact the Editor, **Sharon Strickland** at 703-756-2340 or DSN 289-2340. *The Standardization Newsletter* keeps our community aware of actions taking place, conference and meeting schedules, training information, and personnel changes. We welcome articles! They should be brief and cover the matter understandably. Mail articles to *The Standardization Newsletter* Editor, **Sharon Strickland** using the address on the front page. Address changes should be faxed immediately to the Editor at 703-756-7622. Keep us informed.

DEPARTMENT OF DEFENSE (DOD) POLICIES AND PROCEDURES ON
WAIVERS FOR USE OF SPECIFICATIONS AND STANDARDS

The following are the waiver policies and procedures for use of specifications and standards that were approved December 22, 1994, by the Chair of the Defense Standards Improvement Council. If you need a signed copy of the policy memorandum, contact your Departmental Standardization Office (DepSO).

1. General. Performance specifications and standards and non-government standards shall be used instead of detail government specifications and standards. For those cases when a detail government specification or standard is needed, for Acquisition Category (ACAT) Programs I-IV to define an exact design solution, the DoD program office or buying command may use a government specification or standard, but only if a waiver is granted. The Director, Naval Nuclear Propulsion shall determine the specifications and standards to be used for naval nuclear propulsion plants in accordance with Public Law 98-525 (42 U.S.C., section 7158 note).
2. Applicability. A waiver is required only when the DoD program office or buying activity cites a detail government specification or standard as a requirement in a solicitation. Specifications and standards placed on contract as a result of an offeror proposal in response to a solicitation do not require a waiver.
3. Documents Requiring Waivers. DoD program offices and buying commands shall obtain waivers when citing as requirements in solicitations, the types of government documents listed below:
 - a. Military specifications and standards.
 - b. Program unique detail specifications and standards that define exact design solutions.
 - c. Federal specifications and standards.
4. Documents Not Requiring Waivers. The following types of documents do not require waivers:
 - a. Any document required by law, the Federal Acquisition Regulation, or the Defense Federal Acquisition Regulation Supplement.
 - b. Non-government standards.
 - c. Federal Information Processing Standards.
 - d. Government specifications designated in the DoD Index of Specifications and Standards (DoDISS) as performance specifications.
 - e. Commercial item descriptions listed in the DoDISS.
 - f. Guide specifications listed in the DoDISS.
 - g. Interface standards listed in the DoDISS
 - h. Standard Practices listed in the DoDISS.
 - i. Guides listed in the DoDISS.
 - j. Handbooks listed in the DoDISS.
5. Exemptions to Waivers. Except as specified by the Component Acquisition Executive, it is not mandatory to obtain a waiver to use the types of documents identified in paragraph 3 above, for the following conditions:
 - a. For reprourement of an item not requiring major modification or upgrade, as defined in DoDI 5000.2.
 - b. If the offeror proposes the use of a specification or standard in response to a solicitation.
 - c. For specifications and standards under Federal Supply Group 11 for Nuclear Ordnance and Federal Supply Class 4470 for Nuclear Reactors.
 - d. When a non-DoD customer requires the use of a specification or standard.
 - e. For combined or joint acquisition programs where another federal agency or another country has the lead in the design or acquisition of an item.
 - f. If the specification or standard is cited for guidance only.

NOTE: It must be clearly stated in the solicitation what performance criteria will be used in evaluating proposals, and that the specification or standard represents only one possible acceptable solution. The waiver decision authority should challenge excessive listing of specifications and standards used for guidance only, since it may send the wrong message to potential contractors and does not promote acquisition cultural change.

6. Department-Wide or Agency-Wide Exemptions From Waiver Process The Standards Improvement Executives (SIEs) for the Military Departments and the Defense Logistics Agency may exempt any specification or standard from the waiver process for their use in the solicitation, as they deem necessary. DoD Components that do not have a SIE may request a similar exemption from the Chair of the Defense Standards Improvement Council. These exemptions must be renewed at least every two years.

7. Waiver Approval Process. Program offices and buying commands shall submit waiver requests to the cognizant waiver decision authority. Waivers shall only be approved if:

- a. An exact design solution is required and an acceptable non-government standard does not exist; or
- b. The use of a performance specification or non-government standard would not meet user needs, be cost effective, or be practicable.

8. Tracking Waiver Approvals. The waiver decision authorities shall send a copy of waiver approvals to an office designated by the cognizant Department Standardization Office (DepSO). This designated office shall send copies of approved waivers to the DoD Single Stock Point for listing in the Acquisition Streamlining and Standardization Information SysTem (ASSIST) data base. Only waiver approvals submitted by a DepSO designated office will be entered in the ASSIST data base.

Points of Contact for the Defense Standardization Program

The following is an updated list of the Departmental Standardization Office heads and Standardization Improvement Executives. Changes are marked in boldface type.

Departmental Standardization Office Heads

<u>Name</u>	<u>Department or Agency</u>	<u>Telephone Numbers</u>	<u>FAX Number</u>
Mr. Walter Gooley, Jr.	Army Materiel Command AMCRD-IEE	703-274-9655 DSN 284-5100	703-274-8256
	POC: Lynn Mohler	703-274-5101	703-274-8256
CDR Robert Petroka	ASN (RD&A) APIA/AP	703-602-2389 DSN 332-2389	703-602-2117
Mr. Clark Walker	SAF/AQX (DepSO)	703-693-3218 DSN 223-3218	703-614-2936
Mr. David Taylor (Acting)	Defense Logistics Agency MMSLP	703-274-6775 DSN 284-6775	703-274-7830

Standards Improvement Executives

Dr. Kenneth J. Oscar	Army Materiel Command AMCDCG-A	703-274-9560 DSN 284-9560	703-274-3718
Mr. Dan Porter	ASN (RD&A)	703-602-2852 DSN 332-2852	703-602-2117
Mr. James Bair	AF/AFMC/EN	513-257-2259 DSN 787-2259	513-476-1089
COL Donald Klovstad (Acting)	Defense Logistics Agency MMS	703-274-6765 DSN 284-6765	703-617-0979

Date: February 3, 1995

The Office of the Secretary of Defense has gone through organizational changes to reflect this administration's priorities and current international environment. The chart below shows where the responsibility for the Defense Standardization Program rests.



