ARMY IMPLEMENTATION PLAN

Implementing the Report
of the DoD Process Action Team on
Military Specifications and Standards

BLUEPRINT FOR CHANGE:
TOWARD A NATIONAL PRODUCTION BASE

23 November 1994

OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY
RESEARCH DEVELOPMENT AND ACQUISITION

WASHINGTON, DC 20310-0103

23 Nov 94

FORMAT FOR COMMENTS ON THE
ARMY IMPLEMENTATION PLAN (AIP)

Comments on the AIP are expected after its publication. These comments will be analyzed. Accepted comments will be used in future AIP revisions. Request comments be provided in the ELECTRONIC FORMAT below via E-Mail to **E-MAIL ADDRESSES {Leja_Stanley%aelan@ALEXANDRIA-EMH1.ARMY.MIL}** and **{Knowles_James%aelan@ALEXANDRIA-EMH1.ARMY.MIL}**.

If an electronic receipt is not returned within 72 hours, contact (703) 274-5100/5101/6193 or DSN 284-5100/5101/6193 to verify receipt of your comments.

Comments on a DISK in an ASCII file or on a paper HARDCOPY will also be accepted. These comments should be sent to HQ AMC, ATTN: AMCRD-IEE, 5001 Eisenhower Avenue, Alexandria, VA 22333-0001 or faxed to (703) 274-8256 or DSN 284-8256.

EXAMPLE

PAGE #	SECTION #	PARA #	LINE #	COMMENT
4	I	A	33	change...
7	III	A5a	5	add...
7	III	A5a(1)	22	delete...

1st word indicates action suggested, followed by the comments, and justification

Line number within the para & subpara

Para/subpara without periods or spaces

Roman numeral section

Page number as indicated on the page

Table of Contents

SECTION		PAGE
I.	Overview	4
II.	Introduction	6
III.	Performance Specifications	9
	A. Performance Specifications	9
	B. Management and Manufacturing Standards	12
IV.	Eliminating Excessive Contract Requirements	14
	A. Innovative Contract Management	14
	B. Prohibit Use of Military Specifications and Standards	15
	C. Excessive Referencing	18
	D. Tiering of Specifications	19
	E. Obsolete Specifications	19
V.	Overhauling the Standards Process	21
	A. National Standards	21
	B. Specifications and Standards Development	22
	C. Specifications and Standards Responsibility	23
VI.	New Management Tools	24
	A. Oversight	24
	B. Contractor Test and Inspection	25
	C. Corporate Information Management for Acquisition	26
	D. Automated Specifications and Standards Development Aids	27
	E. Automated Acquisition Aids	28
	F. Challenge Acquisition Requirements	29
	G. Pollution Prevention	30
VII.	The Education Imperative	32
	A. Specifications and Standards Reform Training	32
VIII.	Instituting Cultural Change	34
	A. Role of Senior Leadership	34
	B. Standards Improvement Executives	35

IX. General Acquisition Reform 37
A. Commercial Practices 37
B. Partnering 37
C. Activity-Based Costing and Management 39
D. Integrated Product Development (IPD) 40

Appendixes

Appendix A Acronyms 42

Appendix B Army Acquisition Organizations 44

Appendix C MIL SPEC/STD Acquisition Reform Executives 46

Appendix D MIL SPEC/STD Preparing Activities . . 58

Appendix E Reporting Requirements 66

Appendix F Suggested Solicitation Waiver Process 74

Appendix G MIL SPEC/STD Questionnaires/Conversion Guides . . . 81

Appendix H Glossary of Terms 93

Army Implementation Plan for Blueprint for Change: Toward a National Production Base

I. OVERVIEW:

A. This plan provides for the Army implementation of the Process Action Team (PAT) Blueprint for Change Report which outlines the actions to move the Department of Defense and industry toward a national production base. The Army is implementing the strategic level Blueprint for Change vision and recommendations to the fullest extent possible. Satisfying Army needs, using commercial R&D and manufacturing bases, and eliminating barriers to this goal is the challenge the Army must meet.

B. The Army Implementation Plan (AIP) presents a more detailed acquisition reform plan than that offered by the PAT report. It outlines specific actions to be taken and establishes policy tailored for the Army acquisition community. Unless it was necessary to clarify or to amplify the Army's implementation of the PAT's report, the PAT's analyses, recommendations, action agendas, and impact and risk assessments were not duplicated.

C. The AIP addresses at an operational level the two main aspects of military specifications and standards (MIL SPECs/STDs) acquisition reform, namely **the use of MIL SPECs/STDs** and **the replacing or fixing of MIL SPECs/STDs**.

D. In all solicitations, the Army's first preference is to use performance specifications, the next is to use non-government standards (NGS), and, as a last resort, MIL SPECs/STDs may be used. Use of MIL SPECs/STDs, however, requires a waiver. The waiver authority for new ACAT programs is the Army Acquisition Executive (AAE) or the Milestone Decision Authority (MDA). The wavier process has two purposes: a) to monitor implementation of MIL SPEC/STD acquisition reform policies and b) to determine which MIL SPECs/STDs should be exempted from a waiver process in future solicitations.

E. Each Army Acquisition Organization (AAO) will establish their own approach and document their tactical level acquisition reform plan in their own Master Action Plan (MAP). The waiver authority for other than new ACAT programs, which includes reprocurements, is the Commander, Director, or Program Executive Officer (PEO). Their AAO waiver process will be tailored to match their actual buying environment and to streamline their reprocurements. As much as possible, commercial business practices will be used in

each AAO's MAP. Finally, for replacing or fixing of MIL SPECs/STDs, each AAO will develop their own approach and document this approach in their MAP.

(1) Existing MIL SPECs/STDs, which are currently performance-based and are needed by the Army, will be nominated by the responsible preparing activity (PA) for certification as performance specifications to their Army Acquisition Organization (AAO) Standards Executive. After certification the Acquisition Streamlining and Standardization Information System (ASSIST)/DoD Index of Specifications and Standards (DoDISS) standardization database will be annotated. A copy of the certification information will be forwarded to HQ AMC, ATTN: AMCRD-IEE. Use of certified performance specifications as mandatory solicitation requirements will NOT require a waiver, after they have been included in the ASSIST/DoDISS database.

(2) A similar process will exist for "system"/"product" specifications in a Statement of Work (SOW). The preparing Project Manager (PM) will nominate their SOW to their PEO Standards Executive for certification as a performance-based SOW after the Functional Requirement Authentication Board (FRAB) review.

(3) MIL SPECs/STDs which are not currently performance-based will be dealt with IAW Section IV.

(4) New MIL SPECs/STDs must be certified as performance-based by the PEO or AAO Standards Executive.

II. INTRODUCTION:

A. In future Army procurements, the Army's MIL SPECs/STDs acquisition reform policy mandates the use of performance-based specifications. Substantial changes will be required across the Army's acquisition and logistics communities to achieve this vision to the maximum extent.

B. The AIP describes how the Army intends to achieve the goals and objectives outlined in the Blueprint for Change Report. In each section, each PAT report recommendation is first highlighted and then the Army implementation is discussed. When a conflict exists between a previous Army Regulation and/or policy, the AIP takes precedence. Each section has the following format:

1. Army implementation of that recommendation.

2. Applicability of the recommendation to Army actions.

3. Exemption authority, when one exists.

4. Guidance/procedures for implementing the recommendation.

5. Actions directed to be taken.

6. Metrics by which progress will be measured.

C. Master Action Plan (MAP).

1. Each AAO will prepare and submit NLT 1 Feb 95 to the Army Acquisition Executive (AAE) a detailed MAP for accomplishment of their responsibilities under the AIP. See Appendix B for a listing of these AAOs. The authority delegated to an individual responsible for an AAO may not be delegated below the GO/SES level unless specifically stated in the MAP and approved by the AAE. A copy of the MAP will be furnished to the Army Standards Improvement Executive (ASIE) at HQ, AMC, ATTN: AMCRD-IEE. Army organizations, who are not required to prepare a MAP, should follow and implement the intent of the AIP.

2. An AAO's MAP will show prioritized efforts, targeted at high pay-off areas, based upon AAO available resources with milestones for their accomplishment. Where time constraints are shown in the AIP, the MAP milestones must reflect these time constraints. How each AAO will address rebuys, non-ACAT programs, procurement of services, replenishments, and spares must be included in their MAP. Solicitation waivers for classes of items can be considered. The MAP will list the number of AAO prepared/owned MIL SPECs/STDs, their participation in non-

government standards bodies (NGSBs), their NGSBs main focus, their primary Army representative to these NGSBs, future requirements identified to their NGSBs, budget requirements, the number of MIL SPECs/STDs to be transferred to DLA, their goal for reducing the cost of contractor-conducted development/production test and inspection, and progress toward that goal. How to measure benefits and acquisition cost avoidance must also be considered in the MAP.

3. Additionally, it is the Army's goal to review and then cancel or convert the maximum number of Army MIL SPECs/STDs NLT 1 Jul 96. Each standardization Preparing Activity (PA) will document in their parent AAO's MAP how they intend to accomplish this activity. A separate MIL SPEC/STD questionnaire/conversion guide must be filled out by each PA for all of their MIL SPECs/STDs prior to the publication of their AAO's MAP. Some of the information from these questionnaires will be entered into the ASSIST database. AAOs can learn the exact status of each MIL SPEC/STD and suggested replacement NGSs by accessing this DoD wide standardization database. See Appendix D for a PA listing.

D. Reporting.

1. Reporting requirements are in Appendix E.

2. Reports are to be submitted to the ASIE, HQ AMC, ATTN: AMCRD-IEE, either by the date indicated or within 2 weeks of the event indicated, e.g. for Qtrly within 2 weeks of 31 March, 30 June, 30 September, and 31 December. The first Qtrly report is due NLT 14 April 1995.

3. Each fiscal year, lessons learned and AAO MAP implementation accomplishments over the past fiscal year will be summarized and submitted to the ASIE at HQ AMC, ATTN: AMCRD-IEE, not later that 1 November. The first annual report is required NLT 1 November 1995. The annual report should address lessons learned in all AIP areas with specific attention to future requirements identified to NGSBs, requirements pending acceptance by a NGSB, requirements accepted by a NGSB, requirements rejected by a NGSB, Cooperative Research and Development Agreements (CRADAs) established.

4. All reported data will be used by the ASIE to satisfy Army reporting requirements. These reporting requirements include quarterly progress reports to the AAE, the Defense Standards Improvements Council (DSIC), and the Office of the Secretary of Defense (OSD).

E. AIP key events are highlighted in Figure 1.

FIGURE 1:
(PAGE 8)

ARMY IMPLEMENTATION PLAN
KEY EVENTS

23 Nov 94

1ST COORDINATION DRAFT AIP

15 AUG 94

2ND COORDINATION DRAFT AIP

21 SEP 94

AIP PUBLISHED

23 NOV 94

USE PERFORMANCE SPECS

WAIVERS REQUIRED

23 DEC 94

EXISTING MGT & MFG STDS PRIMARILY FOR INFO ONLY

23 DEC 94

UNVALIDATED MIL SPECS/ STDS CANCELLED

1 FEB 95

ESTABLISH PARTICIPATION WITH NGSBs

1 FEB 95

1ST QUARTERLY IMPLEMENTATION REPORT

NLT 14 APR 95

CANCEL OR CONVERT MAX # OF ARMY MIL SPECS/STDS

NLT 1 JUL 96

AIP - ARMY IMPLEMENTATION PLAN
MAP - MASTER ACTION PLAN
AAE - ARMY ACQUISITION EXECUTIVE
NGSB - NON GOVERNMENT STANDARDS BODY

III. PERFORMANCE SPECIFICATIONS

A. PERFORMANCE SPECIFICATIONS (PAT Report page 23). "All ACAT Programs for new systems, major modifications, technology generation changes, nondevelopmental items, and commercial items shall state needs in terms of performance specifications."

1. Army Implementation: The Army will implement the recommendation as stated above. In addition, the Army will apply this recommendation to all solicitations which includes, in accordance with the applicable MAP, rebuys of ACAT systems, non-ACAT programs, procurement of services, replenishments, and spares. A rebuy is defined to be a contract awarded or option exercised after the initial production contract award.

2. Applicability:

a. Army solicitations for new ACAT programs (as defined in the recommendation above) issued after 23 Dec 94 shall state needs in terms of performance specifications.

b. For other than new ACAT programs, which include rebuys of ACAT systems, non-ACAT programs, procurement of services, replenishments, and spares solicitations issued after 23 Dec 94, timing of the implementation of this recommendation will be established in each AAO's MAP.

c. For existing contracts and for those solicitations issued on or before 23 Dec 94, the following applies:

(1) Demonstration/Validation (Dem/Val) and Engineering and Manufacturing Development (EMD) contracts which do not require the development of performance specifications must be modified.

(2) If the MDA or the Commander determines that significant life cycle savings can be realized by converting the existing product specifications to performance specifications, initial production contracts should be modified.

3. Exemption Authority. Use of a performance specification, a NGS, a Commercial Item Description (CID), a guide specification, or alternative does not require any action. Use of a MIL SPEC/STD for "reference only" or "for information only" does not require a solicitation waiver. Use of any MIL SPEC/STD in lieu of a performance specification, NGS, CID, guide specification, or alternative IAW this policy will require a solicitation wavier. See paragraph IV.B.

4. Guidance/procedures.

a. A performance specification is a compilation of all quantifiable characteristics which define weapons/materiel system functional requirements (e.g., form, fit, function, performance, and interfaces) and services. It states its requirements in terms of the required results with criteria for verifying compliance, but without stating the methods for achieving the required results. It defines the functional requirements for the item/service, the environment in which it must operate, and interface and interchange characteristics.

b. For ACAT programs, the Product/Project/Program Manager (PM) shall state compliance with the policy on the use of performance specifications in the Acquisition Strategy Report (ASR) or the Acquisition Plan (AP), as appropriate.

c. For rebuys, replenishments, and spares procurement actions for systems which are already fielded, the current technical data package can become the informational basis from which potential offerors start. This requires the procuring activity to clearly enunciate the user's needs in the solicitation, and eliminate all those references which do not add value to the final product.

d. Detailed technical data packages with MIL SPECS/STDS, that are not performance-based, will not be used without an MDA approved waiver.

e. When an Army contracting activity is acting solely as a contracting agent for a non-Army DoD organization, the contracting activity will require the requiring organization to certify that they have complied with the intent of the "Blueprint for Change."

5. Actions.

a. Comply with policy on all contracts to include the determination of the real need for any proposed for mandatory use MIL SPEC/STD	AAO continuous
b. Modify active Dem/Val and EMD contracts to require development of performance specifications vice "how-to" product specifications. (Head of Contracting Activity (HCA))	AAO/HCA 31 Mar 95

c. Convert active production product specifications to performance specifications on each contract or option (where justified by savings)	AAO/HCA NLT AAO MAP Date
d. Document lessons learned and best practices	AAO annually
e. ASIE perform trend analysis and summarize for report to Defense Standards Improvement Council (DSIC)	ASIE annually

6. Metrics. The number of contracts in place converted to performance specifications vice number of contracts in place on 23 Dec 94. Metric highlights Dem/Val contracts which must be changed or they will result in unusable products. Metric also gives a measure of active production contracts changed to gain cost savings.

