

**OFFICE OF THE UNDER SECRETARY OF DEFENSE
(ACQUISITION, TECHNOLOGY & LOGISTICS)**

**ORGANIZATIONAL, PERSONNEL MANAGEMENT
AND ADMINISTRATION
TRANSITION BOOK ANNEX**



20 Dec 00

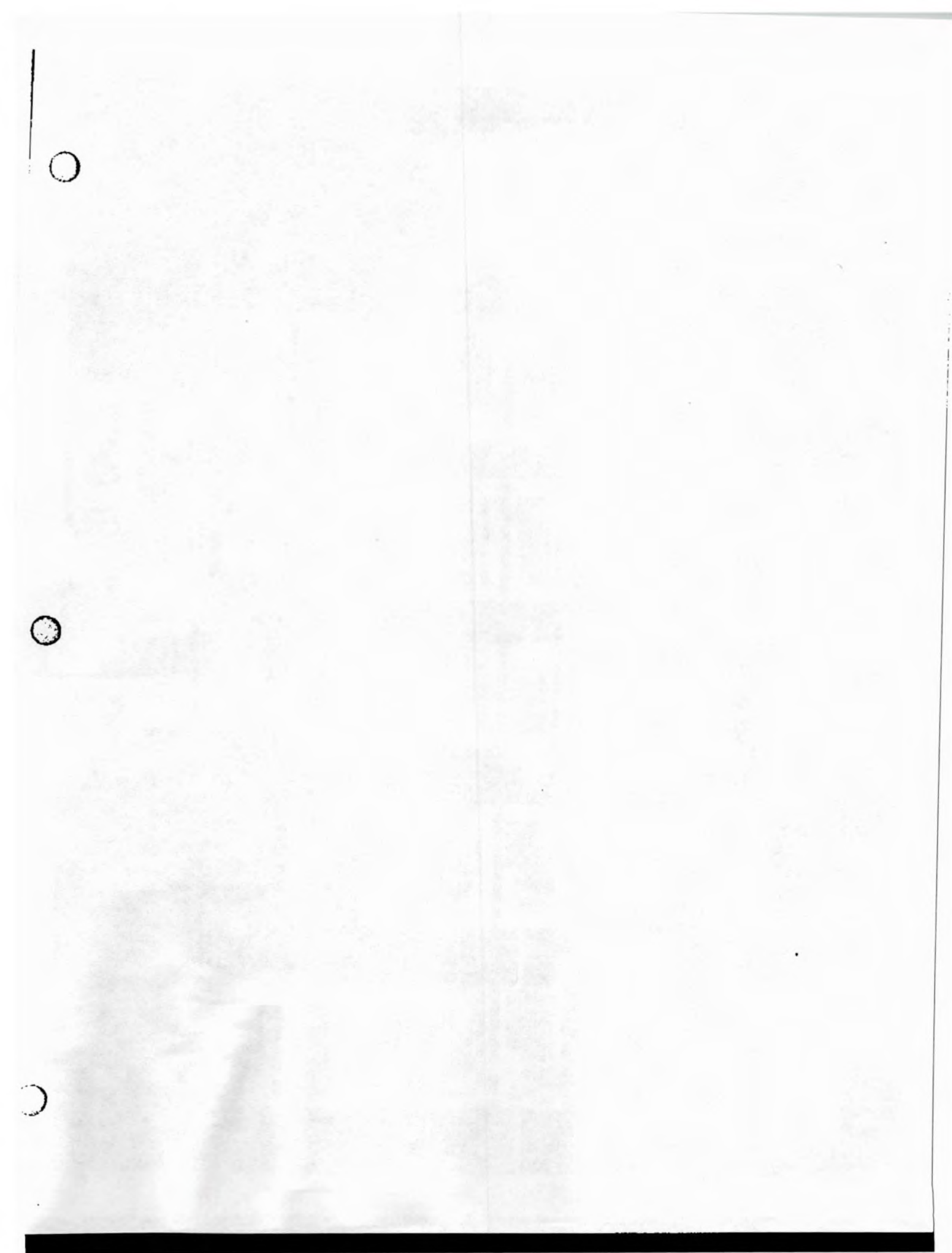
OFFICE OF THE UNDER SECRETARY OF DEFENSE
(ACQUISITION, TECHNOLOGY & LOGISTICS)
20 December 2000

ORGANIZATIONAL, PERSONNEL MANAGEMENT
AND ADMINISTRATION

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DIR, DEFENSE THREAT
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DUSD, ACQUISITION
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DIR, STRATEGIC
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DIR, TECHNOLOGY
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SECURITY

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DIR, DEFENSE
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DASD, CM, SURVEILLANCE,
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& SPACE
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DIR, BALLISTIC MISSILE
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DIR, SPECIAL PROGRAMS
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3D448

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DIR, SMALL &
DISADVANTAGED
BUSINESS UTILIZATION

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RPM

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DIR, DEFENSE CONTRACT
MANAGEMENT AGENCY

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DIR, ADMINISTRATION

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**OFFICE OF THE UNDER SECRETARY OF DEFENSE
(ACQUISITION, TECHNOLOGY, AND LOGISTICS)**

ORGANIZATION AND FUNCTIONS GUIDEBOOK



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~~FOR OFFICIAL USE ONLY~~

OVERVIEW

The Under Secretary of Defense (Acquisition, Technology, and Logistics) is the Principal Staff Assistant and advisor to the Secretary and Deputy Secretary of Defense for all matters relating to the DoD Acquisition System, research and development, advanced technology, developmental test and evaluation, production, logistics, installation management, military construction, procurement, environmental security, and nuclear, chemical, and biological matters.

The Under Secretary of Defense (Acquisition, Technology, and Logistics) position was created in law and was vested with the responsibilities of serving as the Defense Acquisition Executive. The Under Secretary of Defense (Acquisition, Technology, and Logistics) has the statutory functions of establishing policies on acquisition matters for all elements of the Department of Defense, and of exercising supervision on behalf of the Secretary and Deputy Secretary of Defense over the Military Departments' acquisition systems and processes. The Office of the Secretary of Defense implemented these statutory functions and duties by promulgating Department of Defense Directive 134.1, the charter of the "Under Secretary of Defense (Acquisition, Technology, and Logistics)," on April 21, 2000; and Department of Defense Directive 5000.1, "Defense Acquisition" on March 15, 1996.

The Under Secretary of Defense (Acquisition, Technology, and Logistics) serves as the Defense Acquisition Executive with responsibility for supervising the performance of the Department of Defense Acquisition System; establishes policy for acquisition plans and strategies, validates program acquisition requirements, and develops acquisition program guidance; sets policy for acquisition matters, including contracting, research and development, production, logistics, developmental testing, procurement, and training and career development of acquisition personnel; sets policy for administrative oversight of defense contractors; serves as the Department of Defense Procurement Executive with responsibilities as prescribed in Executive Order 12352 and 41 U.S.C. 401-424; serves as the National Armaments Director and Secretary of Defense representative to the semi-annual NATO Five Power conference and Conference of National Armaments Directors; establishes policies for, and oversees developmental testing and evaluation, and coordinates with the Director, Operational Test and Evaluation (DOT&E) on the Test and Evaluation Master Plan for ACAT 1 programs, oversees the Joint Test and Evaluation Program with the DOT&E, and manages the Foreign Comparative Test Program; develops international memoranda of agreement and memoranda of understanding relating to acquisition matters; supervises the Defense Science Board; and chairs the Nuclear Weapons Council assisted by a structure of overarching integrated product teams that relate to the acquisition process.

This Guidebook outlines the functions of the Office of the Under Secretary of Defense (Acquisition, Technology, and Logistics) and its subordinate Defense Agencies. A comprehensive view of the entire Office of the Under Secretary of Defense (Acquisition, Technology, and Logistics) organization follows.

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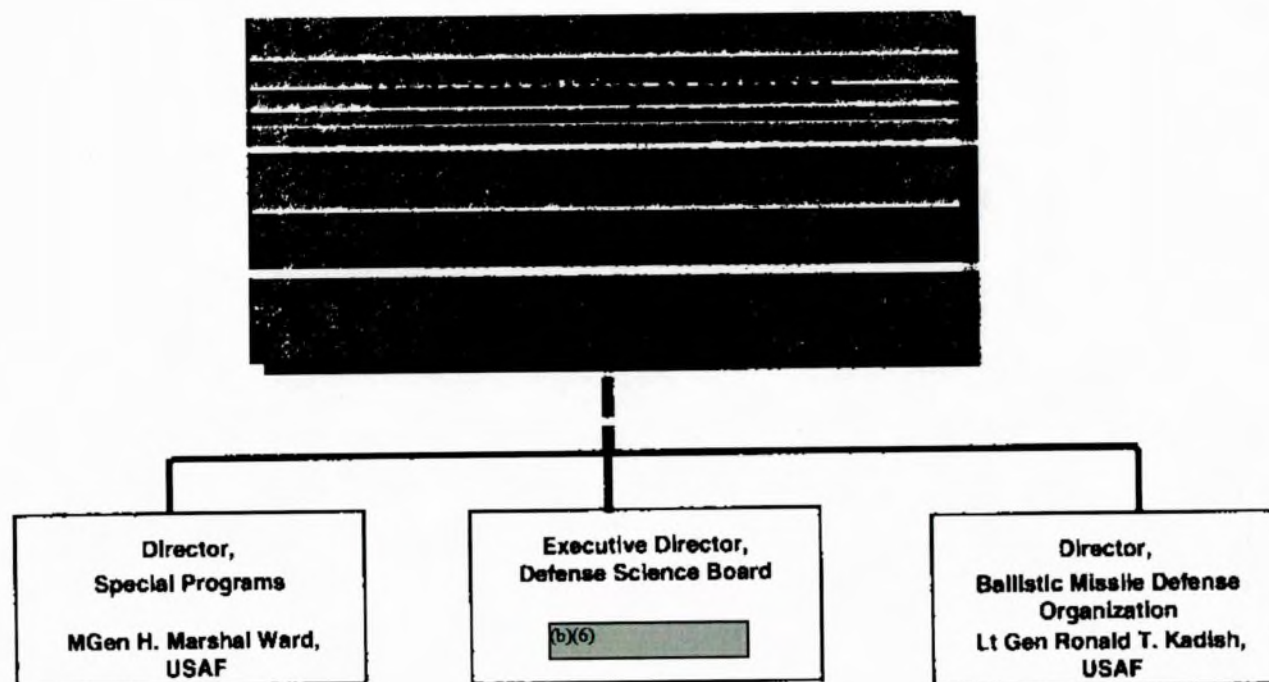
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UNDER SECRETARY OF DEFENSE ACQUISITION, TECHNOLOGY, AND LOGISTICS)

The Under Secretary of Defense (Acquisition, Technology, and Logistics), is the senior, full time acquisition executive for the Department of Defense. He is responsible to the Secretary for all matters relating to systems acquisition; research and engineering; atomic energy; advanced technology; environmental security; logistics; acquisition reform; space; industrial affairs and installations; and industrial and commercial programs. The Under Secretary of Defense (Acquisition, Technology, and Logistics) establishes DoD-wide policies, procedures, methods, and systems and is responsible for directing the Service Secretaries and his own staff in overseeing their implementation.

