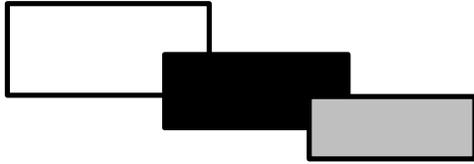

The Standardization Newsletter



SUMMER EDITION

ISSN 0897-0254

SEPTEMBER 1997

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Message From The Chairman, Defense Standards Improvement Council:

During the last three years, MilSpec Reform efforts have focused primarily on eliminating unnecessary military specifications and standards and replacing others with performance-based documents and nongovernment standards. To a large extent, International Standardization Agreements (ISAs), such as STANAGs, AIR-STDs, and ABCA-STDs, have gone unnoticed. This is unfortunate because it is important that U.S.-ratified ISAs (1) be consistent with our overall acquisition reform goals; (2) be visible and readily available to promote compliance in applicable programs; and (3) where necessary, have identifiable implementing specifications and standards. Things are changing, however, and we are giving more serious attention to ISAs.

The Defense Standards Improvement Council (DSIC) has taken note of some long standing problems with ISAs, as well as new issues, which stem from MilSpec Reform efforts. For example, we lack something as fundamental as an unambiguous philosophical foundation for ratifying or rejecting ISAs. While most

ISAs appear to be necessary, some leave you wondering why any effort was devoted to them, such as the STANAG on laundry labels. Some are so general that they do not seem to achieve any level of standardization. And, a few appear to be so detailed that they would preclude us from stating requirements in performance terms.

MilSpec Reform efforts have highlighted some of the problems resulting from a lack of consistent ISA policies and procedures. For example, specification preparing activities have canceled military specifications and standards that implement ISAs either because they were unaware of the ISA connection, there was no longer a requirement, or the ISA conflicted with our performance-based approach. Regardless of the reason, there was a failure to interact with the international standardization community to either retain the implementing document, transition to a different implementing document, or withdraw ratification of the ISA. A reverse communication problem also seems to exist where the international standardization community fails to notify the appropriate Standardization Management Activity that a U.S. implementing document is needed to implement an ISA.

Finally, there are a number of administrative shortcomings associated with ISA policies and procedures. We cannot always tell if

an ISA has been ratified by the U.S. or identify the implementing document. Copies of the ISAs are not always readily available, and even those listed in the DoD Index of Specifications and Standards (DoDISS) are not necessarily the current edition.

We are about to take action to correct these and other problems. To start, we are undertaking a massive review of the ISAs listed in the DoDISS to ensure the need, currency, and U.S. ratification, and to identify any implementing document and the office of primary responsibility. We are also requiring such information for new ISAs entering the DoDISS. We are expanding our database to include all ISAs, and not just materiel ISAs. By July 1998, the Acquisition Streamlining and Standardization Information System (ASSIST) database will be a one-stop information center for ISAs.

While the actions to collect document information and make the ISAs more readily available are important, the greater challenge is to produce a unified set of policies and procedures to ensure: that scarce resources are committed to those ISA committees where the U.S. has the most critical need; that the "right" person is representing the U.S.; that the criteria for participating in the development and ratification of an ISA is consistent with our MilSpec Reform initiatives; and that

when the U.S. ratifies an ISA, we ensure proper implementation and communication between our international and domestic standardization offices is occurring. The DSIC has established an inter-Service working group to help draft the necessary policies and procedures that we hope will be approved by the end of the calendar year.

ISAs play an important role in the success of multinational peacekeeping and mutual defense efforts by helping to achieve interoperability of battlefield equipment. They deserve special attention, and international standardization is going to be an active area in the years ahead.

MILSPEC REFORM MESSAGE
IN ACQUISITION
COMMUNITY

One of the questions we continually ask is, "How well is the MilSpec Reform message being received by the acquisition community in terms of awareness and correct understanding?" At the Army's Air and Missile Defense Program Executive Office (PEO), the correct message is being received and disseminated to their program offices via an automated military specifications and standards data repository tool, which is simply called "**MILSPEC.**" MILSPEC provides program offices with a summary list of documents being used on Army missile defense

programs; provides lists of approvals and disapprovals for including MilSpecs as requirements in solicitations, together with the justifications; and identifies commercial equivalents to MilSpecs that have proven to be satisfactory. While developed with the Army missile defense community in mind, the PEO is making MILSPEC available to the entire defense community to share information and lessons learned that can provide a useful starting point for other programs. (Steve Lowell/SPD/703-681-9338)