B. MANAGEMENT AND MANUFACTURING SPECIFICATIONS AND STANDARDS (PAT Report page 31). "Direct that manufacturing and management standards be canceled or converted to performance or nongovernment standards."

1. Army Implementation: The Army will implement the recommendation as stated above. Management and Manufacturing (M&M) MIL SPECs/STDs policy will be as follows:

a. The preference is to not use a M&M MIL SPEC/STD.

b. Use available NGS or industry-wide standards, as needed.

c. Cite M&M MIL SPEC/STD for reference only, as needed.

d. Convert useful M&M MIL SPECs/STDs to MIL Handbook(s) (details to be published by OSD).

e. Convert useful M&M MIL SPECs/STDs to NGSs.

f. Justify mandatory use of any M&M MIL SPEC/STD through the waiver process. (It is permissible for industry to propose to use M&M MIL SPECs/STDs in their response to an Army solicitation.)

2. Applicability. This applies to all M&M MIL SPECs/STDs. For solicitations issued after 23 Dec 94, the mandatory use of a M&M MIL SPECs/STDs requires a solicitation waiver. See paragraph IV.B. Use of a M&M MIL SPEC/STD for "reference only" or "for information only" does not require a solicitation waiver.

3. Exemption Authority. See paragraph IV.B.

4. Guidance/procedures.

a. Statements of Work (SOW) will be performance-based and specify only what functional work the contractor is to accomplish, not how the work is to be done.

b. The Functional Support Templates will be used to streamline SOWs to preclude the mandatory use of M&M MIL SPECs/STDs.

c. A Functional Requirements Authentication Board (FRAB) will be established to validate that Templates have been applied to SOWs, that SOWs are integrated and performance-based, and to ensure that the SOW uses performance specifications. FRABs will be chaired by the requiring acquisition activity, which will be PMs for PM managed programs and AAO designee for non-PM managed

programs. Currently established Command Data Review Boards and Specification Review Boards will be discontinued. After the FRAB review, the PMs/AAO designee will provide their Standards Executive the FRAB results so the Standards Executive can certify that the SOW is performance-based.

d. A M&M MIL Handbook or NGS shall be used, to the maximum extent possible, when it is deemed necessary in the SOW.

e. Any M&M MIL SPEC/STD that has a corresponding NGS, which meets the intent of that MIL SPEC/STD, will not be used.

f. A M&M MIL SPEC/STD which has no corresponding NGS, which meets the intent of the MIL SPEC/STD, and are determined to be valid requirements, shall be converted, by preparing and custodian activities, to a NGS in cooperation with NGS bodies (NGSB).

g. A M&M MIL SPEC/STD can only be cited in SOWs for guidance only, unless a waiver has been granted IAW this policy.

5. Actions:

a.	Comply with policy on all contracts	AAO continuous
b.	Direct the use of Functional Support Templates	AAE/AMC completed
c.	Apply Templates to SOWs.	AAO continuous
d.	Review Templates for accuracy	AMC continuous
e.	Establish FRABs and abolish Data Review\Specification Review Boards.	AAO 23 Dec 94
f.	Cancel/convert appropriate M&M MIL SPECs/STD see paragraph IV.B.5.	AAO NLT AAO MAP Date

6. Metrics. None.

IV. ELIMINATING EXCESSIVE CONTRACT REQUIREMENTS

A. INNOVATIVE CONTRACT MANAGEMENT (PAT Report page 45). "Direct that all new high value solicitations and ongoing contracts will have a statement encouraging contractors to submit alternative solutions to military specifications and standards."

1. Army Implementation. This recommendation will be implemented in accordance with (IAW) Defense Federal Acquisition Regulation Supplement (DFARS) (new clauses expected to be published prior to 26 Dec 94).

2. Applicability. This recommendation is applicable in existing and future contracts IAW new DFARS clauses. (The new DFARS 210.002-72(c) authorizing use of a MIL SPEC/STD when reprocuring an item already in the inventory is not applicable within the Army. See paragraph III.A.1.)

3. Exemption Authority. There will be no exemption to this policy.

4. Guidance/Procedures. Guidance/procedures for this recommendation is IAW new DFARS clauses.

5. Actions.

a.	Assure that new DFARS clauses are included in all appropriate contracts.	PCOs Continuous
b.	Coordinate with OSD and solicit industry's comments regarding the effectiveness of the MIL SPECs/STDs reform initiatives.	ASIE Continuous
c.	Develop proposal evaluation procedures that incentivize contractors to propose alternatives to using MIL SPECs/STDs.	HCA 23 Dec 94

6. Metrics. By individual MIL SPEC/STD, percentage of acceptable alternatives offered by industry. Metric used to determine Army wide acceptance of alternatives, and identify MIL SPECs/STDs being used in contracts which should be canceled.

B. PROHIBIT USE OF MILITARY SPECIFICATIONS AND STANDARDS (PAT Report page 51). "Prohibit the use of military specifications and standards for all ACAT programs except when authorized by the Service Acquisition Executives or designees."

1. Army Implementation. The Army will implement the recommendation as stated above. In addition, the Army will apply this recommendation to other than new ACAT programs, which include rebuys of systems, non-ACAT programs, procurement of services, replenishments, and spares. MIL SPECs/STDs use will be as follows:

a. Use of performance specifications is preferred.

b. The preference is to not use a MIL SPEC/STD.

c. Adopt NGS or industry-wide standards, as needed.

d. Cite MIL SPEC/STD for reference only, as needed.

e. Convert useful MIL SPECs/STDs to MIL Handbook(s) (details to be published by OSD).

f. Convert useful MIL SPECs/STDs to NGSs.

g. Justify mandatory use of any MIL SPEC/STD, other than certified performance specifications, through the waiver process. (It is permissible for industry to propose to use MIL SPECs/STDs in their response to an Army solicitation.)

2. Applicability. This policy applies to any MIL SPEC/STD in a solicitation issued after 23 Dec 94 for new ACAT programs. For other than new ACAT programs, which include rebuys of ACAT systems, non-ACAT programs, procurement of services, replenishments, and spares solicitations issued after 23 Dec 94, timing of the implementation of this recommendation will be established by each AAO's MAP. Army organizations, who are not required to prepare a MAP, should follow and implement the intent of the AIP.

3. Exemption authority.

a. A waiver can be approved, on a solicitation by solicitation basis, for the use of any MIL SPEC/STD in a solicitation by the following: the AAE for ACAT ID programs, the MDA for ACAT IC/II/III/IV programs, and the AAOs (at the GO/SES level) of the organizations listed in Appendix B for other than new ACAT programs.

b. For other than new ACAT programs, solicitation waiver requests must be submitted IAW the individual AAO MAPs. A waiver is not required if the MIL SPEC/STD is used for "reference only" or "for information only." See Appendix F for a suggested solicitation waiver process.

4. Guidance/Procedures. Only one waiver will be granted per solicitation. If a solicitation waiver request is approved, the returned waiver approval memorandum will list individually each of the MIL SPECs/STDs "approved for use" on the solicitation.

a. Approval for solicitation use and/or retention of a MIL SPEC/STD can be granted for specific reasons. They are:

(1) Mission impacts make the use of a NGS or an industrial-wide standard alternative unacceptable.

(2) Cost impacts make the use of a NGS or an industrial-wide standard alternative unacceptable.

(3) MIL SPEC/STD is truly military unique.

b. It is the Army's goal to review all Army prepared MIL SPECs/STDs and cancel/convert the maximum number by 1 Jul 96. The AAOs for the PAs shall review all of the MIL SPECs/STDs they prepared or own (see Appendix G for MIL SPEC/STD questionnaires/conversion guides). The AAO should include in their MAP how they plan to cancel or convert their MIL SPECs/STDs to NGSs, or performance specifications.

Each PA shall take action on their MIL SPECs/STDs in the following order of priority:

(1) Cancel without replacement

(2) Inactivate, due to minimal use

(3) Replace with existing NGSs

(4) Certify existing MIL SPECs as standard performance specifications

(5) Convert those MIL SPECs that are government unique to performance-based MIL SPECs

(6) Convert to NGSs, by creating a new NGS

(7) Retain those that can be adequately justified for retention due to government unique requirements

c. When an Army contracting activity is acting solely as a contracting agent for a non-Army organization, the contracting activity will require the requiring organization to certify that the intent of the "Blueprint for Change" is being complied with.

5. Actions.

a. For new ACAT programs, the Product/ Project/Program Manager (PM) shall state compliance with the policy on the use of performance specifications in the Acquisition Strategy Report (ASR) or the Acquisition Plan (AP), as appropriate.	AAO Continuous
b. For all other procurement actions using any MIL SPEC/STD, other than performance based, solicitation waiver requests must be submitted IAW AAO MAP.	AAO Continuous
c. Finalize individual AAO MAP	AAO 1 Feb 95
d. Prior to issuing a solicitation with a MIL SPEC/STD, each requiring activity must certify that the use of each MIL SPEC/STD has been approved IAW this policy.	AAO Continuous
e. Conduct MIL SPEC/STD review and cancel/convert IAW AAO MAP	AAO NLT AAO MAP Date

6. Metrics.

a. Number of solicitations versus the number of solicitation waivers approvals granted for the following reasons:

(1) Mission impacts make the use of a commercial alternative unacceptable.

(2) Cost impacts make the use of a commercial alternative unacceptable.

(3) MIL SPEC/STD is truly military unique.

Metrics are used to determine Army wide acceptance of this policy and reasons to contractually mandate use of MIL SPECs/STDs. Information is required at local AAO level, as well at higher headquarters.

b. The number of actions completed in each category in IV.B.4.b. completed by quarter compared to the total number of actions planned (given in an AAO's MAP) on the documents for which each AAO is responsible. Metric provides status of MIL SPEC/STD conversion effort. Information is required at local AAO level, as well as at higher headquarters.

C. EXCESSIVE REFERENCING (PAT Report page 55). "Change current processes and procedures to ensure that specifications and standards only list references essential to establishing technical requirements."

1. Army Implementation. The Army will implement the recommendation as stated above.

2. Applicability. All new Army solicitations.

3. Exemption Authority. There is no exemption for excessive referencing during the development, writing, revision, or application of specifications and standards.

4. Guidance/Procedures.

a. Referencing of the list of requirements stated in pages 57-61 of Blueprint for Change Report including Data Item Descriptions (DIDs), packaging specifications, and management standards is prohibited.

b. During the development, writing and/or revision of specifications and standards, other specifications and standards shall not be referenced unless they are essential to the purpose of the specification or standard.

c. The AAO MAP should address how to apply this recommendation and an implementation schedule.

5. Actions.

Comply with policy.	AAO Continuously

6. Metrics. None.

D. TIERING OF SPECIFICATIONS (PAT Report page 63). "Eliminate the current process of contractually imposing hidden requirements through references listed in equipment/product specifications or noted on engineering drawings."

1. Army Implementation. The Army will eliminate contractually imposing hidden requirements via references to any MIL SPEC/STD (listed in equipment/product specifications or noted on engineering drawings).

2. Applicability. All new Army solicitations where savings can be obtained.

3. Exemption Authority. None.

4. Guidance/Procedures.

a. Army policy requires that any MIL SPEC/STD used during production will be directly cited in the contract down-to and including the equipment/product specification and their first tier references.

b. The AAO MAP should address how to apply this recommendation and an implementation schedule.

5. Actions.

Comply with policy.	AAO Continuously

6. Metrics. None.

E. OBSOLETE SPECIFICATIONS (PAT Report page 69). "Mandate for cancellation or inactivation of new design, obsolete specifications and standards that have had no procurement history for the past five years. Cancel all unnecessary data item descriptions."

1. Army Implementation. The Army will implement this recommendation to the fullest extent possible.

2. Applicability. Any MIL SPEC/STD or DID which the Army is the PA.

3. Exemption Authority. None.

4. Guidance/Procedures.

a. Any product specification which has had no procurement usage in the past five years is to be canceled.

b. Any MIL SPEC/STD not validated in the past five years is to be inactivated for new design.

c. The Functional Support Templets should be used to establish DID requirements.

d. All DIDs, for which the Army is responsible, are to be reviewed for the purpose of cancellation. Primary areas to be considered for cancellation are:

(1) Planning DIDs.

(2) Administrative report DIDs.

(3) In-process Review/Report DIDs.

(4) Tracking/metric DIDs without a specific purpose.

e. The use of DIDs that are unnecessary, redundant, or not cost effective are prohibited.

f. Where feasible, all solicitations will provide for an alternative to use contractor formats for data.

5. Actions.

a. Cancel/inactivate any MIL SPEC/STD not validated in the past five years.	PAs 1 Feb 95
b. Cancel unnecessary DIDs.	HQ AMC Continuous

6. Metrics.

a. Discussed in IV.B.6.

b. Number of canceled DIDs. Metric used to determine the removal of obsolete specifications from the Army acquisition system over time.

V. OVERHAULING THE STANDARDS PROCESS

A. NATIONAL STANDARDS (PAT Report page 77). "Form partnerships with industry associations to develop nongovernment standards for the replacement of military standards where practical."

1. Army Implementation. The Army will continue to implement this recommendation through partnering and cooperative Memorandum of Understandings (MOUs) with NGSB.

2. Applicability. This recommendation is applicable to all major areas of standardization in which the Army participates and includes both Department of Defense Index of Specifications and Standards (DODISS).

3. Exemption Authority. None.

4. Guidance/Procedures .

a. Army policy requires AAOs to promote the use of NGSs in the design, development, and acquisition of defense materials.

(1) The PA will coordinate official DoD/DA participation in NGSB in which the DoD/DA has vested interest.

(2) AAOs will appoint delegates to the NGS working groups.

(3) Funding needs to be made available to support DA participation in NGS groups.

(4) When a NGS is selected and used that has not already been adopted by DoD (i.e. listed in the DoDISS), the buying activity should ensure that the Army formally adopts it. This is done by requiring the appropriate PA to take actions IAW DoD 4120.M. This process will then list the NGS in the DoDISS and will have the NGS available at the DoD single stock point for distribution to any DoD activity.

b. Converting MIL SPECs/STDs to NGSs.

(1) As discussed in section IV.B.4.b., each AAO having PAs shall review MIL SPECs/STDs for which they are responsible and complete all planned conversions to NGSs by 1 Jul 96.

(2) The AAO shall support budgetary requirements for support of NGSBs.

c. The Army, in coordination with OSD and the other Services/Agencies, will meet with NGSBs to establish joint government-industry relationships. Whenever possible, the Army will expedite the conversion process for those MIL SPECs/STDs proposed for conversion.