The Under Secretary of Defense (Acquisition, Technology, and Logistics) is responsible for the following:

- Acquisition management, including special access programs.
- Science and technology and the defense technology base.
- Design and engineering, and the development of all weapon systems.
- Logistics acquisition and management.
- Materiel readiness.
- Procurement.
- Scientific and technical information.
- Production and manufacturing.
- Industrial base resources and productivity.
- Force modernization, sustainability and the availability of fielded major systems.
- Development test and evaluation.
- Environmental security.
- Assignment of research and engineering and acquisition responsibility for programs, systems, and activities.
- Co-development, co-production, co-procurement, logistics support, wartime host-nation support, and research interchange with friendly and allied nations.
- Installation management and base closures.
- Construction, including construction funded by host nations.
- Strategic and critical materials.
- Unique acquisition matters in support of special operation and low intensity conflict programs, systems and base closures.
- Nuclear, chemical and biological matters.
- Arms control compliance.



As of Nov 00

**Director,
Special Programs**

MGen H. Marshal Ward, USAF

DIRECTOR, SPECIAL PROGRAMS

Principal staff assistant and advisor to the Deputy Under Secretary of Defense and to the Under Secretary of Defense (Acquisition, Technology & Logistics) concerning programs which are protected under special access controls. Serves as Executive Secretary of the Special Access Program Oversight Committee (SAPOC) and of the Defense Acquisition Board when special access programs are reviewed. Serves as the Director of the Special Access Program Coordination Office (SAPCO). Serves as the Chairman of the Senior Review Group supporting the SAPOC, and as a member of the Department of Defense Special Access Program Working Group, and the Defense Industrial Security Committee. Serves as the Department of Defense Director of Low Observables. In addition to those assigned areas, the Director of Special Programs plans and manages the following:

- Oversees reporting on all Department of Defense special access programs IAW 10 US Code Section 19.
- Supports the Deputy Secretary of Defense as Director, Department of Defense SAPCO.
- Maintains access control rosters for Congress GAO, OSD, NSC, OMB and other non-DoD organizations.
- Plans, coordinates, and testifies at special access budget hearings and prepares and coordinates responses to congressional inquiries.
- Coordinates annual special access reviews for POM preparation, budget submission, Defense Acquisition Board decisions, and security transitions.
- Processes quarterly special access Defense Acquisition Executive Summary reports.
- Conducts special program reviews as requested by the USD(AT&L).
- Coordinates and participates as the Executive Secretary for special access DAB reviews.
- Coordinates the acquisition special access Program Decision Memorandum and Program Budget Decisions within the OSD staff.
- Supervises SAPCO activities as the Executive Secretary of the SAPOC, and Chairman of the Senior Review Group.
- Oversees the National Assessment Group (NAG). The NAG is an OSD chartered organization that provides quick reaction, evaluation, and assessment support for sensitive DoD programs.



As of Nov 00

**Executive Director,
Defense Science Board**

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**EXECUTIVE DIRECTOR,
DEFENSE SCIENCE BOARD**

The Defense Science Board (DSB) reports to the Secretary of Defense through the Under Secretary of Defense (Acquisition, Technology & Logistics). The DSB advises the Secretary of Defense, the Deputy Secretary of Defense, the Under Secretary of Defense (Acquisition, Technology & Logistics), and the Chairman of the Joint Chiefs of Staff on scientific, technical, manufacturing, acquisition process, and other matters of special interest to the Department of Defense.

The DSB is a Federal Advisory Committee and functions under the restrictions stated within P.L. 92-463 (FACA).

The Board membership consists of approximately 35 members designated from civilian life by the Under Secretary of Defense (Acquisition, Technology & Logistics). In addition, the Chairmen of the six public advisory bodies listed below are designated Ex-Officio members of the Board.

- a. Army Science Board
- b. Naval Research Advisory Committee
- c. Air Force Scientific Advisory Board
- d. Defense Policy Board
- e. Ballistic Missile Defense Advisory Committee
- f. Defense Intelligence Agency Science & Technology Advisory Board

The Secretary of Defense appoints the Chairman of the Board upon the recommendation of the Under Secretary of Defense (Acquisition, Technology & Logistics). The Under Secretary of Defense (Acquisition, Technology & Logistics) appoints the Vice Chairman and all other members of the Board upon the advice of the DSB Chairman.

The Under Secretary of Defense (Acquisition, Technology & Logistics) provides an Executive Director and the necessary supporting staff, to manage the day-to-day operations of the Board and its ad hoc Task Forces. The Executive Director serves as the "Designated Federal Officer" when the entire DSB meets. The Executive Director is responsible to the Under Secretary of Defense (Acquisition, Technology & Logistics) for the proper functioning of the Board in accordance with P. L. 92-463, as amended, Executive Order 12024, and implementing GSA and DoD regulations for Federal Advisory Committees.



As of Nov 00

**Under Secretary of Defense
(Acquisition & Technology)**

Hon. Jacques S. Gansler



DIRECTOR, BALLISTIC MISSILE DEFENSE ORGANIZATION

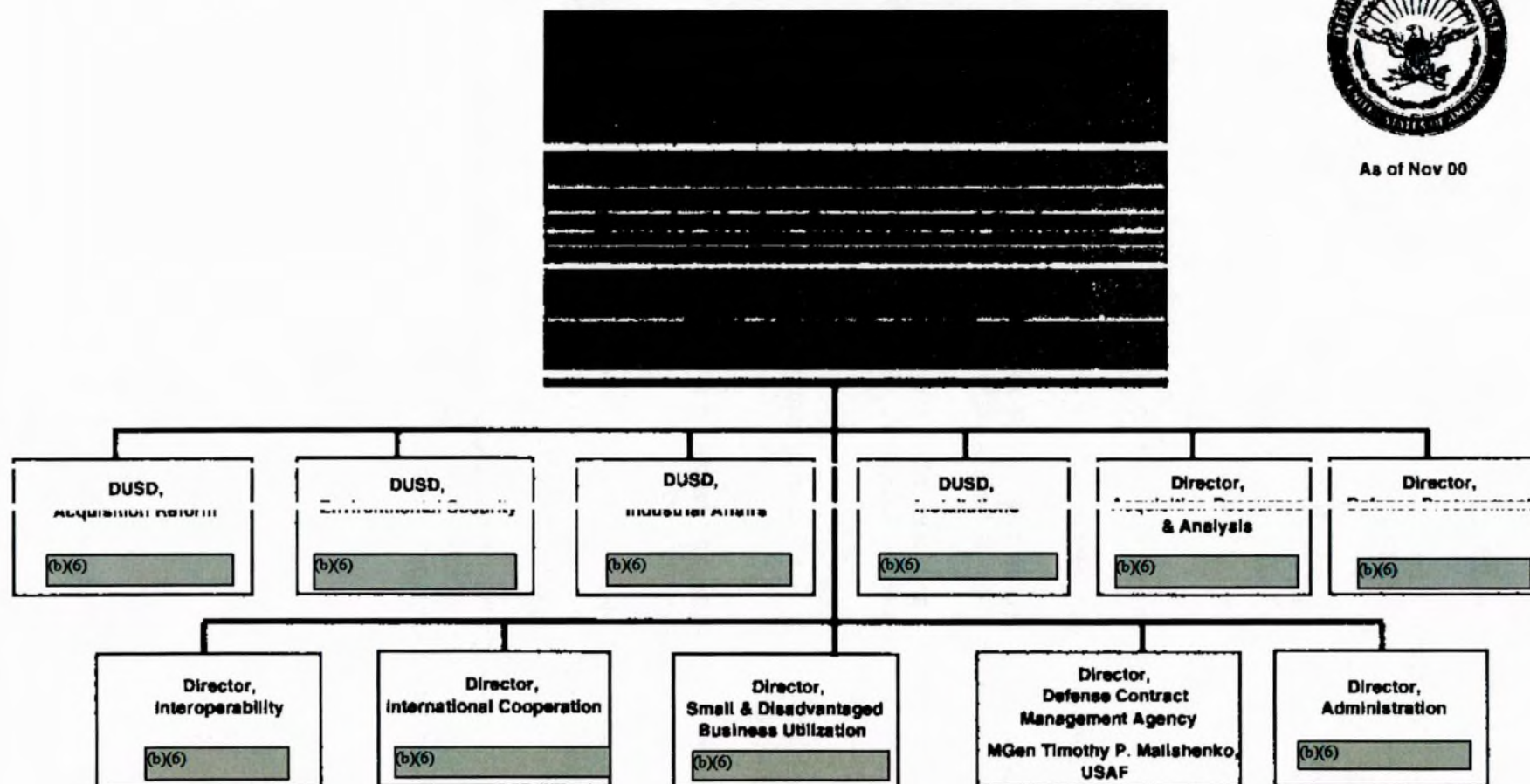
The Director, Ballistic Missile Defense Organization (BMDO) is responsible to the Under Secretary of Defense for Acquisition, Technology & Logistics for all aspects of the Ballistic Missile Defense (BMD) Program and serves as the principal agent for planning and executing the BMDO Program. The Director, BMDO exercises responsibility and authority for the direction of the BMDO Program and overall management of the BMDO in accomplishing the mission, functions, and responsibilities as stated in DoD Directive 5134.9, which chartered the Ballistic Missile Defense Organization.