SD-11 REMINDER

The SD-11, Directory of DoD Participation on Nongovernment Standards (NGS) Technical Committees, has been available from our Home Page (www.acq.osd.mil/es/std) since February 1997. We are counting on you to populate it to the maximum extent possible, as we are required by the Office of Management and Budget to submit information from the database to the National Institute of Standards and Technology. To date, response has been less than overwhelming. If you are currently a DoD employee participating on an NGS Technical Committee, please take the time now to add your information to the database. We also ask that you canvass your entire activity, not just your own office, to identify all those who participate on NGS committees. If you have

any questions, or have trouble accessing the database, please contact **Karen Bond**, Standardization Program, at 703-681-9337 or DSN 761-9337.

**"HELLO, PROFESSOR
MICROCHIPS"**

.....AND THE AWARD GOES TO
"HELLO, PROFESSOR MICROCHIPS."

DATELINE April 1997: A DoD training film, **"Hello, Professor Microchips,"** won an Award for Excellence in Creativity at the U.S. International Film and Video Festival. The film was produced by the Office of the Deputy Under Secretary of Defense for Acquisition Reform (ODUSD(AR)), in partnership with the production firm of Ashby and Associates, to introduce the Defense Acquisition Deskbook and demonstrate its usefulness to the acquisition professional. Deskbook is the Department's first automated acquisition reference tool specifically developed to satisfy the needs of the entire defense acquisition community. Deskbook leads cultural change across this community in four important ways. First, by providing the most current acquisition information to the fingertips of the user—separating mandatory direction from discretionary guidance, it encourages process tailoring. Second, in displaying OSD, Component and Command information side-by-side, Deskbook facilitates community understanding. Third, by including lessons learned and wisdom from the

front-line professionals, information sharing and risk management is promoted. And lastly, in having a centralized vehicle or tool containing all these functions, the Deskbook fully empowers the acquisition professional --providing freedom to ask questions and challenge assumptions.

The Defense Acquisition Deskbook program includes two related efforts. The first is a comprehensive reference system. This includes an electronic library of acquisition regulations, policy letters, handbooks, guides, and other documents clearly delineated as mandatory or discretionary and grouped by Department, Service, or Agency. Also included is an Information Structure containing DoD, Component, and Command discretionary practices, Links to the Mandatory and Discretionary References, Front-Line Wisdom and Practical Advice, and Software Tool Information. This system can be run in a local or on-line mode and is distributed on CD-ROM or is available for download from the Deskbook Internet web site. The second effort is available only through the Deskbook web site and contains a bulletin board for posting information contained in the next monthly on-line or quarterly CD release, links to other sites of acquisition interest, and technical information. Most importantly, the Deskbook web site is the home of Professor

Microchips favorite program, **"Ask A Professor."** **Ask A Professor** enables you to ask a question about an acquisition policy or practice and receive an answer within ten working days. Answers are provided by faculty members from the appropriate DoD school and then posted with the question on the Ask A Professor Bulletin Board to share with the acquisition community.

The one year anniversary of the Defense Acquisition Deskbook was celebrated in July 1997. Feedback on this tool has been, and continues to be, tremendously positive. From the front-line professional who does not know how she survived before Deskbook, to the Chaplain who stated that "Deskbook is the answer to my prayers,"--it is no wonder that distribution of the Deskbook CD has grown from 5,000 to almost 20,000 since the first release.

In June, **"Hello, Professor Microchips"** was sent to well over 500 sites selected by the Army, Navy, Air Force and the Defense Logistics Agency. These key locations received a copy of the video, a Deskbook Guide, and the latest release of the Deskbook CD. For more information, visit the Deskbook website at <http://www.deskbook.osd.mil> or call the Deskbook Joint Program Office at (937) 255-0423, DSN 785-0423.

MORE ON THE FILM AWARD:
The U.S. International Film

and Video Festival is the world's largest competition honoring sponsored and independently produced, business, television, industrial, and informational productions. Films are judged on the basis of effectiveness in presenting a message to the intended audience. While 60% of the scoring weighs purpose, clarity, style and effectiveness, the remaining 40% rates creativity, including scripting, visuals, sound, and editing. Because of the competition's high standards, fewer than 20% of all the films entered receive recognition.