5. Actions.

a. Identify and establish Army participation with NGSBs.	AAO/PA 1 Feb 95
b. Develop and submit budget requirements.	AAO Budget Cycle

6. Metrics. None.

B. SPECIFICATIONS AND STANDARDS DEVELOPMENT (PAT Report page 83). "Establish a process to include industry and government users upfront in the specifications and standards development and validation processes."

1. Army Implementation. Army will continue to implement this recommendation via new or existing MOUs with NGSBs.

2. Applicability. This recommendation is applicable to all major areas of standardization in which the Army participates and includes both DODISS and system unique documents.

3. Exemption Authority. None.

4. Guidance/Procedures.

a. Institute concept of up-front requirements determination meetings between government and industry. The AAOs shall coordinate with industry for revision of existing or preparation of new standardization documents.

(1) Army AAOs shall coordinate official DoD/DA participation in NGSB in which the DA has vested interest.

(2) AAOs shall appoint delegates to the NGS working groups.

b. Identify and present emerging military requirements to NGSB for consideration as NGSs.

5. ACTIONS.

a. Identify requirements to NGSB.	AAO Continuous
b. Develop and submit budget requirements	AAO Budget Cycle

6. Metrics. None.

C. SPECIFICATION AND STANDARDS RESPONSIBILITY (PAT Report page 89). "Assign specifications and standards preparation responsibility to the Defense Logistics Agency (DLA) for Federal Supply Classes that are primarily commercial."

1. Army Implementation. This recommendation will be implemented.

2. Applicability. All MIL SPEC/STD for Federal Supply Classes (FSC) for which Army is the cognizant activity.

3. Exemption Authority. The ASIE may exempt MIL SPECs/STDs for a FSC from transfer based upon adequate justification.

4. Guidance/Procedures.

a. Each AAO will review all FSCs for which their organizations are cognizant standardization activity and determine which are primarily (60%) commercial.

b. Each AAO standardization activity will transfer to Defense Logistics Agency (DLA) those MIL SPEC/STD for FSCs which are primarily commercial.

c. If it is determined that a FSC which is primarily commercial should not be transferred, the AAO will develop a full justification for retention and submit a request for retention, with justification, to the ASIE for approval.

5. Actions.

Identify FSCs and transfer MILSPECs which are primarily commercial to DLA.	AAO 1 Jul 96

6. Metrics. The per cent of AAO MAP planned MIL SPEC/STD FSCs transferred. Metric gives the status of the transfer effort over time.

VI. NEW MANAGEMENT TOOLS

A. OVERSIGHT (PAT Report page 97). "Direct government oversight be reduced by substituting process control and nongovernment standards in place of development/production testing and inspection and military unique quality assurance systems."

1. Army Implementation. This recommendation supports previous Army initiatives in the areas of certified contractors, continuous process improvements, and process control.

2. Applicability. This is applicable to all solicitations issued after 23 Dec 94. For existing contracts and for those contracts resulting from solicitations issued on or before 23 Dec 94, the contract will be changed if significant contract savings can be realized by converting the existing development/production testing and military unique quality assurance system to process controls and NGSs.

3. Exemption Authority. Use of any MIL SPEC/STD in lieu of a performance specification, NGS, CID, guide specification, or alternative IAW this policy will require a waiver. See paragraph IV. B.

4. Guidance/Procedures.

a. Use of NGS or industrial-wide standards.

(1) For solicitations, when a quality assurance system is required, ANSI/ASQC Q90-94 and the ISO 9000 series standards are suggested, but are not mandatory.

(2) The use of these NGSs on existing contracts may be considered on a case-by-case basis.

(3) Military Handbook-9000, Guidance on the Application of ISO 9000-ANSI/ASQC Q90-94 Series Quality System Standards may be used for clarification of the ISO documents. The Handbook requirements shall not be supplemented.

b. Greater use of process controls in contract requirements.

(1) Government oversight will be reduced by encouraging process control and NGS or industrial-wide standard systems for development and production testing and inspection requirements in procurement/technical data packages.

(2) Contracts will encourage use of process control techniques and quality systems that comply with NGS or industrial-wide standard standards such as ANSI Q90-94 or ISO 9000 quality standards.

c. Eliminating Acceptance Quality Levels (AQLs). Current policy prohibits the use of AQLs on contracts.

5. Actions.

a. Use process control techniques and quality systems that comply with NGS or industrial-wide standard standards, ANSI Q90-94, or ISO 9000 quality standards.	AAO Continuous
b. As appropriate, AQL's in current contracts will be reviewed and removed from current contracts.	AAO Continuous

6. Metrics. None.

B. CONTRACTOR TEST AND INSPECTION (PAT Report page 105). "Direct a goal of reducing the cost of contractor-conducted development and production test and inspection by using simulation, environmental testing, dual-use test facilities, process controls, metrics, and continuous process improvement."

1. Army Implementation. This recommendation supports previous Army initiatives in the areas of certified contractors, continuous process improvements, process control, etc.

2. Applicability. This is applicable to solicitations issued after 23 Dec 94.

3. Exemption Authority. None.

4. Guidance/Procedures.

a. Test and Evaluation Command (TECOM) will serve as the Army focal point for the reduction of development and production testing.

b. TECOM is to establish a library of test facilities for dual-use by government and industry.

c. Requiring organizations shall streamline the Government's test and inspection requirements to reduce the

overall cost to the Government while maintaining or improving quality. This includes both development and production testing. Contractors shall be encouraged to use process controls, continuous process improvement through the use of metrics, and other proven techniques to reduce test and inspection costs. Contractors will be encouraged to use existing test facilities, rather than creating new testing capabilities at Government expense (DOD Directive 5000.2, page 8.3, para D4; AR 70-1, Chapter 1, para 1-5b1; AR 70-69, para 1-6a).

d. See paragraph VI.F., below, on simulation.

e. DFARS implementation required.

5. Actions.

a. Include any new required DFARS clauses in all appropriate contracts.	PCO Continuous
b. Establish a library of test facilities for dual use by Government and Industry	TECOM 1 Jul 96
c. Establish annual goal for reducing the cost of contractor-conducted development and production test and inspection.	AAO Annually

6. Metrics. None.

C. CORPORATE INFORMATION MANAGEMENT for ACQUISITION (PAT Report page 111). "Assign Corporate Information Management (CIM) offices for specifications and standards preparation and use."

1. Army Implementation. The Acquisition Management Integration Subgroup (AMIS) Secretariat will serve as the CIM office for specifications and standards preparation and use.

2. Applicability. All automation efforts which could be used to improve the standardization process.

3. Exemption Authority. None.

4. Guidance/Procedures.

a. The AMIS will identify all automation efforts which could be used to improve the standardization process and develop an action plan for that purpose.

b. The AMIS will be the focal point for implementation of paragraph VI.B., above, in regards to simulation and will develop a plan for the improved use of simulation to reduce the cost of development and testing.

5. Actions.

a.	Identify automation efforts	AMIS 1 Feb 95
b.	Develop action plan for automation	AMIS 5 Jul 95
c.	Develop plan for simulation	AMIS 5 Jul 95

6. Metrics. None.

D. **AUTOMATED SPECIFICATIONS AND STANDARDS DEVELOPMENT AIDS (PAT Report page 115). "Direct use of automation to improve the processes associated with the development and application of specifications and standards and Data Item Descriptions (DIDs)."**

1. Army Implementation. The Army fully supports this recommendation through its support of the joint efforts in automation.

2. Applicability. This policy is applicable to all automation efforts which could be used to improve the standardization process.

3. Exemption Authority. None.

4. Guidance/Procedures.

a. The AMIS Secretariat will serve as the CIM office for specifications and standards preparation and use.

b. The lead Army Materiel Command (AMC) Integration Support Office shall assure that improvements to the processes associated with the development and application of the AIP acquisition reform efforts receive full consideration in Joint Logistics Systems Center efforts.

c. The Program Manager and Functional Coordinating Group for Engineering Data Management Systems (EDMS) shall assure that improvements to the processes associated with the development and application of the AIP acquisition reform efforts receive full consideration in EDMS efforts.

d. The Army DepSO will provide support to the DoD Standardization Automation Panel.

e. The PM for EDMS shall assure that improvements to the processes associated with the development and application of specifications and standards and DIDs receive full consideration in joint program efforts, such as Joint Computer-Assist ed Acquisition Logistics Support (JCALS) and Joint Electronic Data Management Information Computer System (JEDMICS).

5. Actions. See VI.C.5.

6. Metrics. None.

E. AUTOMATED ACQUISITION AIDS (PAT Report page 125). "Direct the application of automated aids in acquisition."

1. Army Implementation. The Army fully supports this recommendation through its support of the joint efforts in automation.

2. Applicability. This policy is applicable to all automation efforts which could be used to improve the acquisition process.

3. Exemption Authority. None.

4. Guidance/Procedures.

a. The AMIS Secretariat will serve as the CIM office for specifications and standards preparation and use.

b. The Lead AMC Integration Support Office shall assure that improvements to the acquisition process receive full consideration in Joint Logistics Systems Center efforts.

c. The Army DepSO shall provide support to the DoD Standardization Automation Panel.

d. The PM for EDMS shall assure that improvements to the acquisition process receive full consideration in joint program efforts, such as JCALS and JEDMICS.

e. All automation efforts must consider enhancements to acquisition in the following areas: improved use of standards and specifications in acquisition processes such as SOW preparation; improved access to and inclusion of NGS or industrial-wide standards and specifications and product data; and the provision of simulation, modeling, and reverse-engineering tools to assist

in reducing the need for any MIL SPEC/STD and enhancing concurrent engineering practices.

5. Actions.

a. Issue guidance memorandum.	AMIS NLT 1 Dec 94
b. See VI.C.5.	

6. Metrics. None.

F. CHALLENGE ACQUISITION REQUIREMENTS (PAT Report page 131). "Use Distributed Interactive Simulations (DIS), Design to Cost (DTC), and Cooperative Research and Development Agreements (CRADAs) to achieve aggressive cost/performance trade-offs and dual use capabilities."

1. Army Implementation. The Army will implement the recommendation as stated above.

2. Applicability. This recommendation is applicable to all Army procurements.

3. Exemption Authority. None.

4. Guidance/Procedures.

a. The Principal Deputy for Acquisition, Headquarters AMC, will sponsor a workshop to develop an AMC Action Plan focused on integrating modeling and simulation into the materiel acquisition process.

b. HQ AMC has developed a CRADA training course. Materiel will be shared with the other services and the Defense Acquisition University.

5. Actions.

a. Execute the modeling and simulation action plan. (See VI.C.5.)	AMIS TBD
b. Issue a policy encouraging use of CRADAs to expand simulation databases and nodes and to foster dual-use opportunities.	AAE TBD

6. Metrics. None.

G. POLLUTION PREVENTION (PAT Report page 137). "Direct the establishment and execution of an aggressive program to eliminate, or reduce and identify the quantities of toxic pollutants procured or generated through the use of specifications and standards."

1. Army Implementation. The Army Acquisition Pollution Prevention Support Office (AAPPSO) is responsible for developing an Army Acquisition Pollution Prevention Program.

2. Applicability. This recommendation was included in the PAT report to give emphasis to Executive Order (E.O.) 12856, Subsection 3-303. The E.O. requirement to reduce the use of toxic pollutants is applicable to all elements of the Army.

3. Exemption Authority. None.

4. Guidance/Procedures. A plan of action has been developed and approved to meet the requirements of Executive Order 12856, Section 3-303. This plan has been distributed to the AMC MSCs.

5. Actions. AAOs will provide management oversight and review of MIL SPECs/STDs listed in the DODISS. The AAPPSO is responsible for pursuing resources to assist the AAOs. The SecDef has directed a completion date of August 1995 for the review process. In order to meet that suspense, the AAPPSO will:

a. Provide the data dictionary and the results of the Air Force electronic search of the DoDISS documents.

b. Support the Defense Logistics Agency (DLA) electronic data search of the Hazardous Materials Information System (HMIS) to report identified military specifications, national stock numbers, and the associated products that contain toxic pollutants.

c. Build a list of MIL SPECs/STDs known to contain references to, or require the use of, toxic pollutants.

d. Establish a hierarchy of Federal Supply Groups and Classes based on the potential for products to contain toxic pollutants. The hierarchy will target high potential specification classes first and incrementally target lower ranking classes.

e. Use the ASSIST database to identify the reference chain for each offending specification.

f. Forward the results of the data searches, hierarchy ranking and reference analysis to the Army DepSO for distribution to the Standardization Management Activities (SMAs).

g. Work with the SMAs of each specification to review the specifications identified and validate whether the targeted specification, in fact, contains a requirement for a toxic pollutant.

h. Catalog positive hits from the validation process as "opportunities" for eliminating or reducing the use of toxic pollutants.

i. Record the results of the review and identification of opportunities in the AAPPSO Hazardous Materials Elimination Program database.

j. Initiate actions needed to conduct technical investigations of alternative materials, chemicals and processes to support the revision process.

6. Metrics. Metrics will be developed by the AAPPSO to measure progress for compliance with E.O. 12856, Subsection 3-303.

VII. THE EDUCATION IMPERATIVE

A. SPECIFICATIONS AND STANDARDS REFORM TRAINING (PAT Report page 147). "Direct revision of the training and education programs to incorporate specifications and standards reform. Contractor participation in this training and education effort shall be invited and encouraged."

1. Army Implementation. The Army will fully and actively support DoD's implementation of this recommendation.

2. Applicability. Army training and education programs will be revised to incorporate the principles of specifications and standards reform, and shall invite and encourage contractor participation in this training effort.

3. Exemption Authority. None.

4. Guidance/Procedures.

a. The Army DepSO will identify Army unique training courses which could be modified to provide emphasis on specifications and standards reform.

b. The Army DepSO will have appropriate Army training courses modified to emphasize specifications and standards reform.

c. The Army DepSO will have the "Roadshows" modified to emphasize specifications and standards reform.

d. The Army DepSO will maximize the availability of DoD developed training.

e. The ASIE shall support funding for training associated with specifications and standards reform.

f. Update AMC Pamphlet "Guide for the Preparation and Use of Performance Specifications" (AMC-P 715-17) to incorporate best practices.

5. Actions.

a. Identify Army training courses for modification	DepSO 1 Feb 95
b. Army training courses modified	DepSO 1 Oct 95

c.	Develop MIL SPEC/STD reform "Roadshows"	DepSO 1 Dec 94
d.	Develop training module on how to produce and how to use performance specifications (also, see sections IV.C.5. and IV.D.5.)	HQ AMC 1 Feb 95
e.	Update AMC Pamphlet "Guide for the Preparation and Use of Performance Specifications" (AMC-P 715-17) to incorporate best practices	HQ AMC TBD
f.	Maximize the availability of DoD developed training	DepSO Continuous

6. Metrics. None.

VIII. INSTITUTING CULTURAL CHANGE

A. ROLE OF SENIOR LEADERSHIP (PAT Report page 155). "Senior DoD management take a major role in establishing the environment essential for acquisition reform and cultural change."