Specific functional responsibilities are as follows

- Serves as the Ballistic Missile Defense Acquisition Executive.
- Manages, directs, and executes assigned BMD programs, to include theater missile defense systems and the National Missile Defense System.
- Responsible for BMD programmatic policy, requirements, priorities, and resources. Responsible and accountable for R&D, acquisition, and transition of BMD systems to the military departments.
- Oversees participation of U.S. allies and friendly nations in BMD technical cooperation programs.
- Develops systems, standards, and procedures for the administration, management, and interoperability of BMD programs.
- Negotiates and approves Memoranda of Agreement and Memoranda of Understanding between the BMDO, the Military Departments, or other organizations, as required to execute the BMD program.
- Serves as the principal BMDO official responsible for presenting the consolidated BMD Program Objective: Memorandum (POM) and annual budget to Congress; initiates and executes reprogramming actions as necessary.



As of Nov 00



PRINCIPAL DEPUTY UNDER SECRETARY OF DEFENSE ACQUISITION, TECHNOLOGY, AND LOGISTICS)

The Principal Deputy Under Secretary of Defense (Acquisition, Technology, and Logistics), is the primary assistant of the Under Secretary of Defense (Acquisition, Technology, and Logistics), and is empowered to act in his stead. The PDUSD(AT&L) advises and assists the USD(AT&L) across the full range of responsibilities in providing staff advice and assistance to the Secretary and Deputy Secretary of Defense, particularly with regard to ensuring the integrity of Major Systems Acquisition oversight and processes, acquisition and procurement policy execution and oversight functions.

The Principal Deputy Under Secretary of Defense (Acquisition, Technology, and Logistics):

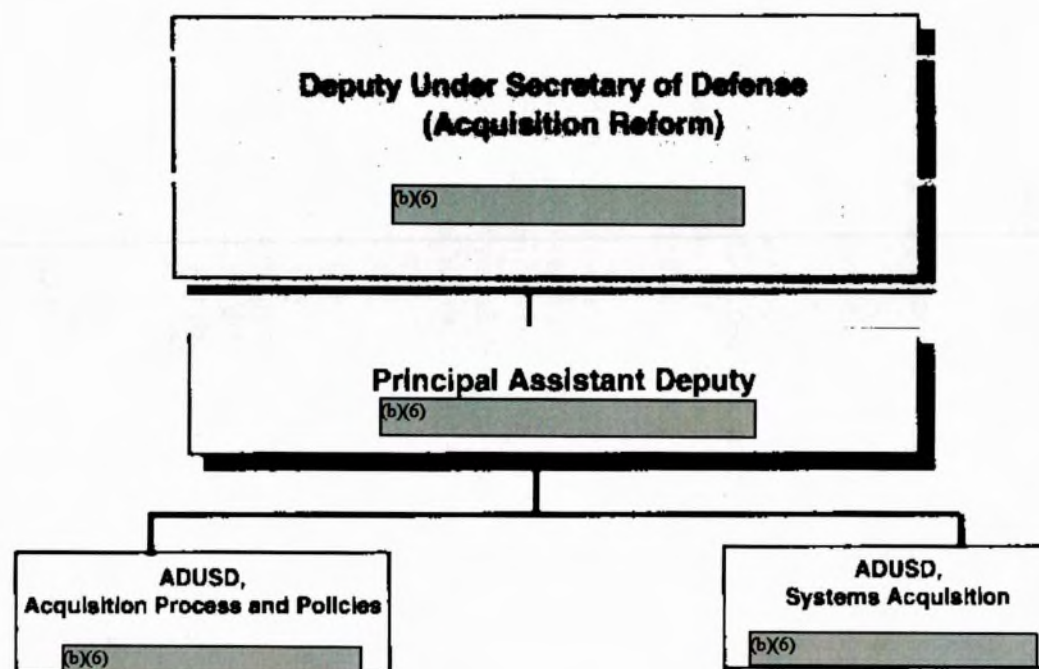
- Assists the USD(AT&L) in carrying out the responsibilities, functions, relationships, and authorities contained in law and DoD Directive 5134.1, "Under Secretary of Defense (Acquisition, Technology & Logistics)" (USD(AT&L)).
- Exercises full power and authority to act for the USD(AT&L) and to exercise the powers of the USD(AT&L) upon any and all matters concerning which the USD(AT&L) is authorized to act pursuant to law and DoD Directive 5134.1 when the Under Secretary is absent or disabled.
- Exercises authority, direction, and control over the following organizations within the USD(AT&L) when the USD(AT&L) is absent or disabled:
 - DUSD, Logistics & Materiel Readiness
 - Director, Defense Research & Engineering
 - ATSD, Nuclear, Chemical and Biological Defense Programs
- Exercises authority, direction, and control over the following organizations within the USD(AT&L):
 - Director, Defense Advanced Research Projects Agency
 - Director, Defense Logistics Agency
 - Director, Defense Threat Reduction Agency
 - Director, Ballistic Missile Defense Organization
 - Director, Defense Contract Management Agency
 - Director, Small & Disadvantaged Business Utilization
 - Director, Office of Economic Adjustment
 - President, Defense Acquisition University
 - DUSD, Acquisition Reform
 - DUSD, Advanced Systems & Concepts
 - DUSD, Environmental Security

- DUSD, Industrial Affairs
- DUSD, Installations
- DUSD, Science & Technology
- Director, Acquisition Resources & Analysis
- Director, Administration
- Director, Defense Procurement
- Director, International Cooperation
- Director, Interoperability
- Director, Special Programs
- Director, Strategic & Tactical Systems
- Executive Director, Defense Science Board

The PDUSI(AT&L) serves also as the Deputy Under Secretary of Defense for Acquisition and Technology.



As of Nov 00



DEPUTY UNDER SECRETARY OF DEFENSE (ACQUISITION REFORM)

The Deputy Under Secretary of Defense (Acquisition Reform) is responsible to the Under Secretary of Defense (Acquisition Technology, and Logistics) for re-engineering the acquisition (including procurement) process to effect substantial improvement of the Department of Defense acquisition system. Major duties include:

- Represents the Secretary of Defense, Deputy Secretary of Defense, and Under Secretary of Defense (Acquisition, Technology, and Logistics) with the acquisition community, Congressional staffs, the public and private sector to develop consensus on and foster a willingness to adopt necessary changes in the acquisition process.
- Monitors and examines the acquisition system and seeks out models of excellence and best practices to promote significant and continuous improvement in defense acquisition programs.
- Continuously analyzes existing laws, regulations, policies, and practices governing the acquisition systems, both the internal acquisition process and the external procurement process (the buyer-seller relationship), to develop recommendations for reform and improvement.
- Exercises functional responsibilities and authorities for directing the conception, development, and implementation of new and innovative acquisition including procurement policies and processes for improved management of the overall defense acquisition system and for developing plans of action to assure the adoption of necessary changes in law, regulation, and practice.
- Redirects defense acquisition policies and processes to establish affordable requirements and provides the most efficient, timely, and effective means of acquiring state-of-the-art systems to meet those requirements at the best value to the government, in the most cost-effective manner, over the life-cycle of the system, while protecting the public trust.
- Manages and directs the activities of the Acquisition Education Training and Career Development Directorate, the Defense Acquisition University, and the Defense Systems Management College with responsibility for policy, direction and evaluation of the overall defense acquisition education, training and career development program for military and civilian acquisition personnel.

Assistant Deputy Under Secretary of Defense
Systems Acquisition

Redirects defense acquisition efforts to establish affordable requirements and provides the most efficient, timely, and effective means of acquiring state-of-the-art systems to meet those requirements at the best value to the government, in the most cost-effective manner, over the life-cycle of the system, while protecting the public trust.

Assistant Deputy Under Secretary of Defense
Acquisition Process & Policies

Directs a program to fundamentally reform the policies and processes that govern the procurement of defense weapons systems and other property and services, in a manner that reflects the principles of a reengineered acquisition system.

Director, International & Commercial Systems Acquisition

Principal advisor to the DUSD(AR) in two areas: policy and program matters that direct fundamental reform of the process by which weapons systems acquisition strategies are developed, overseen, and approved and the means by which the process and laws are implemented. Redirects defense acquisition policies and processes to establish affordable requirements and provide the most efficient, timely and effective means of acquiring state-of-the-art systems to meet those requirements at the best value to the government, in the most cost-effective manner, over life-cycle of the system, while continuing to protect the public trust.

- Serves as principal advisor relating to defense policies in the area of international and commercial systems acquisition.
- In collaboration with ADUS (Systems Acquisition) and ADUSD(Acquisition, Process and Policies) directs and monitors the implementation of such policies, processes and laws by DoD components, and represents the DUSD(AR) in intra-agency inter-agency, inter-governmental, industry and international fora.
- Coordinates with other offices reporting to the DUSD(AR) on issues relating to international and commercial systems acquisition reform initiatives.
- Develops and recommends to the DUSD(AR) international and commercial systems acquisition policies which affect the impact of the purchase of foreign goods under various international accords, such as the General Agreement on Tariffs and Trade (GATT) Government Procurement Agreement and the North Atlantic Treaty Organization (NATO) Code of Conduct in Defense Trade, on the integration of the defense and commercial industrial sectors into a national industrial and technology base, and directs the implementation of resulting policies, processes and laws.
- Develops and recommends to the DUSD(AR) international and commercial systems acquisition policies, processes and laws which affect international agreements concerning armaments cooperation, allied operational and logistics support, standardization, and export sales of defense items and services to foreign countries.