(Doreen Harwood/DUSD(AR))

**AN OFFER YOU
CAN'T REFUSE**

Do you have a problem in your business? Need help? How would you like to tap into the best manufacturing and management expertise of American industry to find a solution for free? Sounds crazy, but you can do just that through the **Best Manufacturing Practices Center of Excellence (BMPCOE)**.

We have a database with thousands of documented Best Practices from companies in just about every business line in the country. There are Best Practices from businesses with about 100 employees--MechTronics, Conax, Florida; Wainwright Industries--to the biggest in the land--General Electric, Honeywell, IBM, McDonnell Douglas, and

Rockwell. We have even catalogued Best Practices from non-industrial businesses such as the Crystal Gateway Marriott Hotel, Virginia's Stafford County Public Schools, and the City of Chattanooga.

You can also use BMP to showcase your operations and procedures by inviting our team of experts to survey your company. Why should you do that? Because, it pays dividends in many ways. Here's what surveyed companies have to say:

"You use the survey to monitor yourself; it is the easiest way to benchmark against your competition and other industries."--**Herm Reinigna**, VP, Operations, Collins Radio Division, Rockwell International.

"A great way to network with industry. The survey reports are great to have when customers come in; they raise your credibility."--**Steve Pavlech**, Operations Planning Manager, Hamilton Standard.

"You learn from others in the survey process. Would we do it again? Absolutely."-- Lockheed Martin Electronics and Missiles.

If you have a problem—manufacturing, personnel, training, outsourcing, supplier—whatever it is, someone else has faced it too. Solutions to many problems are in our database. You can also reach out to experts in industry and government who

have knowledge of that particular problem area by using our network. BMP's many tools are accessible for improving your competitiveness—such as a risk analysis and reduction program—visit via the BMPnet at <http://www.bmpcoe.org>.

"Sounds great," you say. "But how is this possible?"

BMP is a joint venture of the Department of the Navy, University of Maryland, and the Department of Commerce's National Institute of Standards and Technology. It was established to help American industry be more competitive in the global marketplace by improving its ability to efficiently deliver higher quality products and services. There are no membership or service fees for using the many capabilities available from BMP to help your business.

Try us. It does not cost anything. Pick up the phone, send a fax, or e-mail us for general information or specific help. The information to reach us follows:

By Phone: 1-800-789-4267

By Email: ernie@bmpcoe.org

Or write: **Mr. Ernie Renner**, Director, Best Manufacturing Practices Center of Excellence, 4321 Hartwick Road, Suite 400, College Park, MD 20740



Editor's Corner:

Farewell: The Standardization Community sends farewell wishes to **Mr. Jay Free** (Aeronautical Systems Center, Wright-Patterson AFB, Ohio), **a special friend of the Standardization Program Division staff members.** Jay accepted another DoD position at Wright-Patterson and will no longer be a member of our community. He will be missed for his talent and expertise. We all wish him well. **Jay--thanks for the memories!!**

Get Well: **Jim Knowles**, HQ Army Departmental Standardization Office, is recuperating and everyone in the Standardization Community sends their best wishes for a speedy recovery.

Happy Retirement: **Tom Bee**, Office of Deputy Under Secretary of Defense for Industrial Affairs and Installations, Energy and Engineering, announced his retirement effective Fall 1997. We will miss his expertise. Good luck **Tom** and have a happy and healthy retirement.

Worth Repeating

Why is the word abbreviation so long?

What is another word for thesaurus?

**Advancing the Goals
of Specifications and
Standards Reform--
An Update on the
Single Process
Initiative**

Background -- Why SPI?

The Single Process Initiative (SPI) is helping the Department of Defense (DoD) move away from a military specification and standard culture to one that embraces commercial practices, standards, and technology. As important as these changes to the MILSPECS are, without SPI they only apply to new contracts. To expedite the new way of doing business, the Secretary of Defense directed that SPI be used to change the multiple military or federal specifications and standards on existing contracts to single, facility-wide processes.

Program Status

Since being launched in late 1995, SPI has accelerated the transition to performance based requirements. Compared to one year ago there are more contractors participating, processes submitted and modified, and significant increases in consideration and cost avoidance (see Table 1). Now, nearing the end of its second year, SPI is maturing to address more complex engineering and manufacturing processes that hold the promise of an even greater

return on investment for DoD and industry.