1. Army Implementation. Army senior leadership should make specifications and standards reform a topic during site visits and all program reviews.

2. Applicability. This policy is effective immediately.

3. Exemption Authority. None.

4. Guidance/Procedures.

a. Senior Army leaders should discuss the progress on these actions and exchange innovative management approaches.

b. Senior Army leaders should recognize the increased risk involved with MIL SPEC/STD acquisition reform, and assure PMs of their support in problems resulting from implementation of the AIP.

c. An award system will be established to recognize individuals for outstanding efforts to implement acquisition reform.

5. Actions.

a. Develop acquisition reform topics	DepSO Continuous
b. Revise current award program	DepSO 1 Feb 95

6. Metrics. None.

B. **STANDARDS IMPROVEMENT EXECUTIVE (PAT Report page 161). "Formalize the responsibility and authority of the Standards Improvement Executives, provide the authority and resources necessary to implement the standards improvement program within their Service/Agency, and assign a senior official with specifications and standards oversight and policy authority."**

1. Army Implementation. The AMC Principal Deputy for Acquisition, Dr. Kenneth Oscar, has been appointed Army Standards Improvement Executive (ASIE).

2. Applicability. This policy is effective immediately.

3. Exemption Authority. None.

4. Guidance/Procedures.

a. The ASIE shall ensure that MIL SPECs/STDs and performance-based requirements are properly addressed as part of the acquisition process.

b. The ASIE shall conduct an annual review of the progress made in support of the policies stated herein for performance specifications, MIL SPECs/STDs, use of NGS or industrial-wide standard documents, status of establishing budget line items in support of acquisition reform AAO plans, and the contributions of standards management to acquisition reform.

c. The ASIE shall coordinate preparation of the annual Standards Improvement Management Review to the DEPSECDEF.

d. The ASIE shall coordinate the development of a five-year business plan (revised annually) that: establishes the DA Standards Program objectives for the new fiscal year and outyears, identifies special program issues, and identifies the budgetary requirements for the objectives specified.

e. Each AAO will assign a Standards Executive to promote the standards improvement initiatives within their organizations, to serve as an advisor to the local acquisition review process, to certify MIL SPECs/STDs as performance specifications, to certify SOWs as performance-based, and to assist the ASIE in achieving reform goals.

f. The Standards Executive will develop for his organization the budget necessary to maintain the DA Standardization Program and implement specifications and standards reform initiatives, as specified in their AAO MAP, the AIP, and the DA Business Plan.

g. The Executive will be responsible for the execution of the budget necessary to implement the specifications and standards program.

5. Actions.

a.	An annual review of the progress	ASIE Annual
b.	Develop budget	AAO Continuous
c.	Execution of the budget	AAO Continuous

6. Metrics. None.

IX. GENERAL ACQUISITION REFORM

A. COMMERCIAL PRACTICES (PAT Report page 175). "Use innovative approaches in the acquisition of weapon systems, components and replenishment items by using commercial practices."

1. Army Implementation. The Army will implement this recommendation to the maximum extent possible.

2. Applicability. This policy is applicable to all procurement actions within the Army.

3. Exemption Authority. None.

4. Guidance/Procedures. Expand the use of commercial practices through use of the following innovative procedures and information networking. These innovative procedures resemble commercial procurement practices. They include: prime vendors, shared production, qualified manufacturer lists, best value contracting, acquisition streamlining, and nondevelopmental procurements.

5. Actions.

a.	Identify innovative procedures that resemble commercial procurement practices	AAO Continuous
b.	Exchange information between AAOs and DLA	HQ AMC continuous

6. Metrics. None.

B. PARTNERING (PAT Report page 179). "Increase the use of "partnering" in contracts and program management to improve relationships and communication between government and industry."

1. Army Implementation. The Army will implement this recommendation to the maximum extent possible.

2. Applicability. The partnering process is mandatory for consideration in all major acquisitions, systems acquisitions, and large dollar ($50 million+) acquisitions. This process is encouraged for all complex or difficult acquisitions, or any acquisition where there is a high chance of failure without strong coordination between the government and contractor.

3. Exemption Authority. None.

4. Guidance/Procedures.

a. Partnering is a process used to reduce adversarial attitudes, improve trust and communication, and build inter-organizational teamwork. The process results in an improved working relationship between the parties. While the specifics of the process can be found in other guidance, the basic steps include the following:

(1) Obtain top management commitment

(2) Agree to partner

(3) Designate partnering "champions"

(4) Conduct a joint facilitated workshop

(5) Prepare a charter establishing mutual goals

(6) Establish evaluation and reinforcement process

b. An ongoing partnering philosophy with industry is pivotal to the new MIL SPECs/STDs acquisition reform paradigm, whether in the development of NGS, conversion to performance-based specifications, contractor-proposed alternatives to MIL SPECs/STDs, critique of MIL SPECs/STDs, or reducing the burden of formal reporting and contractor test and inspection requirements.

c. Requiring organizations will, to the maximum extent possible, participate in partnering efforts in conjunction with the procuring office, and shall establish working relationships with its contractors. This relationship should reduce the need for formal communications and formal requests for data exchange, and should increase up front participation in the testing process in lieu of simply reviewing reports filed at the end of the testing process. Mutual exchange of information to establish joint problem solving is desired.

d. Partnering is strongly endorsed and encouraged, however, some caution must be exercised. The partnering process and philosophy does not in any way alter the legal rights and responsibilities under the contract. Up front coordination with the Procurement Contracting Officer (PCO) and Alternate Dispute Resolution (ADR) coordinator is required. The contractor should not be encouraged to perform in a manner inconsistent with the contract. Additionally, partnering will not be effective unless all key players in the contract are involved. This means that partnered efforts should be informally coordinated with the acquisition community, and the local ADR coordinator (usually the

local legal office). Care should be taken in the following areas:

(1) Procurement Integrity rules regarding government requirements and proprietary information

(2) Gift and government property rules

(3) Unauthorized commitments or changes to the contract

(4) Reducing contractual requirements in undue reliance upon a partnering relationship

5. Actions. Issue guidance memorandum — HQ AMC ASAP

6. Metrics. None.

C. ACTIVITY-BASED COSTING AND MANAGEMENT (PAT Report page 183). "Continue to encourage and assist contractors to use activity-based costing in circumstances where the method could improve cost allocations, bidding, and cost-reimbursements."

1. Army Implementation. The Army has completed several studies (Proof of Principle Tests) to determine if Activity-Based Costing (ABC) would work in practice. AMC is expanding the study base and conducting additional ABC studies looking into the causes of higher costs on Government versus private sector contracts. The Army is committed to encourage people to utilize ABC as an accounting practice.

2. Applicability. ABC is encouraged in all phases of the acquisition cycle.

3. Exemption Authority. Not applicable.

4. Guidance/Procedures.

a. Current changes in defense acquisition and procurement encourage dual-use of facilities and use of Government Furnished Equipment (GFE) for production.

b. The Office of the Secretary of Defense is studying the cost impact to industry from Government regulation and oversight. ABC is the methodology being used to determine this cost impact.

c. ABC looks at what activities are being performed and the cost of performing that activity.

d. ABC can provide management with a more accurate allocation of cost that links consumption of activities directly to those products or services that require the activity.

5. Actions.

a.	Analyze available results of completed ABC studies.	HQ AMC NLT Dec 94
b.	Complete conduct of additional ABC studies.	HQ AMC TBD
c.	AMC will seek means to encourage use of ABC principles.	HQ AMC TBD

6. Metrics. None.

D. INTEGRATED PRODUCT DEVELOPMENT (IPD) (PAT Report page 189). "IPD will be the preferred risk mitigation tool for all developmental acquisitions."

1. Army Implementation. The Army policy is to use the IPD approach in all acquisitions. The Army Process for implementation of IPD is through Integrated Product & Process Management (IPPM). Detailed training and guidance on implementing this policy was provided the PEOs and procuring commands during a series of three roadshows conducted between Mar 92 and Mar 94. The Army is also staffing an IPPM guidebook which it plans to publish by the 3rd Qtr FY95.

2. Applicability. This policy is applicable to all acquisition related processes. This includes the development of acquisition strategies/plans, resource management, integrated requirements process, source selection, contract management/oversight.

3. Exemption Authority. None.

4. Guidance/procedures.

a. An Integrated Product Team (IPT) must be formed early to address life cycle IPD requirements and to prepare for later contract action. The IPT will consist of all the functional disciplines involved in planning, designing, developing, testing, producing, fielding, and supporting a system.

b. Before an IPT assignment, each individual must be trained in the IPPM process.

c. Because of the resources required to train and to build an effective IPT, it should remain in place throughout the life cycle.

d. Develop effective procedures/skills for considering IPD during source selection. The selection of a contractor capable of effectively applying IPD to his product is a critical step in the acquisition.

e. The IPT will use the Functional Support Templates as one of their primary tools in assessing the value of proposed functional support and the amount of matrix support required.

f. IPTs must be empowered to make trade-offs affecting their parent organizations.

5. Actions.

a. Select IPT members	AAO ASAP
b. Train IPT members (See VII.A.5)	AAO ASAP
c. Provide IPT members written terms of reference with authority to make decisions affecting parent organization	AAO ASAP
d. Publish IPPM Guidebook	HQ AMC 3rd Qtr FY95

6. Metrics. None.

Appendix A Acronyms

AAO: Army Acquisition Organization
AAE: Army Acquisition Executive
AAPPSO: Army Acquisition Pollution Prevention Support Office
ABC: Activity-Based Costing
ACAT: Acquisition Category
ADR: Alternative Dispute Resolution
AIP: Army Implementation Plan
AMC: Army Materiel Command
AMIS: Acquisition Management Integration Subgroup
AP: Acquisition Plan
AQL: Acceptable Quality Level
ASIE: Army Standards Improvement Executive
ASR: Acquisition Strategy Report
ASSIST: Acquisition Streamlining and Standardization Information System
CDR: Commander
CDRL: Contract Data Requirements List (DD Form 1423-1)
CID: Commercial Item Description
CIM: Corporate Information Management
CG: Commanding General
CRADA: Cooperative Research and Development Agreement
DA: Department of the Army
DEPSECDEF: Deputy Secretary of Defense
DepSO: Departmental Standardization Office
DFARS: Defense Federal Acquisition Regulation Supplement
DID: Data Item Description
DIS: Distributed Interactive Simulations
DLA: Defense Logistics Agency
DoD: Department of Defense
DoDISS: DoD Index of Specifications and Standards
DTC: Design to Cost
DSL: Document Summary List
DSIC: Defense Standards Improvement Council
EDMS: Engineering Data Management Systems
EMD: Engineering and Manufacturing Development
FRAB: Functional Requirement Authentication Board
GFE: Government Furnished Equipment
HCA: Head of Contracting Activity
HMIS: Hazardous Materials Information System
IAW: In Accordance With
IP: Implementation Plan
IPD: Integrated Product Development
IPT: Integrated Product Team
JCALS: Joint Computer-Assisted Acquisition and Logistics Support
JEDMICS: Joint Engineering Data Management Information Control System

MACOM: Major Command
MAP: Master Action Plan
MDA: Milestone Decision Authority
MIL SPEC/STD: Military Specification/Standard
MOU: Memorandum of Understanding
MSC: Major Subordinate Command
M&M: Management and Manufacturing
NGS: Non-Government Standard
NGSB: Non-Government Standard Body
OASA(RDA): Office of the Assistant Secretary of the Army (Research, Development and Acquisition)
OSD: Office of the Secretary of Defense
PA: Preparing Activity
PAT: Process Action Team
PCO: Procurement Contracting Officer
PEO: Program Executive Officer
PM: Product, Project, or Program Manager
SMA: Standardization Management Activity
SOW: Statement of Work
TECOM: Test and Evaluation Command

Appendix B Army Acquisition Organizations

LISTING OF ARMY ACQUISITION ORGANIZATIONS (AAOs) PREPARING A MAP

CORPS OF ENGINEERS
OFFICE OF THE SURGEON GENERAL

U.S. ARMY TRAINING AND DOCTRINE COMMAND
U.S. ARMY MATERIEL COMMAND
U.S. ARMY INFORMATION SYSTEMS COMMAND
U.S. ARMY SPACE AND STRATEGIC DEFENSE COMMAND
U.S. ARMY INTELLIGENCE AND SECURITY COMMAND
U.S. ARMY MILITARY TRAFFIC MANAGEMENT COMMAND
U.S. ARMY MEDICAL COMMAND
U.S. ARMY MEDICAL RESEARCH AND MATERIEL COMMAND
U.S. ARMY OPERATIONAL TEST AND EVALUATION COMMAND
U.S. ARMY SAFETY CENTER
U.S. ARMY INDUSTRIAL OPERATIONS COMMAND (PROVISIONAL)
U.S. ARMY AVIATION AND TROOP COMMAND
U.S. ARMY COMMUNICATIONS-ELECTRONICS COMMAND
U.S. ARMY MISSILE COMMAND
U.S. ARMY TANK-AUTOMOTIVE AND ARMAMENTS COMMAND
U.S. ARMY CHEMICAL AND BIOLOGICAL DEFENSE COMMAND
U.S. ARMY TEST AND EVALUATION COMMAND
U.S. ARMY SIMULATION, TRAINING AND INSTRUMENTATION COMMAND
U.S. ARMY SOLDIER SYSTEMS COMMAND

PEO AVIATION
PEO ARMORED SYSTEMS MODERNIZATION
PEO COMMAND AND CONTROL SYSTEMS
PEO COMMUNICATIONS SYSTEMS
PEO FIELD ARTILLERY SYSTEMS
PEO INTELLIGENCE AND ELECTRONIC WARFARE
PEO MISSILE DEFENSE
PEO STANDARD ARMY MANAGEMENT INFORMATION SYSTEMS
PEO TACTICAL MISSILES
PEO TACTICAL WHEELED VEHICLES

Appendix B (Con't)

JOINT PROGRAM OFFICE, BIOLOGICAL DEFENSE
U.S. ARMY RESEARCH LABORATORY
U.S. ARMY MATERIEL SYSTEMS ANALYSIS ACTIVITY
U.S. ARMY MATERIEL COMMAND LOGISTICS SUPPORT ACTIVITY
U.S. ARMY INSTITUTE OF HERALDRY

Appendix C AAO Standards Executives

CHIEF OF ENGINEERS

Commander
U.S. Army Corps of Engineers
ATTN: CEMP-CP
Washington, D.C. 20314-1000

EXECUTIVE: TBD
PHONE:
DSN:
FAX:
E-MAIL:

THE SURGEON GENERAL

Office of the Surgeon General
ATTN: DASG-LOS
5109 Leesburg Pike
Falls Church, VA 22041-3258