As of Nov 00

**Deputy Under Secretary of Defense
(Acquisition Reform)**

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**PRESIDENT,
DEFENSE ACQUISITION UNIVERSITY**

- Serves as the chief executive officer of the university, reporting through the Deputy Under Secretary of Defense (Acquisition Reform) to the Under Secretary of Defense (Acquisition, Technology, and Logistics).
- Coordinates the DoD acquisition education and training activities of the university.

**Vice President,
Defense Acquisition University**

- Coordinates DAU activities with other DoD components, government agencies and private organizations and institutions for the exchange of information, evaluation of technologies and outreach possibilities.
- Establishes program and budget priorities for the President's approval.
- Serves as the Commandant, Defense Systems Management College.
- Assists the president in directing the activities of the university

Provost

- Plans and ensures a coherent framework of quality education for acquisition positions ranging from basic, through intermediate, to senior levels.
- Conducts faculty recruitment and professional development.
- Establishes and maintains course curricula to support training in functional area competencies established by the career management functional boards.
- Manages class scheduling for all courses.
- Establishes, maintains and enforces quality and performance standards to govern curriculum content and delivery of courses.
- Establishes performance standards and evaluation criteria for a world class workforce.
- Determines faculty standards and establishes structure for assessing contributions towards the goals and mission of the university.

Chief Financial Officer

- Provides a centralized programming and budgeting system to control the allocation of resources for conducting DoD acquisition education, training, research and publications activities to achieve university objectives, including funding for students to attend courses and funding to conduct courses and pay faculty and staff salaries.

**Director,
Strategic Planning / Action Group**

- Prepares the DAU annual report and performance metrics.
- Develops strategies and recommends priorities for effective utilization of financial and personnel resources of DAU in support of the more than 150,000 personnel in the acquisition, technology and logistics workforce.
- Responsible for the DAU Strategic Plan, coordination, and monitoring progress of all strategic planning initiatives with Offices of Primary Responsibility.
- Provides professional consulting and research services to the acquisition workforce, and disseminates information to enhance the knowledge and the ability of the workforce to effectively communicate all aspects of defense systems acquisition management.
- Responsible for dissemination of all information and events under the purview of the Acquisition Reform Communications Center. Operates the DoD Acquisition Historical Center.
- Plans, markets and coordinates external targeted-training and acquisition solutions initiatives.

DAU Administration and Services Division

- Provides direct logistical, facilities administrative, and information management support services to the DAU headquarters and campuses.
- Provides student registration and tracking services.
- Develops standardized operating procedures for the university.
- Provides supplies and services to support the university operations.
- Maintains facilities, equipment and grounds.
- Provides military and civilian personnel services.
- Operates and maintains university Local Area Net (LAN).

Chief Information / Knowledge Officer (CIO/CKO)

- Principal advisor to the President DAU on the development, acquisition, management and oversight of DAU information systems and technical resources for all DAU campuses and locations.
- Responsible for development and execution of knowledge strategy, architecture, infrastructure, policies, and the organizational migration toward a knowledge culture.

Executive Institute

- Provides advice and counsel to the President DAU and Commandant DSMC.
- Service Chairs act as senior liaison between the President DAU, Commandant DSMC, and their respective Services as well as advising the university on the latest acquisition policies, practices and trends with the services.
- International and Industry Chair provides insight to President, faculty and students regarding international acquisition and defense industry motivations, concerns and attitudes. Industry chair voices industry positions concerning proposed acquisition policy that has a potentially significant impact on defense industry operations and relationships with DoD.
- Visiting Professors provide the Commandant a pool of expertise to investigate areas of concern in acquisition and to recommend policy or process changes. Serve as role players, guest speakers, and conduct electives in the Advanced Program Management Course.

Campus Deans

- Responsible for the planning, managing and executing of operations at their respective campuses.
- Report to the President, DAU.

Director, Acquisition Education, Training, and Career Development

Facilitates formulation and effective implementation of DoD training, education and career development policies affecting civilian and military acquisition personnel in accordance with Chapter 87, 10 U.S.C. As the principal proponent for the DoD acquisition workforce, the functions of the Acquisition Education, Training and Career Development Office include:

- Administers the DoD implementation of the *Defense Acquisition Workforce Improvement Act*.
- Serves as the single USD(AT&L) focal point for Acquisition, Technology and Logistics workforce career development issues.
- Serves as the DoD focal point for policy issues concerning the selection, education, training and career development of acquisition personnel.
- Serves as the principal proponent for the DoD acquisition workforce.
- Serves as the Director for Acquisition Career Management for OSD and the Defense Agencies.
- Serves as Executive Secretary for the OSD/Agency Acquisition Career Program Board.

- Grants waivers for assignments to critical acquisition positions in the DoD components other than the military departments.
- Exercises DoD staff oversight of the Defense Acquisition University and DoD acquisition training and education programs.
- Promotes communication and exchange of acquisition ethics education information among the Services, defense agencies, service schools and Defense Acquisition University consortium schools.
- Establishes and maintains a central resource allocation system for DoD acquisition education and training.
- Prepares USD(A&L) congressional testimony and responses to inquiries concerning the acquisition workforce.
- Prepares USD(A&L) positions pending legislation which affect the acquisition workforce.
- Serves as the proponent for: DoD Directive 5000.52, Defense Acquisition Education, Training and Career Development Program; DoD Manual 5000.52M, Career Development Program for Acquisition Personnel; DoD Directive 5000.57 Defense Acquisition University; DoD Instruction 5000.57, Defense Acquisition University; DoD Directive 5000.58, Defense Acquisition Workforce; DoD Directive 5160.55 Defense Systems Management College; [co-proponent with ASD(P&R)] DoD Instruction 5000.55, Reporting Military and Civilian Acquisition Personnel; DoD Regulation 5000.58R, Acquisition Career Management Program; and ASD-93-01-GD, Acquisition Career Management Mandatory Course Fulfillment Program and Competency Standards.

**Director, Civilian Acquisition, Technology, and
Logistics Workforce Management**

- Reports to the Deputy Under Secretary of Defense (Acquisition Reform) through the President, Defense Acquisition University.
- Responsible for the development and implementation of a strategic human resources plan that will reshape the future workforce consistent with the findings of "The Future Acquisition and Technology Workforce," a report required by Section 912c of the National Defense Authorization Act for Fiscal Year 1998 and submitted to the Congress on April 7, 2000. The report highlights a requirement to substantially increase multi-functional training and experience in the civilian workforce and to increase leadership development for civilians.



As of Nov 00

**Deputy Under Secretary of Defense
(Acquisition Reform)**

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**COMMANDANT,
DEFENSE SYSTEMS MANAGEMENT COLLEGE**

- Operates the Defense Systems Management College (DSMC) for the professional education of selected military officers and civilian personnel in all facets of defense systems management.
- Reports through the President, DAU to the Deputy Under Secretary of Defense (Acquisition Reform).
- Serves as the Vice President, Defense Acquisition University.
- Develops and proposes policy recommendations to the President, Defense Acquisition University, the Under Secretary of Defense (Acquisition, Technology & Logistics), and the Deputy Under Secretary of Defense (Acquisition Reform). Implements policy, as appropriate, to include evaluating the progress of the College toward accomplishing such approved policy.
- Provides courses (both classroom and through distance learning), seminars, workshops, and extension courses in response to specific needs of the Department of Defense components or in response to specific direction from the President, Defense Acquisition University.
- Develops admissions policy, educational practices and standards, curricula, and other functional material necessary for the effective functioning of DSMC.
- Conducts research and special studies directed toward improving the curricula and increasing the body of knowledge in defense acquisition management.
- Disseminates current acquisition management information to the Government and the defense industry community.
- Provides formal process within College for faculty development, training and evaluation and assist senior DoD acquisition executives with consulting services.
- Provides innovative acquisition program management deliberation support technology to DoD acquisition community.

Faculty Division

- Provides professional faculty to meet the needs of the acquisition work force for education, training, consulting and research products and services, and professional education through the offering and sponsorship of specialized functional courses in defense systems acquisition management for selected military officers and civilians from the government and defense industry.
 - Classroom presentation and facilitation.
 - Conducts course evaluation, student evaluation, counseling and feedback.
 - Course Sponsor and Offeror.
 - Conducts Research and information dissemination.