TABLE 1

	<u>1 Year Ago</u>	<u>Now</u>
Contractors	111	223
Processes Submitted	408	1068
Processes Modified	133	558
Average Cycle Time	111	135
Cost Savings	\$5.9m	\$7.9m
Estimated Cost Avoidance	\$19m	\$269m

Resolving Issues and Barriers

A crucial issue that was recently addressed, involved including subcontractors in the SPI process, particularly those whose sales were to both the U. S. Government and contractors. Subcontractors reported that gaining approval from their primes presented a significant barrier to moving to single plant processes. A May 30, 1997, memorandum allowed contractors the freedom to substitute accepted SPI processes instead of flowing down conflicting prime contract requirements.

Another troubling area centered on providing for SPI in new contracts. After early SPI successes, companies began reporting that some DoD solicitations included specifications for which SPI

processes had been previously approved. In a few instances, contractors were considered nonresponsive when they asked to substitute an accepted single process for the solicitation specification. The Navy reacted quickly to publish a policy to allow the use of approved SPI innovations on future DoD contracts. OSD embraced this approach and expanded it to the other military departments and Defense agencies. This policy reduces concern that benefits gained through SPI implementation would be lost if new or follow-on contracts reverted back to military or federal specification requirements.

Building on SPI Successes -- Looking for Bigger Payoffs

Focusing on processes that offer a higher return on investment is essential if SPI is to achieve its full potential. For example: Lockheed Martin, Tactical Aircraft Systems, Fort Worth, Texas, has implemented a new parts control process. Previously, Lockheed Martin was required to request government approval of all piece parts in accordance with the military's standard parts control program. Each non-standard part had to be documented on specification control drawings and submitted to the government for approval. The new process empowers the company to approve these parts. The change is expected to reduce documentation requirements by

as much as 80 percent and improve part approval cycle time by as much as 40 percent -- **an immediate savings of \$1.6 million on existing contracts!**

In another example, McDonnell Douglas Aircraft (MDA), St. Louis, Missouri, developed an SPI proposal to reduce the number of different fasteners stocked and maintained by the company. There are over 93,000 fasteners in MDA's inventory. Many of these parts are identical but recognized by a different part number by each branch of service. The initial objective is to reduce the number of fasteners by 20,000. Although the concept is still under development, savings are estimated in the range of \$2.5 to \$5.3 million annually.

Pursuing Product Type Innovations

Our goal is to generate bigger impact on total ownership cost by focusing on innovations that implement advances in state-of-the-art engineering and manufacturing practices that will result in significant, demonstrated savings for program managers. An example of this type of innovation is the Wiring Harness SPI at McDonnell Douglas Helicopter Systems, Mesa, Arizona. Under the current way of doing business, the company is required to use a wide spectrum of customer specified processes and materials. The company is

required to use 18 harness fabrication specifications, six soldering specifications, five wire marking specifications, 24 crimping and splicing processes, and over 500 wire types. The new concept consolidates these requirements into a single, plant-wide process for wire harness fabrication for use on both military and commercial aircraft. This change will result in greater efficiency, better quality, and increased reliability. Initially, this change will result in an estimated \$538 thousand annual cost avoidance with the potential for even greater savings as it is adopted on other programs. However, savings are not the only benefit, wire harnesses fabricated under the new process are lighter and **will contribute to increased aircraft performance.**
Conclusion

Using SPI to adopt facility-wide common processes is a critical component of acquisition reform, and it's working! We will be seeking even greater successes through the continued support and leadership of senior industry officials and government managers. We are looking for SPI proposals to increasingly address high cost, high payoff processes, with an increasing acceptance for contractor defined procedures or practices that meet our performance requirements.

WORTH REPEATING

"Real knowledge is to know the extent of one's ignorance."

Confucius (551-459 B.C.)

Department of Defense Announces New Index of Nongovernment Standards on Human Engineering Design Criteria and Program Requirements Guidelines

The new Index lists 454 Human Factors nongovernment standards under 40 topical categories and identifies those standards that are DoD adopted as well as those that are cited by current Human Factors documents. Copies are available by calling the Manpower and Training Research Information System (MATRIS), Office of the Defense Technical Information Center, at 619-533-7000. Also, visit the URL site: <http://dticam.dtic.mil>.

AIR STANDARDIZATION COORDINATING COMMITTEE

The Air Standardization Coordinating Committee (ASCC) is an active and productive international organization that has been working for air forces since 1948. Its principle objective is: to ensure member nations (Australia, Canada, New Zealand, the United Kingdom, and the United States) are able to fight side-by-side as airmen in combined operations.

The ASCC objective is achieved by the standardization of doctrine, operational procedures, materiel and equipment. ASCC also exchanges technical information and arranges for free loan of equipment between member nations for test and evaluation purposes. The results of these tests are usually distributed to all nations.