EXECUTIVE: TBD
PHONE:
DSN:
FAX:
E-MAIL:

U.S. ARMY TRAINING AND DOCTRINE COMMAND

Commander
US Army Training and Doctrine Command
ATTN: ATBO-A
Ft. Monroe, VA 23650

EXECUTIVE: COL Raymond Gauger
PHONE: (804) 727-2784
DSN: 680-2784
FAX: (804) 727-4179
E-MAIL: gaugerr@monroe-emh1.army.mil

U.S. ARMY MATERIEL COMMAND

Commander
US Army Materiel Command
ATTN: AMCDCG-A
Alexandria, VA 22333-0001

EXECUTIVE: Dr. Kenneth Oscar
PHONE: (703) 274-9560
DSN: 284-9560
FAX: (703) 274-3718
E-MAIL: koscar@alexandria-emh1.army.mil

U.S. ARMY INFORMATION SYSTEMS COMMAND

Commander
US Army Information Systems Command
ATTN: ASPC
Ft. Huachuca, AZ 85613-5000

EXECUTIVE: Mr. David Ciummo
PHONE: (602) 538-7875
DSN: 879-7875
FAX: (602) 538-7852
E-MAIL: ciummod@huachuca-emh12.army.mil

U.S. ARMY SPACE AND STRATEGIC DEFENSE COMMAND

Commander
US Army Space and Strategic Defense Command
ATTN: CSSD-CM
P.O. Box 1500
Huntsville, AL 35807-3801

EXECUTIVE: Fred M. Segrest
PHONE: (205) 955-3410
DSN: 645-3410
FAX: (205) 955-4240
E-MAIL:

U.S. ARMY INTELLIGENCE AND SECURITY COMMAND

Commander
US Army Intelligence and Security Command
ATTN: IACG
8825 Beulah St.
Ft. Belvoir, VA 22060-5246

EXECUTIVE: BG Trent N. Thomas
PHONE: (703) 706-1603
DSN: 235-1603
FAX: (703) 806-1054
E-MAIL: unclas milnet: iacs-sgs@belvoiribm2.army.mil

U.S. ARMY MILITARY TRAFFIC MANAGEMENT COMMAND

Commander
MTMC Transportation Engineering Agency
ATTN: MTTE-D
720 Thimble Shoals Blvd.
Suite 130
Newport News, VA 23606-2574

EXECUTIVE: Mr. Tom D. Collinsworth
PHONE: (804) 599-4855
DSN: 927-4855
FAX: (804) 599-4312
E-MAIL:

U.S. ARMY MEDICAL COMMAND

Commander
ATTN:

EXECUTIVE: TBD
PHONE:
DSN:
FAX:
E-MAIL:

U.S. ARMY MEDICAL RESEARCH AND MATERIEL COMMAND

Commander
ATTN:

EXECUTIVE: TBD
PHONE:
DSN:
FAX:
E-MAIL:

U.S. ARMY OPERATIONAL TEST AND EVALUATION COMMAND

Commander
ATTN:

EXECUTIVE: TBD
PHONE:
DSN:
FAX:
E-MAIL:

U.S. ARMY SAFETY CENTER

Commander
US Army Safety Center
ATTN: CSSC-I
Fort Rucker, AL 36362-5363

EXECUTIVE: James E. Hicks
PHONE: (205) 255-9280
DSN: 558-9280
FAX: (205) 255-3743
E-MAIL: hicksj@rucker-safety.army.mil

U.S. ARMY INDUSTRIAL COMMAND (PROVISIONAL)

Commander
US Army Armament, Munitions and Chemical Command
ATTN: AMSMC-QAD
Rock Island, IL 61299-6000

EXECUTIVE: Mr. Bruce Mauritzson
PHONE: (309) 782-6903
DSN: 793-6903
FAX: (309) 782-6328
E-MAIL: QAD1@RIA-EMH2.ARMY.MIL

U.S. ARMY AVIATION AND TROOP COMMAND

Commander
US Army Aviation and Troop Command
ATTN: AMSAT-R-E
4300 Goodfellow Blvd.
St. Louis, MO 63120-1798

EXECUTIVE: Mr. Barry J. Basket
Director of Engineering
PHONE: (314) 263-1100
DSN: 693-1100
FAX: (314) 263-1622
E-MAIL: amsatre%adas@st-louis-emh7.army.mil

U.S. ARMY COMMUNICATIONS-ELECTRONICS COMMAND

Commander
US Army Communications Electronics Command and Fort Monmouth
ATTN: AMSEL-LC
Fort Monmouth, NJ 07703-5021

EXECUTIVE: Mr. Colin F. MacDonnell, Jr.
PHONE: (908) 532-5757
DSN: 992-5757
FAX: (908) 532-8095
E-MAIL: macdonne%doim6@monmouth-emh3.army.mil

U.S. ARMY MISSILE COMMAND

Commander
US Army Missile Command
ATTN: AMSMI-RD-SE
Redstone Arsenal, AL 35898-5000

EXECUTIVE: Dr. Larry O. Daniel
PHONE: (205) 876-1700
DSN: 746-1700
FAX: (205) 876-7174
E-MAIL: lodaniel@redstone-emh2.army.mil

U.S. ARMY TANK-AUTOMOTIVE AND ARMAMENTS COMMAND

Commander
US Army Tank-Automotive and Armaments Command
ATTN: AMSTA-G
Warren, MI 48397-5000

EXECUTIVE: Mr. Lowell Barnett
PHONE: (810) 574-7448
DSN: 786-7448
FAX: (810) 574-6013
E-MAIL: cc.tacom.army.mil by alexandria-emh1.army.mil id 2

U.S. ARMY CHEMICAL AND BIOLOGICAL DEFENSE COMMAND

Commander
US Army Chemical and Biological Defense Command
ATTN: SCBRD-EN
Aberdeen Proving Ground, MD 21010-5423

EXECUTIVE: Mr. Merlin L. Erickson
Acting Director of Engineering
PHONE: (410) 671-5601
DSN: 584-5601
FAX: (410) 671-2991, DSN 584-2991
E-MAIL: mlericks@cbda.apgea.army.mil

U.S. ARMY TEST AND EVALUATION COMMAND

Commander
US Army Test and Evaluation Command
ATTN: AMSTE-PR
Aberdeen Proving Ground, MD 21005-5055

EXECUTIVE: Mr. Raymond G. Pollard III, HQ TECOM Technical Director
PHONE: 410-278-1016
DSN: 298-1016
FAX: amstetd@apg-9.apg.army.mil

ALTERNATE EXECUTIVE: Mr. S. S. Goldberg, Acting Director of Procurement
PHONE: 410-278-1192
DSN: 298-1192

U.S. ARMY SIMULATION, TRAINING AND INSTRUMENTATION COMMAND

Commander
US Army Simulation, Training and Instrumentation Command
ATTN: AMSTI-S
12350 Research Parkway
Orlando, FL 32826-3276

EXECUTIVE: Mr. Walter S. Chambers
Director for System Integration & Assurance
PHONE: (407) 381-8907
DSN: 960-8907
FAX: (407) 381-8966
E-MAIL: chamberw@stricom.army.mil

U.S. ARMY SOLDIER SYSTEMS COMMAND

Commander
ATTN:

EXECUTIVE: TBD
PHONE:
DSN:
FAX:
E-MAIL:

PROGRAM EXECUTIVE OFFICES

AVIATION

PEO AVIATION
Assistant Program Executive for Concurrent Engineering, Aviation
ATTN: SFAE-AV (Gormont)
4300 Goodfellow Blvd.
St. Louis, MO 63120-1798

EXECUTIVE: Mr. Ronald E. Gormont
Assistant Program Executive for
Concurrent Engineering
PHONE: (314) 263-1921
DSN: 693-1921
FAX: (314) 263-2227
E-MAIL: gormont@st-louis-peo3.army.mil

ARMORED SYSTEMS MODERNIZATION

PEO ARMORED SYSTEMS MODERNIZATION
ATTN: SFAE-ASM-H
Warren, MI 48397-5000

EXECUTIVE: Mr. Robert DeGroot
PHONE: 810-574-5255
DSN: 786-5255
FAX: 786-6942
E-MAIL: degroote@cc.tacom.army.mil

COMMAND AND CONTROL SYSTEMS

PEO COMMAND AND CONTROL SYSTEMS
ATTN: SFAE-CC-DPEO
Fort Monmouth, NJ 07704-5401

EXECUTIVE: Mr. Bennett R. Hart, DPEO
PHONE: 908-544-2055
DSN: 995-2055
FAX: 908-544-4030
E-MAIL: hart%doim6@monmouth-emh3.army.mil

COMMUNICATIONS SYSTEMS

PEO COMMUNICATIONS SYSTEMS
ATTN: SFAE-CM
Fort Monmouth, NJ 07703-5000

EXECUTIVE: Mr. Neal W. Atkinson
PHONE: (908) 532-0081
DSN: 992-0081
FAX: (908) 389-0042
E-MAIL: atkinson%doim6@monmouth-emh3.army.mil

FIELD ARTILLERY SYSTEMS

PEO FIELD ARTILLERY SYSTEMS
ATTN: SFAE-FAS
Picatinny Arsenal, NJ 07806-5001

EXECUTIVE: Mr. Patrick Serao
PHONE: (201) 724-7103
DSN: 880-7103
FAX: (201) 724-7127
E-MAIL: PSERAO@PICA.ARMY.MIL

INTELLIGENCE AND ELECTRONIC WARFARE

PEO INTELLIGENCE AND ELECTRONIC WARFARE
ATTN: SFAE-IEW
Fort Monmouth, NJ 07703

EXECUTIVE: Mr. Edward Bair
PHONE: (908) 533-0179
DSN: 992-0179
FAX: DSN 995-3977
E-MAIL: BAIR%DOIM6@MONMOUTH-EMH3.ARMY.MIL

MISSILE DEFENSE

PEO MISSILE DEFENSE
ATTN: SFAE-MD
P.O. Box 1500
Huntsville, AL 35807-3801

EXECUTIVE: Mr. A.Q. Oldacre
PHONE: (205) 722-1018
DSN: 788-1018
FAX: (205) 722-1391
E-MAIL: oldacre-md-hsv%micmac@redstone-emh2.army.mil

STANDARD ARMY MANAGEMENT INFORMATION SYSTEMS

PEO STANDARD ARMY MANAGEMENT INFORMATION SYSTEMS
ATTN: SFAE-PS
9350 Hall Rd., Suite 142
Ft. Belvoir, VA 22060-5526

EXECUTIVE: Mr. Charles L. Austin
PHONE: (703) 806-4235
DSN: 656-4235
FAX: (703) 806-3212
E-MAIL: austinc.peo@belvoir-stamis.army.mil

TACTICAL MISSILES

PEO TACTICAL MISSILES
ATTN: SFAE-MSL-S
Redstone Arsenal, AL 35898-8000

EXECUTIVE: Mr. James Steelman
PHONE: (205) 876-6413
DSN: 746-6413
FAX: (205) 876-0645
E-MAIL: jsteelma@redstone-emh2.army.mil

TACTICAL WHEELED VEHICLES

PEO TACTICAL WHEELED VEHICLES
ATTN: SFAE-TWV
Warren, MI 48397-5000

EXECUTIVE: COL W. John Stoddart
PHONE: (810) 574-5100
DSN: 786-5100
FAX: DSN 786-6118
E-MAIL: Stoddart@cc.tacom.army.mil

JOINT PROGRAM OFFICE, BIOLOGICAL DEFENSE

PEO BIOLOGICAL DEFENSE
ATTN:

EXECUTIVE: TBD
PHONE:
DSN:
FAX:
E-MAIL:

U.S. ARMY RESEARCH LABORATORY

U.S. Army Research Laboratory
ATTN: AMSRL-MA
Watertown, MA 02172

EXECUTIVE: Mr. Larry Johnson
PHONE: (617) 923-5275
DSN: 955-5275
FAX: (617) 923-5524
E-MAIL: ljohnson@watertown-emh1.army.mil

U.S. ARMY MATERIEL SYSTEMS ANALYSIS ACTIVITY

DIRECTOR
US Army Materiel Systems Analysis Activity
ATTN: AMXSY-D
Aberdeen Proving Ground, MD 21005-5071

EXECUTIVE: John McCarthy
PHONE: (410) 278-6614
DSN: 298-6614
FAX: (410) 278-6584
E-MAIL: jjmc@amsaa.arl.mil

U.S. ARMY MATERIEL COMMAND LOGISTICS SUPPORT ACTIVITY

Executive Director
LOGSA, Packaging, Storage, and Containerization Center
ATTN: AMXLS-AIP
Redstone Arsenal, AL 35898-7466

EXECUTIVE: Mr. Edward (Ted) Schmidt
PHONE: (205) 955-9898
DSN: 645-9898
FAX: (205) 955-9916
E-MAIL: tschmidt@logsa-emh2.army.mil

U.S. ARMY INSTITUTE OF HERALDRY

Director
The Institute of Heraldry, US Army
ATTN: TAPC-PDH-T
9325 Gunston Road, Room S112
Fort Belvoir, VA 22060-5579

EXECUTIVE: Mrs. Gerry Caswell
PHONE: 703-806-4990
DSN: 656-4990
FAX: 703-806-4989
E-MAIL:

Appendix D MIL SPEC/STD Preparing Activities

Information listed below from the Standardization Directory (SD-1) was current at the time of publication. The two-digit Preparing Activity (PA) codes are used in the DoD Index of Specifications and Standards (DoDISS) to uniquely identify the PAs for MIL SPECs/STDs. The number below the two-digit code is the approximate number of MIL SPECs/STDs that are the responsibility of that PA. All changes, additions or deletions of the activities' addresses, telephone numbers, points of contact (POCS) and other data for this section should be submitted, as mark-up copy, to the following address:

HQ US ARMY MATERIEL COMMAND (AMC): (DEPSO)

AM
0 Commander
US Army Materiel Command
ATTN: AMCRD-IEE
5001 Eisenhower Avenue
Alexandria, VA 22333-0001

POC: Lynn Mohler/Walter Gooley, Jr.
PHONE: 703-274-5100
DSN: 284-5100
FAX: 703-274-8256
E-MAIL: MOHLER_LYNN%AELAN@ALEXANDRIA-EMH1.ARMY.MIL

LISTING OF ALL ARMY MIL SPEC/STD PREPARING ACTIVITIES

ARMAMENT, RESEARCH, DEVELOPMENT AND ENGINEERING CENTER:

AL
130 Commander
US Army Armament Research, Development, and Engineering Center (ARDEC)
ATTN: SMCAR-EST-P
Rock Island, IL 61299-7300

POC: Dale Holland
PHONE: 309-782-8146
DSN: 793-8146
FAX: DSN 793-6339
E-MAIL: ETXXXX@RIA

ARMAMENT, MUNITIONS AND CHEMICAL COMMAND:

AR Commander
4000 U.S. Army Armament Research, Development and Engineering Center (ARDEC)
ATTN: AMSTA-AR-EDE-S
Picatinny Arsenal, NJ 07806-5000

POC: Ed Gibbs
PHONE: 201-724-6530
DSN: 880-6530
FAX: 201-724-5947; DSN: 880-5947
E-MAIL: egibbs@pica.army.mil

EDGEWOOD RESEARCH, DEVELOPMENT AND ENGINEERING CENTER:

EA Technical Director
1300 US Army Edgewood Research Development and Engineering Center (ERDEC)
ATTN: SCBRD-ENE(STD/SPECS/PKG)
Aberdeen Proving Ground, MD 21010-5423

POC: Allen Levine
PHONE: 410-671-3259/3230
DSN: 584-3259/3230
FAX: 410-671-3307; DSN: 584-3307

AVIATION AND TROOP COMMAND:

AV Commander
120 US Army Aviation and Troop Command
ATTN: AMSAT-R-EDS
4300 Goodfellow Boulevard
St. Louis, MO 63120-1798

POC: Bill Smith
PHONE: 314-263-1613/1614
DSN: 693-1613, 1614
FAX: 314-263-1622; DSN: 693-1622
E-MAIL: SATREDS%adas@ST.LOUIS.EMH.7,,ARMY.MIL

COMMUNICATIONS - ELECTRONICS COMMAND:

CR Commander
1400 US Army Communications Electronics Command
ATTN: AMSEL-LC-ED-TM
Fort Monmouth, NJ 07703-5023

POC: B.J. McCoy
PHONE: 908-532-5851/2735/4748
DSN: 992-5851/2735/4748
FAX: 908-532-1413; DSN: 992-1413
E-MAIL: AMSEL-ED-T@MONMOUTH-EMH3.ARMY.MIL

ELECTRONICS AND POWER SOURCES DIRECTORATE:

ER Director
1600 US Army Research Laboratory
Electronics and Power Sources Directorate
ATTN: AMSRL-EP-RD
Fort Monmouth, NJ 07703-5601

POC: Pete O'Day
PHONE: 908-544-3441/3148
DSN: 995-3441/3148
FAX: 908-544-2194; DSN: 995-2194
E-MAIL: SGUNTHER@ARL.MIL

MATERIALS DIRECTORATE, ARMY RESEARCH LABORATORY:

MR US Army Research Laboratory
1200 Materials Directorate
ATTN: AMSRL-MA-S
Watertown, MA 02172-0001

POC: Ed Clegg
PHONE: 617-923-5286
DSN: 955-5286
FAX: DSN: 955-5477

MISSILE COMMAND:

MI Commander
400 US Army Missile Command
ATTN: AMSMI-RD-SE-TD-ST
Redstone Arsenal, AL 35898-5270

POC: Jerry Nabors
PHONE: 205-876-6980
DSN: 746-6980
FAX: 205-842-6119; DSN: 788-6119
E-MAIL: jnabors@redstone-emh2

TANK-AUTOMOTIVE AND ARMAMENTS COMMAND:

AT Commander
1300 US Army Tank-Automotive and Armaments Command
ATTN: AMSTA-GDS
Warren, MI 48397-5000

POC: William Bell
PHONE: 313-574-5516
DSN: 786-5516
FAX: 313-574-5666

TEST AND EVALUATION COMMAND:

TE Commander
5 US Army Test and Evaluation Command
ATTN: AMSTE-CT-T
Aberdeen Proving Ground, MD 21005-5055

POC: Herbert Egbert
PHONE: 410-278-1476
DSN: 298-1476/1474
FAX: 410-278-1475
E-MAIL: AMSTECTT@APG-9.apg.army.mil

BELVOIR RESEARCH, DEVELOPMENT AND ENGINEERING CENTER:

ME Commander
1600 US Army Belvoir Research, Development and Engineering Center
ATTN: SATBE-TSE
Fort Belvoir, VA 22060-5606

POC: Erick Hardie
PHONE: 703-704-2122
DSN: 654-2150/2122
FAX: 703-704-2140
E-MAIL: STRBE-TSE@Belvoir-EMH3.ARMY.MIL

NATICK RESEARCH, DEVELOPMENT AND ENGINEERING CENTER:

GL Commander
1300 US Army Natick Research, Development and Engineering Center
ATTN: SATNC-AEL
Natick, MA 01760-5015

POC: Dan Skimkus
PHONE: 508-651-5221
DSN: 256-5221
FAX: 508-651-4045; DSN: 256-4045

USAMC, LOGISTICS SUPPORT ACTIVITY (LOGSA):

TM Chief
20 LOGSA
ATTN: AMXLS-AP
Redstone Arsenal, AL 35898-7466

POC: Judy Brisson
PHONE: 205-955-9843
DSN: 645-9843
FAX: 205-955-9850; DSN: 645-9850
E-MAIL: jbrisson@redstone-emh2.army.mil

LOGSA PACKAGING, STORAGE AND CONTAINERIZATION CENTER:

SM
20

Chief
LOGSA Packaging, Storage and Containerization Center
ATTN: AMXLS-TP-P
11 Hap Arnold Blvd.
Tobyhanna, PA 18466-5097

POC: Gene Grant
PHONE: 717-895-7143/7648
DSN: 795-7143/7648
FAX: 717-895-7894
E-MAIL: ololllis@tobyhanna-emhl.army.mil

THE INSTITUTE OF HERALDRY:

IH
1300

Director
The Institute of Heraldry, US Army
ATTN: TAPC-PDH-T
9325 Gunston Road, Room S112
Fort Belvoir, VA 22060-5579

POC: Gerry Caswell/Stan Haas
PHONE: 703-806-4990
DSN: 656-4990
FAX: 703-806-4989

OFFICE OF THE SURGEON GENERAL:

MD
0

a. Review activity for all matters pertaining only to overall policy, planning, and administration of the standardization program in FSG 65 for "MD" will be addressed to:

Office of the Surgeon General
ATTN: DASG-LOS
5109 Leesburg Pike
Falls Church, VA 22041-3258

POC: Alicia Chase
PHONE: 703-756-8075
DSN: 289-8075
FAX: 756-8064

NOTE: For all actions involving program plan preparation, coordination, and approval of standardization documents, communicate directly with the U.S. Army Center for Health Promotion and Preventative Medicine (Provisional) (MD-1).

MD-1 20 b. For all actions in area of environment, human factors, and safety:

Commander
U.S. Army Center for Health Promotion and Preventative Medicine (Provisional)
ATTN: MCHB-MG-T
Aberdeen Proving Ground, MD 21010-5422

POC: Stephen L. Kistner
PHONE: 410-671-2307
DSN: 584-2307
FAX: 410-671-2084; DSN: 584-2084
E-MAIL: MCHBMLT@aeha1.apgea.army.mil

CORPS OF ENGINEERS:

CE 0 a. All matters pertaining to overall policy, planning, and administration of standardization program for "CE" will be directed to:

CDR, USACE (CEMP-EA)
20 Massachusetts Avenue, N.W.
Washington, DC 20314-1000

POC: Roger Seeman
PHONE: 202-272-1185
DSN: 285-1185
FAX: 202-272-1649
E-MAIL: CORPS.CEMP-EA

CE-1 5 b. All matters pertaining to the program plan preparation, coordination, and approval of standardization documents will be directed to the point of contact at Huntsville, AL, listed below. The Huntsville POC acts as custodian, preparing, review and user activity where "CE" is shown in Federal Supply Classes Listing of the DODISS:

Commander
US Army Engineer Division, Huntsville
ATTN: CEHND-ED-ES (GS)
P.O. Box 1600
Huntsville, Alabama 35807-4301

POC: James Quinn
PHONE: 205-955-5270
DSN: 645-5270
FAX: 205-955-3421
E-MAIL: CEHN.D-ED-ES

INFORMATION SYSTEMS COMMAND:

SC 15 US Army Information Systems Engineering Command
ATTN: ASQB-OSI-S
Fort Huachuca, AZ 85613-5300

POC: Simon Rosenblatt
PHONE: 602-538-7895
DSN: 879-7895
FAX: 602-538-2292; DSN: 879-2292
E-MAIL: (DDN) ASQB-OSI-S@HUACHUCA-EMH2.ARMY.MIL

MILITARY TRAFFIC MANAGEMENT COMMAND:

MT 5 Director
MTMC Transportation Engineering Agency
ATTN: MTTE-TR
720 Thimble Shoals Blvd - Suite 130
Newport News, VA 23606-2574

POC: Mayes Whitefield
PHONE: 804-599-1113/1107
DSN: 927-4646/4648
FAX: 804-599-1561
E-MAIL: MTTEIMT@baileys-emhl.army.mil
DDN%TEAFS02.@MTMCTEA@BAILEYS-EMH3.ARMY.MIL

Appendix E Reporting Requirements

It is envisioned over the next two years that the reporting requirements will be reduced as the policies in the AIP are implemented.

The reporting requirements that follow provide a cross reference between the sections in the AIP and the above matrixes.

III.A. Performance Specifications.

a.	Names and frequency of MIL SPECs/ STDs waived	HCA Qtrly
b.	Number of active Dem/Val and EMD contracts in place on 23 Dec 94 and the number modified to performance specifications	HCA 31 Mar 95
c.	Number of active production contracts and options in place on 23 Dec 94 and the number modified to performance specifications	HCA 31 Mar 95
d.	Report on Lessons Learned/Best Practices	AAO Annually

III.B. Management and Manufacturing Standards.
Handled via paragraph IV.B.6.

IV.A. Innovative Contract Management

a.	Total number of solicitations	HCA Qtrly
b.	By individual MIL SPEC/STD, alternatives offered	HCA Qtrly
c.	By individual MIL SPEC/STD, alternatives that were "acceptable" i.e., minimum level needed for a contract award	HCA Qtrly

IV.B. Prohibit Use of Military Specifications and Standards

a.	By solicitation, a listing of all "approved for mandatory use" MIL SPECs/STDs (with reason for approval) given on the waiver approval memorandum	HCA Qtrly
b.	Listing of contracts with waived MIL SPECs/STDs	HCA Qtrly
c.	Number of MAP planned actions versus number of actions completed by categories below	AAO Qtrly

(1) MIL SPECs/STDs canceled without replacement

(2) Inactivated MIL SPECs/STDs

(3) MIL SPECs/STDs replaced with existing NGSs

(4) Existing MIL SPECs/STDs certified as performance specifications

(5) MIL SPECs/STDs converted to performance-based MIL SPECs

(6) MIL SPECs/STDs converted to NGSs, by creating a new NGS

IV.C. Excessive Referencing. None.

IV.D. Tiering of Specifications. None.

IV.E. Obsolete Specifications.

Number of canceled DIDs.	HQ AMC Qtrly

V.A. National Standards. None.

V.B. Specifications and Standards Development. None.

V.C. Specifications and Standards Responsibility.

Number of MIL SPEC/STD by FSCs transferred	AAO Qtrly

VI.A. Oversight. None.

VI.B. Contractor Test and Inspection. None.

VI.C. Corporate Information Management for Acquisition. None.

VI.D. Automated Specifications and Standards Development Aids. None.

VI.E. Automated Acquisition Aids. None.

VI.F. Challenge Acquisition Requirements. None.

VI.G. Pollution Prevention. No reporting requirements, besides those that the AAPPSO tracks and reports.

VII.A. Specifications and Standards Reform Training.

"Roadshow" attendees	HQ AMC

VIII.A. Role of Senior Leadership. None.

VIII.B. Standards Improvement Executives.

a. An annual review of the progress	AAO Annual
b. Normal Budget submittal	AAO Budget Cycle

IX.A. Commercial Practices. None.

IX.B. Partnering. None.

IX.C. Activity-Based Costing and Management. None.

IX.D. Integrated Product Development. None.

Suggested data collection formats to use with the above reporting requirements follow:

FORMAT 1 (One time report)

PRODUCTION,
DEMONSTRATION/VALIDATION,
AND
ENGINEERING MANUFACTURING DEVELOPMENT
CONTRACTS ACTIVE ON 23 DEC 94

1 CONTRACT NUMBER	2 DATE OF AWARD	3 TYPE OF CONTRACT	4 MIL SPEC/STD USED	5 DATE CHANGED	6 REASON IF NOT CHANGED

Note 1: Enter Contract Number.
Note 2: Enter contract award or last option date.
Note 3: Enter "PROD" for production, "DEM" for demonstration/validation or "EMD" for engineering manufacturing development.
Note 4: Enter "YES" if MIL SPECs/STDs are used, "NO" is not.
Note 5: Enter date of modification to performance.
Note 6: Enter reason if not changed.

23 Nov 94

FORMAT 2

SOLICITATIONS/CONTRACTS
QUARTERLY REPORTING

DATE:_____

TOTAL NUMBER OF SOLICITATIONS ISSUED THIS QUARTER:_____
TOTAL NUMBER OF CONTRACTS AWARDED THIS QUARTER:_____

1 SOLICITATIONS WITH MANDATORY MIL SPECS/STDS	2 TYPE	3 LISTING OF MIL SPECS/STDS USED IN THE SOLICITATION	4 CONTRACTOR PROPOSED ALTERNATIVE FOR MIL SPEC/STD	5 WAS ALTER. OK?	6 DATE OF AWARD	7 CONTRACT NUMBER	8 TYPE OF BUS.

Note 1: Enter solicitation number.
Note 2: Enter ACAT designation (I, II, III, IV) (up to and including initial production contract) or "O" for all other solicitations covered in the AAO MAP.
Note 3: List, by number, each mandatory MIL SPEC/STD in the solicitation Also, enter "Mission", "Cost" or "Unique" to indicate reason.
Note 4: List each contractor proposed alternative, preferably by NGS number, against each corresponding MIL SPEC/STD or provide a summary of the alternate proposal.
Note 5: If the alternate proposal was acceptable, enter "YES," if not "NO."
Note 6: Enter date of contract award.
Note 7: Enter contract number.
Note 8: Indicate after the contract number whether contract was awarded to a small business (SB), a small disadvantaged business (SDB), a women-owned small business (WO), or any other businesses (AOB). Use abbreviations.

FORMAT 3

MILITARY SPECIFICATIONS AND STANDARDS
QUARTERLY REPORTING

DATE _____

1 SPEC/STD NUMBER	2 PLANNED ACTION									3 PLAN DATE	4 COMP DATE	5 COMMENTS
	C	I	RE	P	RN	R	N	S	T			

Note 1: List each MIL SPEC/STD for which the organization is responsible.
Note 2: Indicate future planned action for each:
C=CANCEL
I=INACTIVATE
RE=REPLACE WITH EXISTING NON-GOVERNMENT STANDARD
P=CONVERT TO PERFORMANCE SPECIFICATION
RN=REPLACE WITH NEW NON-GOVERNMENT STANDARD
N=NEW
S=CERTIFIED STANDARD PERFORMANCE SPECIFICATION
T=TRANSFER TO DEFENSE LOGISTICS AGENCY
Note 3: Enter planned completion date of action (YYMMDD).
Note 4: Enter actual completion date of action (YYMMDD).
Note 5: Enter comments, as appropriate.