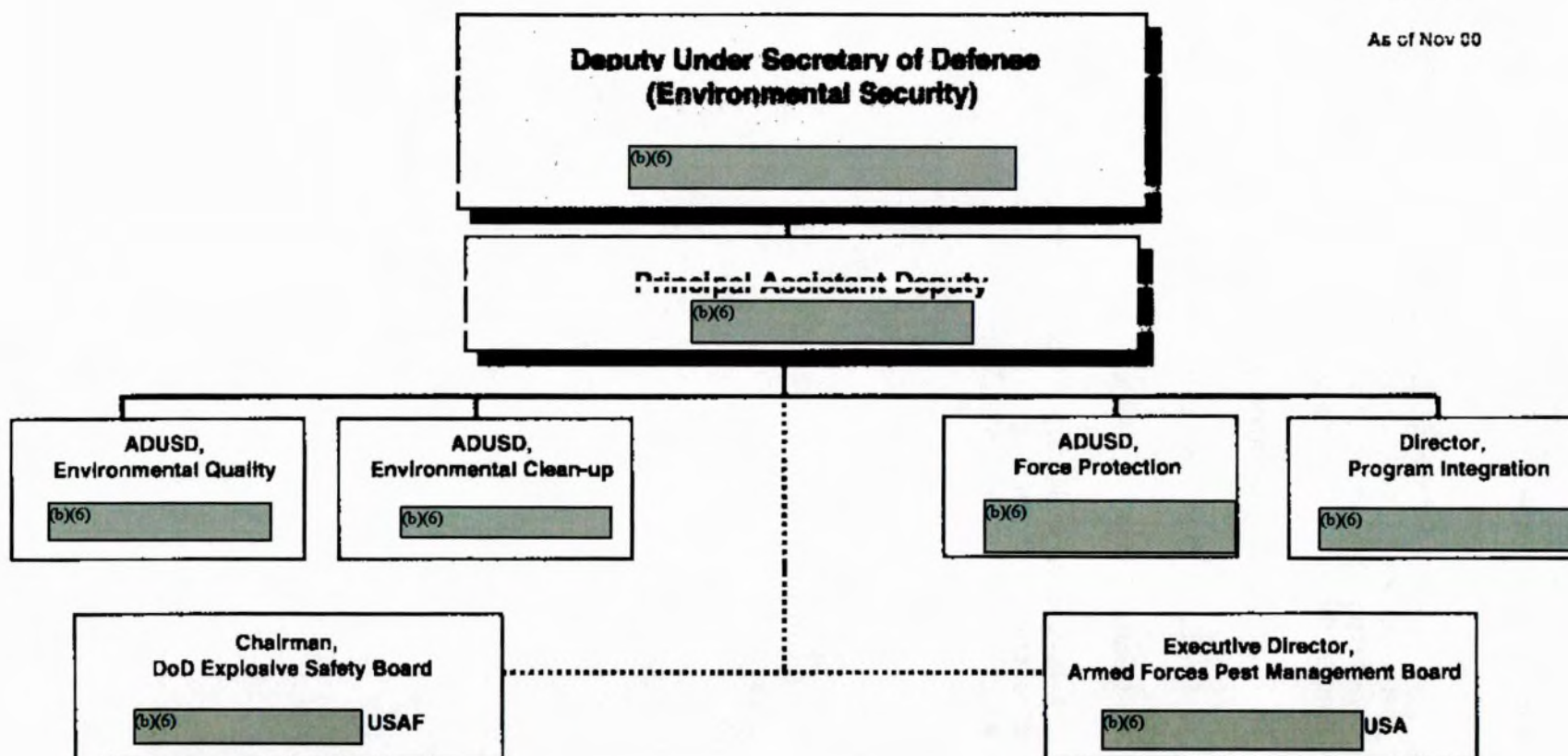
- Supports product managers, course directors and department chairs in achieving integration of functional material within and across courses.

School of Program Management Division

- Plans, schedules, and conducts program management and assignment specific international courses, and provides executive level continuing education to support the acquisition management workforce.
 - Classroom presentation and facilitation.
 - Conducts course evaluation, student evaluation, counseling and feedback.
 - Course Sponsor and Offeror.
- Executive-In-Residence (EIRs) provide faculty and students a unique resource of teachers and mentors. They conduct advanced research and provide executive consulting to the College.



As of Nov 00



DEPUTY UNDER SECRETARY OF DEFENSE (ENVIRONMENTAL SECURITY)

The Deputy Under Secretary of Defense (Environmental Security) (DUSD(ES)) is responsible to the Under Secretary of Defense (Acquisition, Technology & Logistics) for global environmental security policy, oversight, implementation, and advocacy of environmental, safety, occupational health, explosives safety, fire and emergency services, and pest management programs for Defense activities, including the relationship between the environment and the military missions of the Department of Defense. DUSD(ES) cooperates with and involves appropriate United States federal, state, interstate, Indian Nation and local officials and public stakeholders in the implementation of environmental security programs. The DUSD(ES) executes its mission through a combination of direct staff, partnerships, boards, and executive and lead agencies. The Department of Defense environmental security mission:

- Ensures that DoD missions are performed in an environmentally responsible, safe, and healthful manner
- Ensures continued access to the air, land, and water necessary to meet mission requirements.
- Protects DoD assets of people, equipment, weapons systems, and facilities and, as and when appropriate, the assets and interests of others, from accidental losses and threats, such as, chemical, radiological, biological, explosives, and directed energy, in both peacetime and wartime.
- Facilitates the neutralization or mitigation, where appropriate, of environmental, safety, or health conditions that could contribute to instabilities among people and countries.
- Brings appropriate environmental, safety, and health considerations to bear in the development of national security policy.
- Determines how and in what circumstances the DoD can be used as an instrument of national environmental policy.

The DUSD(ES) vision fully incorporates environmental, health and safety values into the culture of the Department of Defense. These core values are vital parts of all operational and business decisions whereby the safety and health of our people, protection of weapons systems, facilities, and the environment are integrated into all worldwide national defense activities. This vision is executed through the following goals:

- Supports readiness of US Forces by ensuring continued access to the air, land, and water for training and operations.
- Improves quality of life by protecting military personnel and families from environmental, safety, and health threats.

- Ensures weapons systems logistics, and installations, have greater performance, lower lifecycle costs, and minimal environmental effects.
- Serves clients and stakeholders through public participation.
- Enhances international security through military-to-military cooperation.
- Improves aviation safety with new technologies, inclusion of accidental attrition as part of life cycle costs, and annual briefs by the Service Chiefs to the Sec Def on aviation safety.
- Integrates prevention (pollution, accident, losses, and injury) philosophies and their cost saving attributes into the weapons systems acquisition and sustainment processes.
- Institutes sustainable range management and strategy as a DoD core competency.

Provides DoD leadership for environmental security policy and programs which:

- Ensures that environmental and explosives safety factors are integrated into DoD decision making processes that may have an impact on the environment and are given appropriate consideration along with other relevant factors.
- Complies with applicable United States statutes, regulations, Executive Orders, binding international agreements, and other legal requirements and policies
- Protects, preserves and when required, restores and enhances the quality of the environment.
- Reduces risk to human health and the environment by identifying, evaluating, and where necessary remediating contamination, including UXO, resulting from past DoD activities.
- Ensures that explosives safety factors are considered along with environmental considerations when remediating contamination from past explosives related activities of DoD.
- Develops, demonstrates, validates, transfers and as necessary, obtains regulator certification for new environmental technologies.
- Makes productive use of the corporate information management (CIM) process.

Assistant Deputy Under Secretary of Defense, Cleanup

- **Functions**

- Develops policy, advocates for resources, oversees execution, and represents DoD interests for accomplishment and completion of the Defense Environmental Restoration Program and the Base Realignment and Closure Program under the Superfund Amendments and Reauthorization Act of 1986.
- Develops policy, advocates for resources, oversees execution, and represents DoD interests for accomplishment and completion of the cleanup of unexploded ordnance and ordnance residues at closed, transferring and transferred ranges.
- Conducts analysis and provides advice on environmental cleanup and unexploded ordnance cleanup issues.

- **Program Focus**-protects human health and the environment and returns funds to DoD for readiness and weapon system acquisition which:

- **Reduces Risk**
 - Health Risk using relative risk as a sequence driver and measure of progress.
 - Ecological Risk using a focused adaptation of relative risk.
- **Reduces Liabilities**
 - Contamination-achieve regulator concurrence that sites present no risk to human health and the environment.
 - Toxic Tort-ensure full investigation and disclosure of potential health risks incurred by contamination.
 - Natural Resource Injury-achieve a "covenant not to sue" from natural resource trustees.

- **Partners/Stakeholders**

- Internal to DoD: The services (Army, Navy, Air Force and Marines) as represented by the respective secretariats and military staffs and agencies (Defense Logistics Agency and Defense Threat Reduction Agency), Office of Economic Adjustment, the DoD Inspector General, Office of General Counsel, Acquisition Reform, Legislative Affairs and Public Affairs.
- Government external to DoD: US Congress, Environmental Protection Agency, Federal Land Managers (Departments of Interior, Agriculture, Treasury and Energy), General Services Administration, National Economic Council, National Security Council, Office of Management and Budget, Office of the President and the Vice President, Council on Environmental Quality, State governments to include executive offices and legislatures.

- Non-Governmental Organizations: National Governors Association, Environmental Council Of States, Association of State and Territorial Solid Waste Management Officials, Interstate Technology and Regulatory Cooperation, National Association of Attorneys General, International City/County Management Association, National Environmental Policy Institute, Resources For the Future, National Research Council, National Science Foundation.
- Public Stakeholders: Center for Public Environmental Oversight, National Restoration Advisory Board Caucus, and national/state/local environmental organizations.
- Tribal Nations: American Indian and Alaska Native governments.
- Interagency Forums: Includes the Federal Remediation Technology Roundtable.

Assistant Deputy Under Secretary of Defense, Environmental Quality

• Functions

- Develops policy and provides program oversight with respect to environmental planning, education and training, compliance, pollution prevention, conservation, and environmental justice.
- Leverages Acquisition and Logistics Reform to promote pollution prevention in reducing total ownership cost of weapons systems and installations.
- Provides program oversight of DoD's Government-Government relationships with Federally recognized tribes.
- Ensures access to land, sea, and air in the US for training and exercises through management of training lands.
- Represents ODUSD(IES) to Federal Agencies, State agencies, intergovernmental organizations, Indian tribes, international entities, and NGOs.
- Administers the Native American Cleanup program.

• Program Focus

- Complies with federal, state and local environmental laws.
 - Reduce: Risk
 - Health risk using environmental standards as baseline.
 - Reduce: Liabilities
 - Reduces fines and penalties for violation of environmental laws to zero.
 - Develops a long-term strategy to ensure curation of archaeological collections to prevent their deterioration.