Each member nation supports ASCC with a small group of people from its flag rank National Directors down through staff and project officers at appropriate level

and rank. All provide expertise to the organization and its working groups and bring back international information to national headquarters and operational commands. Much of the ASCC standardization effort, specifically the internationally adopted Air Standards, is incorporated into national documents. All nation's land and naval air forces are benefiting from the ASCC product in many ways. The ASCC, a combat proven organization, may be the organization with solutions to problems currently perceived as beyond the ability of a single nation to resolve. Questions can be directed to the United States Air Force, Chief, International Standardization Office, at 703-696-8422 or to the United States Navy, ASW Aircraft Coordinator, at 703-693-2936. The ASCC main office is located at 1815 North Fort Myer Drive, Suite 400, Arlington, VA 22209-1809, USA.

■ **MEETINGS** *Mark your Calendars!*

Third Annual Joint Government/Industry Conference

October 27-30, 1997

Sheraton National Hotel, Washington, DC

Additional Information: Phone: (703) 907-7568; E-mail: angelad@eia.org.

The Third Annual Joint Government/Industry Conference will focus on the Single Process Initiative (SPI), its status, challenges, and payoffs. Panel members are slated to present such SPI related topics as: consideration (for contract changes), potential targets of opportunity, and prime-subcontractor relationships. Tutorials on earned value management systems and on value engineering change proposals are also on the agenda. **Mr. Norman Augustine**, Chairman, Lockheed-Martin Corporation, and **Dr. Paul Kaminski**, former Under Secretary of Defense for Acquisition and Technology, will be receiving the 1997 conference's multi-association award at a luncheon in their honor. **Mr. Noel Longuemare** has been invited to make the keynote address. The conference registration fee is \$395.00 for association members and government personnel, and \$595.00 for non-members. There is an additional fee for the tutorials.

The joint conference is cosponsored by the Aerospace Industries Association (AIA), The American Defense Preparedness Association/National Security Industrial Association (ADPA/NSIA), the Society of Logistics Engineers (SOLE), and SAVE International in cooperation with the Department of Defense.

1997 Annual Users Meeting and Training Conference

November 3-6, 1997

Doubletree Hotel, National Airport, Arlington, VA

The theme of the conference, Information in the New Millennium, reflects the Defense Technical Information Center's goal to assist the customer community in meeting tomorrow's challenges by providing the most relevant information in the most appropriate format as quickly as possible.

For further information, please contact **Ms. Julia Foscue** at (703) 767-8236 or by **e-mail** at **jfoscue@dtic.mil** for further information.

Check out the conference information at the DTIC Home Page at: <http://www.dtic.mil>.



**The American Society of Mechanical Engineers
(ASME) Certification Exam for Geometric Dimensioning
and Tolerancing Professionals**

When: November 8, 1997

Locations: 5 locations throughout the United States

This is the first ever ASME certification examination offered to geometric dimensioning and tolerancing professionals.

Please contact: Raj Manchanda
Promotion Manager
Conformity Assessment Services

Telephone: 212-705-8033

E-mail: ManchandaR@asme.org

FYI

American History Based on BEER:

Beer was the reason the Pilgrims landed at Plymouth Rock. It is clear from the Mayflower's log that the crew did not want to waste beer looking for a better site. The Mayflower log goes on to state that the passengers "were hasted ashore and made to drink water that the seamen might have the more beer."

Before thermometers were invented, brewers would dip a thumb or finger into the mix to find the right temperature for adding yeast. Too cold, and the yeast wouldn't grow. Too hot, and the yeast would die. This thumb in the beer is where we get the phrase "rule of thumb." **How about this standard test!**

(Both contributions are from an anonymous source)

Points of Contact for the Defense Standardization Program

Following is an updated list of the Departmental Standardization Office Heads and the Standards Improvement Executives (SIEs). The SIEs comprise the Defense Standards Improvement Council (DSIC). **Changes are in boldface type.**

Departmental Standardization Office Heads.

<u>NAME/E-MAIL</u>	<u>DEPARTMENT/AGENCY</u>	<u>TELEPHONE</u>	<u>FACSIMILE</u>
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September 1997

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Subscriptions...

The Standardization Newsletter is issued quarterly, prepared and published by the Deputy Under Secretary of Defense for Industrial Affairs and Installations (IA&I), Standardization Program Division.

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

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