Information gained from AAO reports will be summarized into various decision support products, such as the example matrixes below:

SOLICITATIONS/CONTRACTS QUARTERLY REPORTING MATRIX

	ACAT I/II	ACAT III	ACAT IV	AAO MAP EFFORTS
# Contracts Awarded				
# of Contracts Awarded w/Mandatory MIL SPECs/STDs				
# Solicitations				
# of Solicitations w/Mandatory MIL SPECs/STDs				
By MILSPEC/STD, # of Times Waived				
By MILSPEC/STD, # of Alternatives Offered				
By MILSPEC/STD, # of Alternatives Acceptable				

23 Nov 94

MIL SPEC/STD QUARTERLY REPORTING MATRIX

	AAO MAP ACTIONS PLANNED	ACTIONS COMPLETED
# of MIL SPECs/STDs canceled without replacement		
# of Inactivated MIL SPECs/STDs		
# of MIL SPECs/STDs replaced with existing NGSs		
# of existing MIL SPECs/STDs certified as performance specifications		
# of MIL SPECs/STDs converted to performance-based MIL SPECs		
# of MIL SPECs/STDs converted to NGSs, by creating a new NGS		
# of MIL SPECs/STDs retained due to being uniquely military or more cost effective		
# of New military unique MIL SPECs/STDs		
# of Canceled DIDs		
# of Certified Standard Performance SPECs		
# of MIL SPECs/STDs transferred to DLA		

Appendix F Suggested Solicitation Waiver Process

It is envisioned that over the next two years the need for waivers will greatly decrease.

When a PM or System Manager requests a solicitation waiver, with one or more MIL SPECs/STDs, it is suggested that a form similar to the form below be filled out for every MIL SPEC/STD. A separate form for every MIL SPEC/STD being considered would serve as enclosure(s)/justification for the cover memorandum requesting the solicitation waiver. After the AAE or the MDA processes the solicitation waiver request, a memorandum would be returned to the PM or System Manager listing which MIL SPECs/STDs were approved to be used in the solicitation via the waiver process. This documentation needs to be maintained in the official contract file and at the waiver approval authority. The information it contains will, in most cases, be reported to the ASIE IAW the reporting requirements in the Army Implementation Plan.

MIL SPEC/STD WAIVER REQUEST FORM

Please answer all the following questions. Provide attachments if more space is needed.

1. Requester:

Program_____ Date Submitted _____

POC: _____ Office Symbol: _____

Phone: _____ DSN: _____

2. MIL SPEC/STD Required. MIL SPEC/STD Number _____

MIL SPEC/STD Title: _____

3. Mission Statement. Describe the mission the requested MIL SPEC/STD is to support.

_____

_____

_____

_____

_____

4. **Process Description.** Describe in detail the product or process covered by the requested MIL SPEC/STD.

5. **Commercial Equivalents.** Describe one or more commercially available products or processes which serve as the nearest equivalents to those described by the applicable MIL SPEC/STD.

6. **Differences Between Military and Commercial Processes.** Describe the differences, if any, between the product(s) or process(es) defined by the applicable MIL SPEC/STD and the nearest commercial equivalent(s).

7. **Military-Unique Document Requirement.** Describe, if applicable, how the differences between the product or process defined by the applicable MIL SPEC/STD and that of the commercial equivalent(s) are such that a clear requirement for a military-unique specification or standard is established.

8. **Mission Impact.** Describe the functional impacts of using the commercial equivalent product(s) or process(es) in lieu of those specified by MIL SPEC/STD to mission accomplishment; if impacts make use unacceptable, provide supporting information.

9. Economic Analysis. Provide a summary of economic/cost analysis showing the economic impact of using the commercially equivalent product(s) or process(es) versus those defined by the applicable MIL SPEC/STD. If impacts make use unacceptable, provide supporting information.

_____

_____

_____

_____

_____

10. REQUESTING OFFICIAL:

_____
PM or System Manager

_____
Date

11. WAIVER DISPOSITION

_____ **Approved** primarily for the following reason:

_____ Requirement for military-unique MIL SPEC/STD
_____ Unacceptable mission impact by using NGS or industrial-wide standard alternative
_____ No cost-effective NGS or industrial-wide standard alternative

_____ **Disapproved**

_____ **Returned without action**; following additional information requested:

_____ Mission description
_____ Process description
_____ Description of NGS or industrial-wide standard alternatives
_____ Description of differences between military process and NGS or industrial-wide standard alternatives
_____ Military-unique document requirement description
_____ Mission impact
_____ Economic/Cost analysis of military and NGS or industrial-wide standard alternatives

Waiver Request Control Number _____

12. WAIVER APPROVAL OFFICIAL:

_____
AAE or Milestone Decision Authority

_____
Date

The following checklist, and Figure 2, would be used by the AAE or the MDA to evaluate each MIL SPEC/STD nominated for use in a solicitation waiver request by a PM or System Manager:

AAE/MDA MIL SPEC/STD SOLICITATION WAIVER CHECKLIST

1. Does the MIL SPEC/STD for which a waiver is requested qualify under any of the following:

a. Certified within the DoDISS as a "performance specification?"

b. For "rebuys" (as defined in the AIP), exempted from the waiver process by the AAO MAP?

c. Within an OSD exempted Federal Supply Class or Standardization Area?

d. Has been automatically prewaived by the AAE or ASIE?

_____ Yes, STOP, no waiver required.
_____ No

2. Does the waiver request include complete descriptions for each of the following:

a. The mission for which the product or process defined by the MIL SPEC/STD is intended?

b. The product or process covered by MIL SPEC/STD to be used?

c. Where applicable, at least one commercial product or process as the nearest equivalent to the product or process defined by the MIL SPEC/STD?

d. The differences, if any, between the product or process defined by the MIL SPEC/STD and the nearest commercial equivalent product(s) or process(es)?

_____ Yes
_____ No, STOP, additional information is required.

3. Are differences between the product or process described by MIL SPEC/STD and the nearest commercial equivalents substantial enough to consider the former as military-unique?

_____ Yes, skip to 8_____ No

4. Are the impacts to mission accomplishment by use of the commercial equivalent product or process versus the MIL SPEC/STD defined product or process addressed?

_____ Yes
_____ No, STOP, additional information is required.

5. Are those impacts to mission accomplishment through use of commercial equivalent process substantial enough to make the commercial process unacceptable for use?

_____ Yes, skip to 8_____ No

6. If no substantial mission impacts to use of the commercial equivalent process, is an appropriate economic analysis (EA) provided on the trade-offs between using the MIL SPEC/STD defined product or process and the applicable commercial equivalents(s)?

_____ Yes
_____ No, STOP, additional information is required.

7. Does the EA show that use of the commercial equivalent(s) to the MIL SPEC/STD defined product or process is not cost effective?

_____Yes_____ No

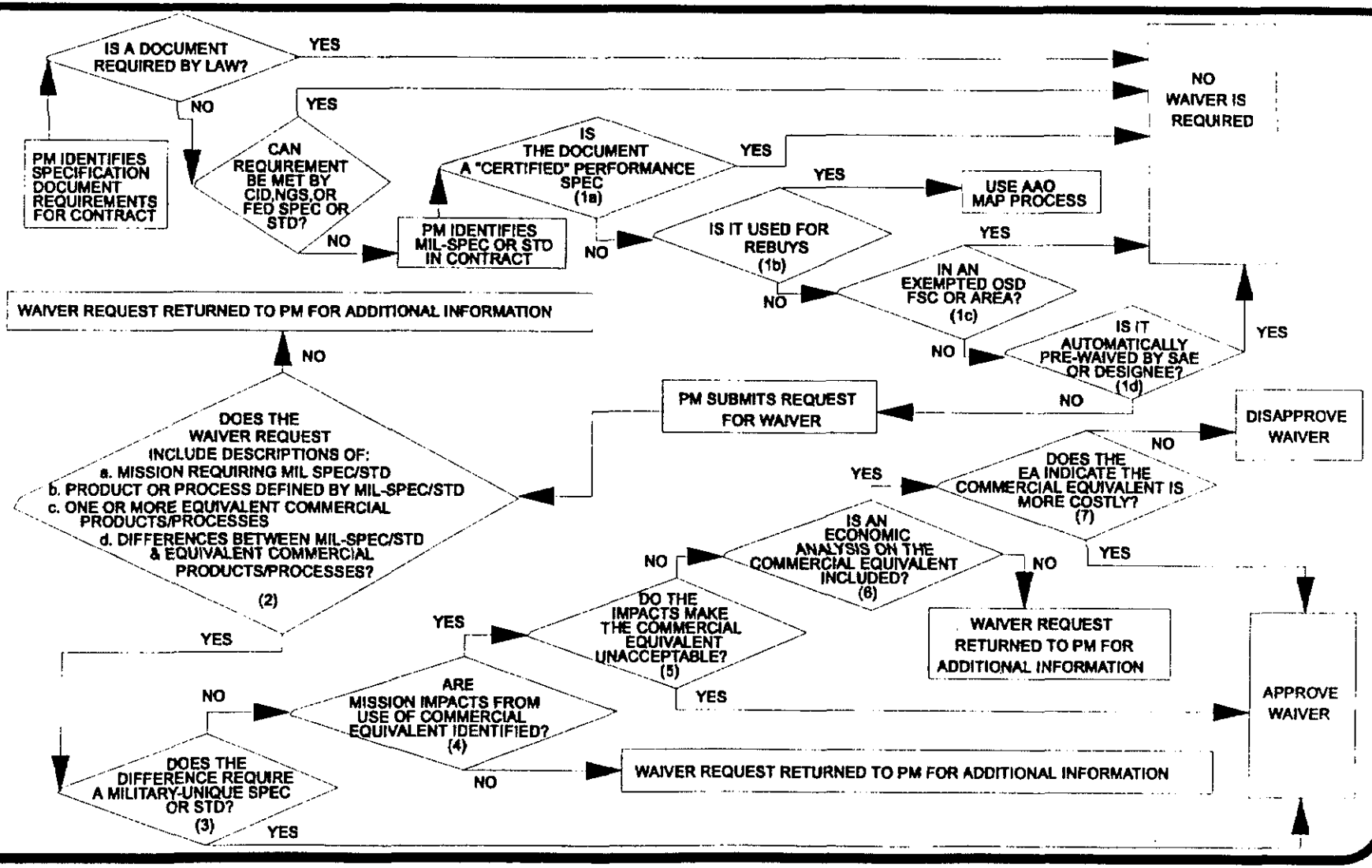
8. Is there a "yes" answer to either 3, 5, or 7?

_____ Yes, waiver can granted for use of the MIL SPEC/STD.
_____ No, waiver request must be returned as disapproved.

FIGURE 2: SOLICITATION WAIVER "DECISION TREE" PROCESS FOR A SINGLE MIL SPEC/STD

(PAGE 80)

23 Nov 94



Appendix G MIL SPEC/STD Questionnaires/Conversion Guides

MILITARY SPECIFICATION QUESTIONNAIRE

This questionnaire is to be used to review military specifications, slant sheets, MS sheets, and AN/AND sheets. MS sheets/slant sheets will be reviewed individually, except they may be grouped together when there are not any differences to the questionnaire answers.

Document Number _____ **Revision** _____ **Date**_____

Change/Amendment Notice _____ **Slant Number(s)** _____
MS Number(s) _____ **Dash Number(s)** _____

Document Title _____

Preparing Activity _____

1. **Name** _____ **Command and Code** _____

   Telephone: DSN _____ **FAX: DSN** _____

   Commercial _____ **Commercial** _____

E-Mail Address _____

2. **Is the document properly classified as a specification or standard?**

   Yes. Continue. No. Complete standards questionnaire.

3. **Is the document performance-based?** Yes. No.

   (A performance specification is a specification that states its 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 interchange characteristics.)

4. **Is the document used to procure/support/maintain "current or new" equipments, productions or designs?**

   Yes. Go to question 5. No. Cancel document.

5. **Is the document used to support "new" equipments, productions or designs?**

   Yes. Go to question 6.

   No. Make document Inactive for New Design. Go to question 12.

6. Is there a known commercial product, process, or method which fully or partially meets the requirements of the military document?

Yes. Go to question 6a. No. Go to question 9.

6a. Is there a known commercial or non-military document, available to the public, which industry uses to describe the commercial product, process, or method?

Yes. Provide organization name and CAGE code, and document ID and title.

Organization Name _____

Organization CAGE Code _____ Document ID _____

Document Title _____

Go to question 6b. No. Go to question 7.

6b. Could the commercial or non-military document listed in 6a above be used to replace the military document? (check answer)

(1) As is. Adopt Non-Government Standard (NGS). Cancel MIL SPEC.
(2) With minor modifications.
(3) With a Military Supplement.
(4) With major modifications.

If you checked (2), (3), or (4), modify the NGS and adopt. Provide an estimate of the time and funds required to modify the NGS.

Estimated time: _____ months. Estimated Cost: $ _____ K

Go to question 17.

7. Could the military document be converted to a Non-Government Standard?

Yes. Develop draft Non-Government Standard. Provide an estimate of the time and funds required to convert the document.

Estimated time: _____ months. Estimated Cost: $ _____ K

What Non-Government Standards Body would be most likely to develop a document to replace the military document? _____

Go to question 17.

No. Explain briefly why not.

_____

_____

_____

Go to question 8.

8. Could the requirements in this military document be converted to a Commercial Item Description (CID)?

Yes. Develop draft CID. Go to question 12.

No. Explain briefly why not.

_____

_____

Go to question 9.

9. Could the requirements in this military document be converted to a Federal specification or standard?

Yes. Develop Federal document. Go to question 12.

No. Explain briefly why not.

_____

_____

Go to question 10.

10. If the document is not a performance document as defined in question 3 above, could the document be converted to a performance specification?

Yes. Convert to performance specification. Go to question 12.

No. Provide justification for maintaining the document as a design document. (Provide sufficient detail that would convince a review board.)

_____

_____

11. If you believe that the product, process, or method is military unique and therefore there will always be a military document to cover it, provide the justification for maintaining the military document. (Provide sufficient detail that would convince a review board.)