- Prevents pollution through source reduction and recycling.
 - Reduces Risk
 - Health risk by reducing number of pollutants in the environment.
 - Reduces Liabilities
 - Encourages DoD Components to purchase products that can be made from recovered materials.
- Ensures access to training lands
 - Reduces Risk
 - Maintains access to training lands through conservation and managing endangered and threatened species.
 - Reduces Liabilities
 - Prevents claims that would shut down training in certain areas.
 - Ensures military provisions of international protocols are not eroded.
- **Partners/Stakeholders**
 - Internal to DoD: The services (Army, Navy, Air Force and Marines) as represented by the respective secretariats and military staffs and agencies (Defense Logistics Agency and Defense Threat Reduction Agency), Office of Economic Adjustment, the DoD Inspector General, Office of General Counsel, Acquisition Reform, Legislative Affairs and Public Affairs.
 - Government external to DoD: US Congress, Environmental Protection Agency, Federal Land Managers (Departments of Interior, Agriculture, Treasury and Energy), General Services Administration, National Economic Council, National Security Council, Office of Management and Budget, Office of the President and the Vice President, Council on Environmental Quality, State governments to include executive offices and legislatures.
 - Non-Governmental Organizations: National Governors Association, Environmental Council Of States, National Association of Attorneys General, International City/County Management Association, National Environmental Policy Institute, Resources For the Future, National Research Council, National Science Foundation.
 - Public Stakeholders: Society for American Archeology, National Science Foundation, Mojave Desert Management Group, the Southwest Strategy and other similar national/state/local environmental organizations.
 - Tribal Nations: American Indian and Alaska Native governments.
 - Interagency Forums: Includes the National Invasive Species Council and Interagency Military Land Use Coordination Committee.
 - International Organizations: Includes the UN Framework Convention on Climate Change and the Persistent Organic Pollutants, and associated organizations such as the World Health Organization.

Assistant Deputy Under Secretary of Defense, Force Protection

- **Functions**

- Protects DoD people, facilities and equipment worldwide.
- Maintains international access to land, sea and air for training, exercises and deployments.
- Provides environmental security as a tool for engaging other militaries around the world.

- **Program Focus**

- **Protects DoD people, facilities and equipment worldwide**
 - **Reduces Risk** - Injury, occupational illness, death, property loss by developing comprehensive safety, occupational health, fire and emergency services programs that reduce the risk to:
 - DoD personnel from accidental death, injury or occupational illness;
 - DoD (new and existing) weapons systems, equipment, materials, and facilities from accidental destruction, damage or loss;
 - the public from death, injury, illness or property damage as a result of DoD activities.
 - **Reduces Liability** - Compensation costs, lost workdays, replacement costs (facilities, equipment, etc.).
- **Maintains international access to land, sea and air for training, exercises and deployments**
 - **Reduces Risk** - Loss of Access-Supporting international presence:
 - complies with applicable international agreements, Status of Forces Agreements, and DoD Directives, Instructions, policies, and applicable host country standards while conducting DoD operations outside the United States;
 - identifies, evaluates and responds to proposed international treaties, laws, and regulations that may impact DoD operations;
 - integrates appropriate environmental, safety and occupational health considerations into exercise and deployment planning;
 - conducts environmental analysis of proposed actions; cooperates with and involves appropriate host-nation officials in the implementation of environmental security programs outside the United States, consistent with United States defense and foreign policy interests.
 - **Reduces Liability** - Contamination cleanup, claims, natural resource damage and mission encroachment.

- **Provides environmental security as a tool for engaging other militaries around the world**
 - **Reduces Risk** - Conflict, regional instability, natural disaster impacts, injury, illness, death and property damage. Shapes the international environment to promote regional stability, prevents or reduces stresses that might lead to conflict or eliminating other threats that would result in the need for deployed forces. Partner with foreign militaries, other United States Government (USG) agencies, Commander-in-Chiefs (CINCS), and Military Departments. Supports the development of competent coalition partners – partners better able to protect the health and safety of their troops, our troops, and local populations. Emphasizes the many concepts that are critical for a professional military, including civilian oversight, openness and transparency, public accountability and cooperation with civilian agencies. Helps build good will with foreign militaries.
 - **Reduces Liability** – Reduces deployments, and contingency operations.
- **Partners/Stakeholders**
 - Internal to DoD: The Military Departments, Joint Staff, Defense Agencies, and CINCs.
 - External to DoD (USG): Congress; Departments of State, Energy, Labor, Commerce, Agriculture, and Interior; Environmental Protection Agency; National Security Council; Office of Management and Budget; President's Council on Environmental Quality; Office of the President and Vice President.
 - External to DoD (International Organizations): North American Treaty Organization (NATO) Organization for Security and Cooperation in Europe (OSCE), United Nations Environmental Program (UNEP), South African Development Community (SADC), and Non-Governmental Organizations.
 - External to DoD: Foreign Governments.

Director Program Integration

- **Functions**
 - Coordinate program planning, execution, and analyses between and among DUSD(ES) offices.
 - Facilitates cross-cutting administrative initiatives within DUSD(ES), e.g., Contracting, DoD Directives and Instructions, Professional Enhancement program, and Environment, Safety and Occupational Health Policy Board and Defense Environmental Security Council.
 - Develops Defense Planning Guidance, Program Objective Memorandum (POM) Preparation Instructions, Financial Management Regulations, DoD-Wide Environmental Security POM formats and budget exhibits, Department-wide environmental restoration POM and budget submissions with justification, etc.

- Responsible for overall management and coordination of DUSD(ES) technology initiatives including development, demonstration, validation, transfer, and obtaining regulator certification for new DUSD(ES) technologies.
- Represents DUSD(ES) interests with Congress; conducts outreach to the military services, DoD Regional Environmental Coordinators (RECs), public, private industry, the press, and federal, state, local agencies and non-governmental organizations.
- Integrates DUSD(ES) considerations into Life Cycle Cost management functions.
- Oversees productive use of the Defense Environmental Security Corporate Information Management (DESCIM) process.
- Recognizes outstanding achievements in support of DoD ES programs through an annual awards program.
- Coordinates with Weapon System Program Manager and Integrated Product Teams to integrate ES considerations into the weapon system acquisition process.
- **Program Focus** – Integrates ES resource requirements into the Planning Programming & Budgeting System (PPBS) process and delivers resources.
 - Reduces risk:
 - Obtains adequate program resources through PPBS by building defensible budgets, participating in program reviews and being responsive to Congressional queries, Questions for the Record, bill markups, etc.
 - Gains advocacy with Congressional members, communities, the public and others through adequate outreach efforts supporting our programs and the President's budget.
 - Reduces liability:
 - Future compensation costs and claims.
- **Partners/Stakeholders**
 - Internal to DoD: Acquisition Resources, OSD Program Analysis & Evaluation, WHS, DoD Comptroller, Component Finance offices, OSD Legislative Affairs and Public Affairs, Military Departments, and DoD Regional Environmental Coordinators (RECs).
 - Government external to DoD: US Congress, Office of Management and Budget, Office of the President and the Vice President, Council on Environmental Quality, State and local governments.
 - Non-Governmental Organizations: National Governors Association, Environmental Council Of States, Association of State and Territorial Solid Waste Management Officials, Interstate Technology and Regulatory Cooperation.
 - Other Stakeholders: Technology communities, private industry and industry organizations, academia, and the press.

Director,
Defense Explosives Safety and Chairman, DoD Explosives Safety Board

- **Functions**

- Advises DUSD(ES) and Military Departments on safety aspects of ammunition and explosives (including chemical agents) development, manufacturing, testing, handling, transportation, storage, maintenance, demilitarization, and disposal.
- Reviews plans for siting, construction or modification, and provides survey and evaluation of ammunition and explosive facilities and activities worldwide.
- Reviews and approves plans for lease, transfer or disposal of real property when ammunition, explosives or chemical agent contamination exists or is suspected to exist.
- Promulgates, through the Department of Defense Explosive Safety Board (DDESB), minimum DoD explosive safety standards.

- **Program Focus**

- Protects personnel, property and mission capability from hazards of explosives.
- Reduces risk of injury, death, property loss and loss of mission capability by developing comprehensive explosives safety standards protect personnel, both on-and off-installations, from the effects of accidental explosives detonations.
- Ensures that military operations, including explosives manufacturing, storage, training, testing, intentional detonation, and disposal are conducted in accordance with explosives safety standards. This includes military munitions fired, placed, buried or otherwise disposed of on land previously under DoD control.
- Reduces liability of future costs and claims due to accidental explosives detonations.

- **Partners/Stakeholder**

- Internal to DoD: The military departments, joint staff, defense agencies, and CINCs.
- External to DoD(USG): Environmental Protection Agency, Bureau of Land Management, Forestry Service, United States Coast Guard, Federal Bureau of Investigation, Bureau of Alcohol, Tobacco and Firearms, National Aeronautics and Space Administration, Department of Transportation, Federal Aviation Administration, Department of Energy.
- External to DoD(International): NATO, UK Ministry of Defense, Canadian Ministry of Defense, Israeli Ministry of Defense, Australian Ministry of Defense.

- External to DoD: State and local governments, Institute of Makers of Explosives, Interstate Technology and Regulatory Cooperative, Keystone National Munitions Dialogue.

**Director, Defense Pest Management and
Executive Director, Armed Forces Pest Management Board**

- **Functions**

- Develops policy, provides scientific guidelines, oversees execution, and represents DoD interests for pest management of insects, weeds and other animals.
- Provides technical and procedural capability to protect DoD forces from the vectors of disease and DoD property from pest damage.
- Provides information to DoD forces worldwide regarding the control of insect vectors and pests, as well as the proper environmentally sound handling of the materials used to control them.