_____

_____

_____

_____

_____

12. **Does the document require the use of ODS?** (Do Not Answer)

Yes. What is the Document Category from the DoD Tracking Report for Documents with Ozone Depleting Chemicals? _____

No

13. **Does the document require the use of toxic pollutants?** (Do Not Answer)

Yes No

14. **Does the document need to be revised for technical reasons?**

Yes No

15. **Administrative problems.**

a. Is the document metric, inch-pound, or non-measurement sensitive?
Metric Inch-Pound Non-measurement sensitive

b. Is the document in the proper FSC/AREA?
Yes No

c. Does the document contain AQLs or LTPDs?
Yes No

d. Does the document contain any of the prohibited references listed in the DoD PAT report on pages 57-61?
Yes No

e. Is the document for equipment?
Yes. If yes, have all mandatory references been brought up to the first tier? (If uncertain, answer no.) Yes No
No.

f. Does the document reference cancelled documents?
Yes No

16. **If the document is to be converted to a CID, Federal Document, or performance specification; and/or revised to correct deficiencies indicated in questions 12, 13, 14 and 15, provide an estimate of the time and cost.**

Estimated time: _____months. Estimated Cost: $_____K

17. **Should the Service remain as Preparing Activity for this document?**

Yes

No. Transfer the document in accordance with DoD 4120.3-M, Chapter 4, paragraph 3d.

23 Nov 94

MILITARY STANDARDS QUESTIONNAIRE

The purpose of this questionnaire is to establish a review strategy for each military standard to determine if it should be cancelled; replaced by or converted to another document, such as a non-government standard, handbook, guide, or other document; or retained as a military standard. In the event your document does not fit into one of the designated categories, document use or disposition options, contact your Departmental Standardization Office (DepSO), or if you are from an OSD office or agency without a DepSO, please call Steve Lowell on (703) 756-2340.

Document Number_____ **Revision**_____

Change Notice_____

Document Title:_____

_____

Preparing Activity: _____

Reviewing Individual's Name: _____

Command & Code:_____ E-Mail Address: _____

Telephone No.:_____ FAX _____

==========

1. **Indicate the function of the document by placing it in one of the following categories.** Preferably, try to categorize it in a single category, but it may be necessary to categorize in more than one category. See attachment 1 for a discussion of each of these categories.

Interface _____
Design or Selection Criteria _____
Test Method _____
Management _____
Manufacturing Process _____
Standard Practice _____
Data Acquisition _____
Reference _____

2. **How is the document used?** Check all answers that apply.

Evaluate solicitation responses _____
Contract requirement for goods _____
Contract requirement for services _____
Reference requirement in other documents, such as drawings, specs and standards _____
Internal DoD practices _____

3. **Is it necessary to retain the document?** If no, you may stop the questionnaire here and initiate cancellation action. If yes, explain the value of the standard to the DoD.

_____
_____
_____
_____
_____

4. For each of the functional categories in question 1, attachment 2 offers different options for retention, replacement, or conversion. Attachment 3 defines the types of documents. Mark the option(s) you have chosen from attachment 2. **Explain the rationale for the option and state your planned strategy for accomplishing the goal.**

Retain as Interface Standard _____
Retain as Test Method Standard _____
Retain as Manufacturing Process Standard _____
Retain as Standard Practice _____
Replace with Non-Government Standard _____
Convert to Handbook _____
Convert to Guide _____
Convert to Data Specification _____

_____
_____
_____
_____
_____
_____

5. **Does the document require the use of an ozone depleting substance?** (Do Not Answer)

_____ Yes _____ No

6. **Does the document require the use of toxic pollutants?** (Do Not Answer)

_____ Yes _____ No

7. **Administrative problems.**

a. Does the document contain any of the prohibited references listed in the DoD PAT report on pages 57-61?

_____ Yes _____ No

b. Does the document reference cancelled documents?

_____ Yes _____ No

c. Is document in the proper FSC/Area?

_____ Yes _____ No

8. **Provide an estimate of the time and cost to convert document and resolve technical, environmental, and administrative problems.** Time_____ (Calendar months) Cost_____

ATTACHMENT 1
FUNCTIONAL CATEGORIES OF DOCUMENTS

1. **Interface** - These documents specify the physical or functional interface characteristics of systems, subsystems, equipments, assemblies, components, items, or parts to permit interchangeability, interconnection, interoperability, compatibility, or communications. Such documents express performance criteria in terms of form, fit, and function.

2. **Design or Selection Criteria**- These documents require the use of certain materials, parts, or components when designing systems, subsystems, assemblies, or equipments.

3. **Test Method** - These documents provide a definitive procedure to measure and evaluate specific qualities, characteristics, and properties of a product or process.

4. **Management** - These documents mandate common approaches for controlling and directing overall operations, performance, work division, accounting, paperwork, and many other business and engineering control elements. Examples would include configuration management, systems engineering, work breakdown structure, and quality management.

5. **Manufacturing Process** - These documents require a series of actions or operations connected with the manufacture of a product. Examples would include welding, plating, soldering, finishing, heat treating, casting, and forging.

6. **Standard Practice** - These documents require definitive procedures on how to conduct tasks, functions, or operations not related to manufacturing. Examples would include standard ways to clean, handling and transportation, marking, repair procedures, assignment of nomenclature, specify format practices, and service functions.

7. **Data Acquisition** - These documents are used to acquire data, such as technical data packages, reports, manuals, and drawings.

8. **Reference** - These documents are used to describe systematic arrangements or divisions of materials, products, processes, etc based on similar characteristics; to describe definitions, abbreviations, acronyms, symbols, and other terminology; and provide useful engineering text book type information.

ATTACHMENT 2
STRATEGY OPTIONS BY FUNCTIONAL CATEGORY FOR RETAINING, REPLACING, OR CONVERTING STANDARDS

For each functional category described in attachment 1, a series of document options are offered together with guidance to help reviewers in making the proper choice to retain, replace, or convert their standardization document. For some documents, it is possible that more than one option may have to be pursued. Attachment 3 defines the different types of document options.

1. Interface Standard Functional Category

OPTION A. Retain as Interface Standard. This option can only be selected for standards that exist solely to establish physical or functional interface characteristics of systems, subsystems, equipments, assemblies, components, items, or parts to permit interchangeability, interconnection, interoperability, compatibility, or communications.

OPTION B. Replace with Non-Government Standard. If the standard covers physical or functional interface characteristics that have commercial applications as well, serious consideration should be given to using or modifying an existing non-Government standard or working with a private sector standards developing organization to develop a standard.

2. Design or Selection Criteria Functional Category

OPTION A. Convert to Handbook. This option may be selected if the intent is to provide designers with design or selection criteria for materials, parts, or components. A Handbook does not contain mandatory requirements, but offers recommended design solutions.

OPTION B. Replace with non-Government Standard. If the standard covers design or selection criteria that has commercial applications as well, serious consideration should be given to using or modifying an existing non-Government standard or working with a private sector standards developing organization to develop a standard.

3. Test Method Functional Category

OPTION A. Retain as Test Method Standard. This option can only be selected for standards that describe a military unique test method, or for commercial test methods, if no non-government standard exists or could be modified or developed in cooperation with a private sector standards developing organization.

OPTION B. Replace with Non-Government Standard. If the standard covers a test method that has commercial applications as well, serious consideration should be given to using or modifying an existing non-government standard or working with a private sector standards developing organization to develop a standard.

4. Management Functional Category

OPTION A. Convert to Guide. This option should be selected for those situations where it is necessary for the DoD to provide management criteria as part of the solicitation. Contractors must respond how they will meet the criteria. The guide can also provide criteria that DoD personnel can use to evaluate contractors' management systems as part of the source selection. Guides are only used as part of the solicitation, but not invoked in contracts.

OPTION B. Convert to Handbook. This option may be selected if the intent is to provide examples, guidance, or lessons learned on management systems that have worked. The Handbook cannot be cited as a requirement, but can provide useful text book type information.

OPTION C. Replace with Non-Government Standard. If the standard covers management criteria that has commercial applications as well, serious consideration should be given to using or modifying an existing non-government standard or working with a private sector standards developing organization to develop a standard.

5. Manufacturing Process Functional Category

OPTION A. Retain as Manufacturing Process Standard. This option can only be selected for standards that cover military unique processes, which should be very rare. Most standards in this category should be cancelled with contracts and specifications stating the desired process outcome in terms of performance requirements, or replaced with a non-government standard.

OPTION B. Convert to Handbook. This option may be selected if the intent is to describe a manufacturing process(es). The Handbook cannot be cited as a requirement, but can provide useful text book type information.

OPTION C. Replace with Non-Government Standard. If the standard covers manufacturing processes that have commercial applications as well, serious consideration should be given to using or modifying an existing non-government standard or working with a private sector standards developing organization to develop a standard.

6. Standard Practice Functional Category

OPTION A. Retain as Standard Practice. Standard practices are used to communicate to contractors the way the DoD wants them to perform non-manufacturing related functions, such as services and repair work. If the standard practice is something that must be mandatory and either is military unique or a non-government standard does not exist or could not be modified or developed, then the document should remain a military standard practice.

OPTION B. Convert to Handbook. This option may be selected if the intent is to describe a desired practice, which does not need to be mandatory. The Handbook cannot be cited as a requirement, but can provide useful text book type information.

OPTION C. Replace with Non-Government Standard. If the standard covers practices that have commercial applications as well, serious consideration should be given to using or modifying an existing non-government standard or working with a private sector standards developing organization to develop a standard.

7. Data Acquisition Functional Category

OPTION A. Replace with data specification. Specifications are the vehicle used to acquire products, including data products.

OPTION B. Replace with Non-Government Standard. If the commercial world also has a requirement for a similar data product, serious consideration should be given to using or modifying an existing non-government standard or working with a private sector standards developing organization to develop a standard.

8. Reference Functional Category

OPTION A. Convert to Handbook. This option may be selected if the intent is to a reference guide that provides useful text book type information.

OPTION B. Replace with Non-Government Standard. If the standard covers reference type information that has commercial applications as well, serious consideration should be given to using or modifying an existing non-government standard or working with a private sector standards developing organization to develop a standard.

ATTACHMENT 3
DOCUMENT DEFINITIONS

1. **Data Specification** - A document used to define data acquired under contract.

2. **Guide** - This document provides guidelines for management and manufacturing process type information requested of the contractor during the solicitation process. The guide may also contain suggested evaluation criteria that may be used by the government in source selection. Guides shall only be used in the solicitation and shall not become part of the contract. Contractor plans accepted by the government are what will be put on contract.

3. **Handbook** - This document serves as a reference or text-book type of document. It enhances user knowledge and provides technical options that are useful in developing requirements documents. Handbooks provide lessons learned; standard terminology; classification of similar items; possible options to address technical issues; interpretative direction; and any other type of information that may help the government or contractors in the design, construction, selection, management, support, or operation of systems, products, processes, or services. Handbooks may be cited for guidance information in solicitations, contracts, or in other requirements documents, but shall never be cited as a requirement document.

4. **Interface Standard** - A document that specifies the physical or functional interface characteristics of systems, subsystems, equipments, assemblies, components, items, or parts to permit interchangeability, interconnection, interoperability, compatibility, or communications. Such documents express performance criteria in terms of form, fit, and function.

5. **Manufacturing Process Standard** - A document that states the desired outcome of manufacturing processes or specifies procedures or criteria on how to perform manufacturing processes.

6. **Standard Practice** - A document that specifies procedures on how to conduct services, functions, or operations not related to the manufacturing process.

7. **Test Method Standard** - A document that specifies procedures or criteria for measuring, identifying, or evaluating qualities, characteristics, and properties of a product or process.

Appendix H Glossary of Terms

ACQUISITION. The acquiring by contract with appropriated funds of supplies or services (including construction) by and for the use of the Federal Government through purchase or lease, whether the supplies or services are already in existence or must be created, developed, demonstrated, and evaluated. Acquisition begins at the point when agency needs are established and includes the description of requirements to satisfy each agency, solicitation and selection of sources, award of contracts, contract financing, contract performance, contract administration, and those technical and management functions directly related to the process of fulfilling agency needs by contract. (Code of Federal Regulations, '91)

BEST VALUE. A process used in competitive negotiated contracting to select the most advantageous offer by evaluating and comparing factors in addition to cost or price.

DEPARTMENTAL STANDARDS OFFICE (DepSO). A top level office in each Military Department or Defense Agency responsible for managing the Defense Specifications and Standards Program and ensuring that its Lead Standardization Activities and Standardization Management Activities properly implement the policies, procedures, and goals of the Defense Specifications and Standards Program. (DOD 4120.3-M '93)

DEPARTMENT OF DEFENSE INDEX OF SPECIFICATIONS AND STANDARDS (DoDISS). A publication that lists Federal and military specifications and standards, guide specifications, military handbooks and bulletins, commercial item descriptions, adopted non-government standards, and other related standardization documents used by the Department of Defense. (DOD 4120.3-M, '93)

FEDERAL SUPPLY CLASS. A four-digit coding structure used to group products into logical families for supply management purposes. As used in the standards program, the two-digit code is used to group standardization documents associated with these Federal Supply Classes into logical families for standards management purposes. (DOD 4120.3-M, '93)

LEAD STANDARDIZATION ACTIVITY. A management activity in a Military Department or a Defense Agency that guides DOD standards efforts for a Federal Supply Group, a Federal Supply Class, or a standards area through the development of Standardization Program Plans, authorization of standardization projects, and identification and resolution of standards issues. (DOD 4129.3-M, '93)

MILITARY SPECIFICATION. A military specification describes the essential technical requirements for purchased materiel that are military unique or are substantially modified commercial items. (DOD 4120.3-M, '93)

MILITARY STANDARD. A military standard establishes uniform engineering and technical requirements for military unique or substantially modified commercial processes, procedures, practices, and methods. (DOD 4120.3-M, '93)

NON-GOVERNMENT STANDARD. A non-government standard is developed by a private sector association, organization, or technical society that plans, develops, establishes, or coordinates standards, specifications, handbooks, or related documents. This term does not include standards of individual companies. (DOD 4120.3-M, '93)

PREPARING ACTIVITY. The DoD activity or the civilian agency responsible for the preparation, coordination, issuance, and maintenance of standardization documents. (DOD 4120.3-M, '93)

PERFORMANCE SPECIFICATION. A performance specification is a compilation of all quantifiable characteristics which define weapons/materiel system functional requirements (e.g., form, fit, function, performance, and interfaces). It states its requirements in terms of the required results with criteria for verifying compliance, but without stating the methods for achieving the required results. It defines the functional requirements for the item, the environment in which it must operate, and interface and interchange characteristics.

SPECIFICATION. A specification is prepared to support acquisition that describes the essential technical requirements for purchased materiel and the criteria for determining whether those requirements are met. (DOD 4120.3-M, '93)

STANDARD. A standard that establishes uniform engineering and technical requirements for processes, procedures, practices, and methods. Standards may also establish requirements for selection, application, and design criteria of materiel. (DOD 4120.3-M, '93)

RE-BUY. A contract award or option exercised after the initial production contract award.

TAILORING. The process of using common sense in the application of specifications and standards is called tailoring. In essence, this means using the specifications as a reasonable starting point, but modifying their applicability to suit the circumstances of a given program. Perhaps a better definition would be "stop treating the specifications as sacred." Tailoring should continue throughout the life of a program, from advanced development Request for Proposal preparation, through engineering development, production, and deployment. Tailoring requires management and technical judgment on the part of both Government and industry personnel. ('77 Shea Report)