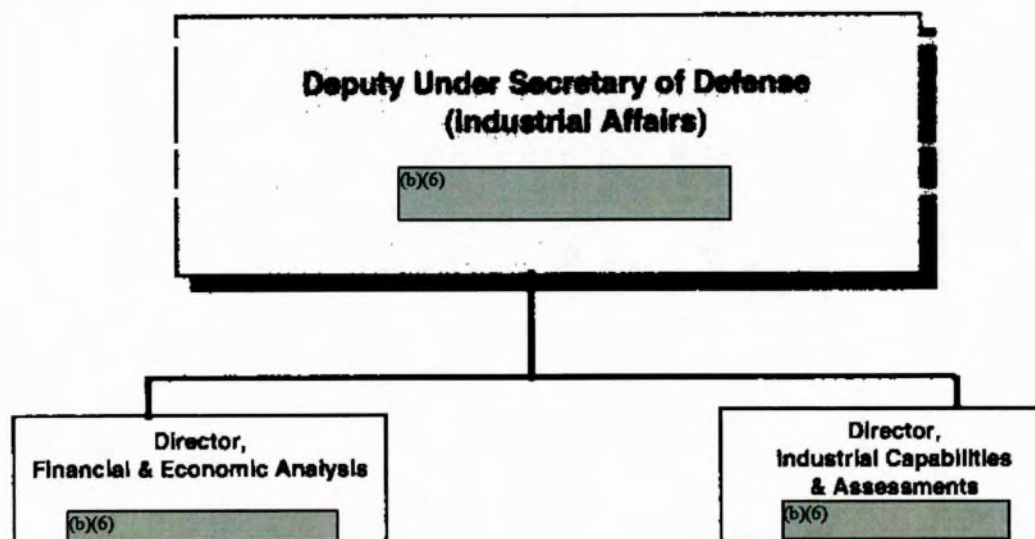
- **Program Focus**

- Prevents adverse effects from vector-borne diseases and pests on DoD operations which:
 - Develops and provides contingency disease-vector control programs for deployed ground forces in coordination with the Joint Staff, CINCs and Service combatant components.
 - Oversees and coordinates pest management activities on DoD installations.
 - Coordinates DoD efforts to prevent importation, introduction and spread of non-native invasive species (plant and animal) into US land and water ecosystems.
 - Establishes research requirements for innovative prevention, control and management of disease vectors and pest species.
- Reduces risk from pesticide exposures which:
 - Develops and promotes use of environmentally sound and effective integrated pest management programs.
 - Develops and promotes use of personal protective measures to avoid disease vectors and biting pests.
 - Reviews and approves any introduction, stockage, and deletion of pesticides or other pest management materiel by DLA in the DoD supply system.
 - Implements the DoD plan for the training and EPA Certification of Pesticide Applicators.

- Oversees DoD compliance with the Federal Insecticide, Fungicide, and Rodenticide Act.
- Provides timely scientific disease vector and pest management advice and information which:
 - Oversees operation of Defense Pest Management Information Analysis Center.
 - Develops and provides original publications and guidance.
 - Provides expert consultative services.
- **Partners/Stakeholders**
 - DoD partners and stakeholders include: ASD(Health Affairs), Joint Staff, Unified Commands, Services, Defense Logistics Agency, Service Surgeons General, Army Center for Health Promotion and Preventive Medicine, Army Medical Research and Materiel Command, Navy Environmental Health Center and Air Force Civil Engineering Support Agency.
 - Other federal agencies include Departments of Agriculture, Commerce, Health and Human Services, Interior, State, Transportation, and the Environmental Protection Agency.
 - International agencies include the North American Treaty Organization, the German Army, the Canadian Armed Forces, the British Armed Forces, the World Health Organization and the Pan American Health Organization.



As of Nov 00



DEPUTY UNDER SECRETARY OF DEFENSE (INDUSTRIAL AFFAIRS)

The Deputy Under Secretary of Defense (Industrial Affairs) is the principal advisor to the Under Secretary of Defense for Acquisition, Technology & Logistics (AT&L) and the Secretary and Deputy Secretary of Defense on all matters concerning defense industrial capabilities, including: defense mergers, acquisitions and consolidations; preservation of key industries and technologies; the promotion of global industrial linkages; and assessing whether there are sufficient and competitive industrial capabilities to meet the needs of the 21st Century warfighter. The DUSD(IA) is responsible for advising on programs and policies affecting the defense industry, and for reviewing on an ongoing basis the health and competitiveness of the industry and its core sectors.

- The mission of the DUSD(IA) is to ensure the availability of reliable, affordable, flexible, and innovative industrial capabilities necessary to meet 21st century national security needs.
- This mission encompasses three primary areas:
 1. **Industrial Competition:** Ensures vigorous competition in defense markets in an era of industry consolidation.
 2. **Robust Industrial Capabilities:** Maintains industrial readiness, identifies and addresses industrial vulnerabilities, and infuses industrial base considerations into acquisition and R&D investment strategies.
 3. **Security-Enhancing Pro-Competitive Global Links:** Enhances competition and interoperability with coalition partners through Trans-Atlantic industrial collaboration with reliable industrial firms in countries with congruent policies.

The Office of DUSD(IA) consists of two directorates. Their functions are as follows:

Director, Financial & Economic Analysis

- Reviews and analyzes mergers, acquisitions and divestitures related to the defense industrial sector.
- Supplies economic analysis support for final DoD decisions and policies on matters relating to the preservation of essential defense capabilities.
- Comments on legislative changes to the financial and economic base policy.
- Conducts economic research studies requiring a detailed analysis of a wide spectrum of economic and industry data.
- Coordinates USD AT&L's input for DoD national security threat reviews under the Committee on Foreign Investment in the U.S. (CFIUS) process.

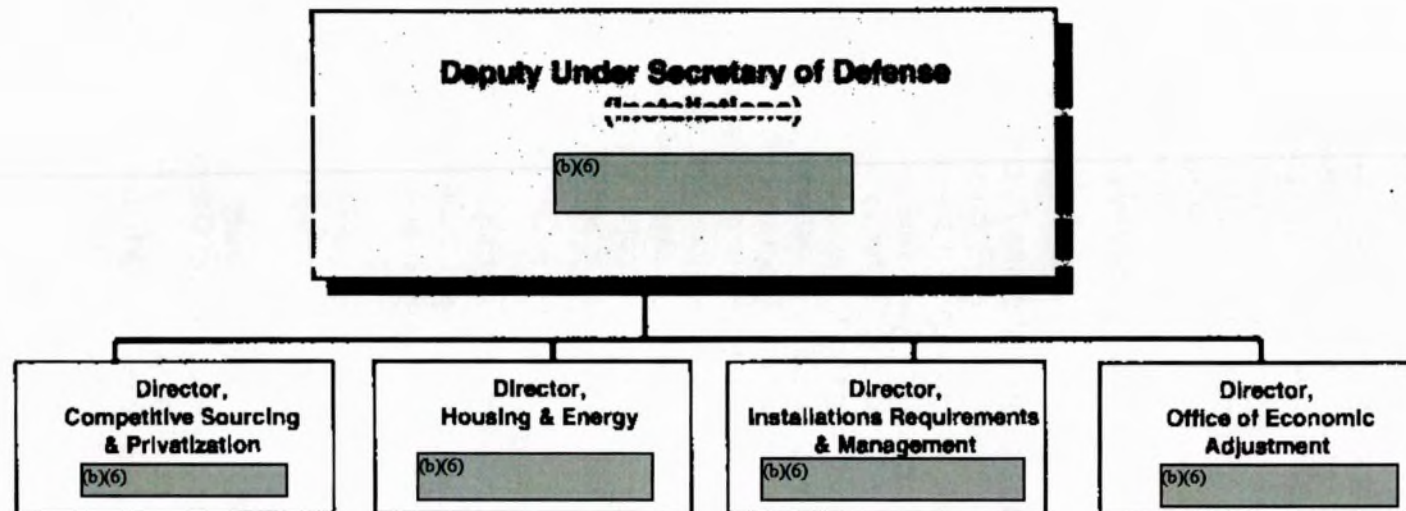
- Cultivates and promotes globalization policies and practices to create a more robust and competitive transnational defense industrial base that enhances interoperability and thus improves our warfighting ability with our coalition partners, serves our mutual national security needs, and further enhances our technology security.
- Coordinates on appropriate activity related to the Defense Policy Advisory Committee on Trade (DPACT).
- Participates in development and implementation of bilateral agreements with key NATO countries and other allies for international defense industrial cooperation.
- Specifically, assists the DUSD(IA) in the Security of Supply subgroup discussions as well as the subgroup on foreign corporate governance.
- Coordinates the overall DoD review (including intelligence agencies) of foreign relationships with U.S. Defense firms.

Director, Industrial Capabilities & Assessments

- Provides judgment and expert advice to the USD(AT&L) on all matters related to the industrial capabilities needed to design, develop, manufacture and support defense goods and services.
- Assists major acquisition programs through the acquisition process by providing subject matter expertise on defense industrial capabilities, reasonableness of plans for manufacturing development and production.
- Supports the DUSD(IA)'s role in ensuring acquisition strategies take into account potential impacts on the industrial base.
- Assesses and reports on the health of key defense industrial capabilities and on changes in the defense supplier base.
- Provides industrial base expertise for Department reviews of industry mergers and acquisitions, and national security reviews of foreign companies and acquisitions of U.S. companies.
- Administers the DoD defense priorities and allocations system (DPAS).
- Performs analyses and makes recommendations for senior level Department actions and investments to sustain or endangered defense industrial capabilities.
- Provides performance metrics and criteria for industrial capabilities, manufacturing development, and production to support DoD acquisition planning and investment decisions.
- Develops acquisition policies, guidelines, and educational tools for industrial capabilities, manufacturing development, and production.



As of Nov 00



DEPUTY UNDER SECRETARY OF DEFENSE (INSTALLATIONS)

The Deputy Under Secretary of Defense (Installations) is the principal staff assistant and advisor to the Under Secretary of Defense for Acquisition, Technology, and Logistics (US D(AT&L)) and the Secretary and Deputy Secretary of Defense for matters concerning the Department's privatization and outsourcing initiatives; manages the Department's military installations' budgets and policies, including those affecting housing, facilities construction, real property acquisition, repair-maintenance, base operations, energy procurement and conservation, base closure and reuse, and overall economic development, to include assistance to state and local governments affected by base closure and realignment. The DUST(I) serves as DoD's liaison to the National Economic Council, the Treasury, the Department of Commerce and other economic agencies; exercises authority, direction and control over the Director of the Office of Economic Adjustment (OEA) and such other subordinate officials as may be assigned.

Director, Installations Requirements and Management

The Directorate for Installations Requirements and Management is responsible for legislative proposals and policies to manage worldwide defense installations, to acquire, manage and dispose of DoD's real property, and to acquire, construct, maintain, modernize and dispose of defense facilities. The Directorate's Office of Analysis and Investment prepares the annual military construction bill; analyzes requirements and funding for facility investments, real property maintenance and base operations, manages the Planning, Programming and Budgeting System (PPBS) for military construction, real property maintenance and base operations, oversees host nation programs for facilities, and develops procedures for measuring the effect of defense facilities on military readiness. The Directorate's Office of Installation Management focuses on making real property and facilities available when and where needed to effectively and efficiently support DoD missions.

Analysis and Investment

- Assembles and justifies the annual military construction bill, including legislative proposals to enhance management of DoD installations as well as facilitates acquisition, construction and maintenance of needed DoD facilities.
- Develops a strategy that promotes the right size, right quality, right resources and right information for managing defense installations.
- Manages the PPBS for facility construction, real property maintenance and base operations, including development of Defense Planning Guidance and Program Objective Memoranda Preparation Instructions, reviews DoD Components' Programs and Budgets to determine the extent to which they satisfy facility and base operations requirements, and participates in the Program Decision Memoranda and Program Budget Decision processes.

- Determines strategy and policies for facility investment, including major, minor and contingency construction, and recommends credible facility investment plans for the Department based on life cycle costing and comprehensive installations' master planning. Researches and assembles information that substantiates the current condition of facilities and justifies programmed and budgeted facility investment levels.
- Oversees facility programs in foreign nations, including the NATO Security Investment Program as well as host nation funded programs that support U.S. forces, such as in Japan and Korea. Works to obtain more facility support from host nations.
- Develops policies, procedures and reports regarding the acquisition, management and disposal of real property, including out-leasing of such property and the joint, inter-service utilization of real property and facilities. Maintains data on the defense base structure and inventories of real property.
- Conducts analyses, provides advice, makes recommendations and drafts policy or guidance on Defense facilities and installations' plans and programs, which incorporates force structure and base structure changes, alternative methods of acquiring and maintaining needed real property and facilities, improvements to quality of life in the workplace for DoD people, and timely responses to unforeseen world and natural events. Establishes databases and management tools to enable timely and meaningful analyses.
- Analyzes the capacity of existing facilities, to include their number, type, and use against long and short-term needs. Recommends strategies and alternatives for increasing facility capacity to meet requirements. Determines incentives for the DoD Components to eliminate excess facility capacity where it may exist as a means for reducing operation and maintenance costs.

Installation Management

- Develops policies, procedures and reports regarding the acquisition, management and disposal of real property, including out-leasing of such property.
- Develops policies, procedures, and reports regarding the joint, inter-service utilization of real property and facilities.
- Develops policies and procedures for special land-use purposes such as the detention centers, prisons, drug treatment facilities, homeless shelters, etc.
- Serves as the DoD's primary interface with other government and non-governmental entities concerning real property issues.
- Provides implementation guidance for public law and executive order requirements for real property matters.

- Coordinates the preparation, presentation, justification, and defense of the Department's real property initiatives before Congress to include pursuing forms of permanent authority.

Director, Housing and Energy

The Directorate of Housing and Energy is responsible for the development, implementation and oversight of Defense policy in the areas of accompanied and unaccompanied housing, base closure, energy and water resource management, utility energy acquisition, and utilities privatization. The Directorate provides policy, guidance and technical tools to help professional Defense installation managers improve mission support, while at the same time improving the living and working conditions of Defense personnel and their dependents at the lowest life-cycle cost.

Housing

- Develops and implements housing policies, procedures, responsibilities and information requirements concerned with the provision of housing (including the referral of members to private sector housing) within the Department of Defense (DoD). (The term "housing" includes homes for service families, barrack spaces for unaccompanied personnel and temporary lodging for transient personnel).
- Monitors housing resource requirements, serves as the housing focal point for issues within DoD's Planning Programming and Budgeting System.
- Serves as the lead staff element for DoD-wide housing issues and initiatives.
- Facilitates cross-service communication and cooperation to maximize the effectiveness, efficiency and quality of DoD's housing.
- Conducts reviews and provides recommendations on issues and actions concerning more than one service/agency within the DoD. Serves as a higher level reviewer for issues and reports resulting from General Accounting Office, Inspector General or other organizations conducting reviews of DoD housing operations.
- Serves as the DoD's primary interface with other governmental and non-governmental entities concerning housing issues.
- Assists the Director, Competitive Sourcing and Privatization Office in exercising DoD's authority to enter into agreements with the private sector for acquisition or construction of family/unaccompanied housing.

Energy and Utilities Privatization

- Influences National energy policy through Interagency working groups. Reviews proposed actions by the Executive Office of the President, Congress and the Department of Energy relative to energy and water management and utility system privatization to ensure they do not impact negatively on readiness. Develops strategy to overcome any onerous statutes or directives.
- Provides implementation guidance for public law and executive order requirements, and monitors Department's compliance with these requirements and its progress towards meeting Presidential and Congressional goals.
- Ensures Defense Component maintain viable and effective energy and water management programs. Monitors use of appropriated funding and private-sector financing available through the use of Energy Savings Performance Contracts and Utility Incentive Agreements to install energy and water saving measures. Improves execution rates and effectiveness of energy and water conservation projects. Ensures energy and water conservation, utility rate intervention and utility system privatization efforts are coordinated closely by the Defense Components.
- Develops policy and provides implementation guidance in regards to the Defense Reform Initiative to privatize all eligible Defense Installation utility systems by September 30, 2003. Monitors progress of Military Services to meet interim utility privatization milestones of "go/no-go" decisions by September 30, 2001 and all Request For Proposals issued by September 30, 2002.

Director, Competitive Sourcing and Privatization Office

The Competitive Sourcing and Privatization Office is responsible for the direction of the Department's Military Housing Privatization Initiative (MHPI) and also the Department's Competitive/Strategic Sourcing programs. Competitive Sourcing requires that DoD commercial activities (activities that can be performed by the private sector and which are not inherently governmental in nature) are competed between government and industry to determine the most efficient and cost effective method of performance. Strategic Sourcing broadens the activities under consideration to include all efficiency initiatives, and includes review of inherently governmental functions. These programs:

Competitive/Strategic Sourcing

- Develops policies, conducts analyses, provides advice, makes recommendations, and issues guidance on DoD plans and programs to ensure the effective and efficient use of Department resources through public-private competition and supports the divestiture of those activities that are not inherently governmental.
- Develops policies, procedures, and resource guidance on OMB Circular A-76 which governs the competitive sourcing of commercial activities.

- Develops policies, procedures, and resource guidance on reengineering efforts regarding inherently governmental functions for inclusion in Strategic Sourcing programs.
- Develops policies, procedures, and resource guidance regarding an inventory of the DoD workforce which is compiled to coordinate inventories and reports required by the Federal Activities Inventory Reform (FAIR) Act of 1998 and other legislative provisions, such as 10 U.S.C. 2461(g) and section 8109 of the Department of Defense Appropriations Act for Fiscal Year 2000.
- Manages and maintains the Commercial Activities Management Information System (CAMIS) which tracks key data pertaining to the Department's public-private competitions and spans the entire life of each competition from when they are announced to Congress through five years of performance under the winner.
- Coordinates the preparation, presentation, justification, and defense of the Department's commercial activities programs during the PPBS process and before Congress.

Housing Privatization

- Develops policies, procedures, and resource guidance on the Military Housing Privatization Initiative (10 U.S.C. 2385) to include guidance regarding the execution of projects, especially with respect to financial and credit obligations.
- Exercises program oversight to ensure Service housing privatization efforts support the Department's goal of eliminating inadequate family housing by 2010.
- Reviews projects proposed by the Military Departments are financially viable and comply with established policies and procedures.
- Coordinates the preparation, presentation, justification, and defense of the Department's housing privatization program before Congress to include pursuing appropriate permanent authorities.



As of Nov 00

**Deputy Under Secretary of Defense
(Installations)**

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(b)(6)

**DIRECTOR,
OFFICE OF ECONOMIC ADJUSTMENT**

Supports changes in DoD policies, programs, and operations by providing technical and financial assistance to states and local governments affected or potentially affected by those changes, such as, base closures and expansions, realignments, and major reductions in DoD or defense-related employment. Assists communities where civilian development is encroaching on the mission of a military installation.

- Recommends policy, develops procedural issuances, manages resources for the operation of the Defense Economic Adjustment Program, and evaluates and improves program performance.
- Monitors changes in DoD programs and activities; assists, in the assessment of possible impacts; develops and recommends strategies and action plans to lessen serious state and local economic impacts.
- Provides information and advice on economic adjustment programs and resources available to meet community economic adjustment needs.
- Plans, organizes, coordinates, and administers economic adjustment assistance projects for communities, areas, and states adversely affected by base closures and realignments and major reductions in DoD personnel.
- Plans, organizes, coordinates, and administers economic adjustment assistance projects for communities, areas, and states adversely affected by reductions in defense industry employment.
- Plans, organizes, coordinates, and administers statewide economic adjustment assistance programs for states adversely affected by, or vulnerable to, base closures and realignments and reductions in defense industry employment.
- Assists local communities, areas, or states in developing community base reuse plans pursuant to base closure laws for inclusion with the Military Departments' Environmental Impact Statements
- Assists local communities, areas, or states in planning and providing for public facilities and services to meet requirements generated by major population growth associated with installation expansions or the establishment of new DoD installations.
- Provides technical advice and financial assistance to DoD-dependent communities in efforts to diversify their economies and minimize the possible impact of future DoD realignments.
- Directs and manages programs to provide grants for community and state economic adjustment planning, economic diversification planning, joint land use studies, and special impact assistance.

- Serves as a clearinghouse to exchange information among federal, state, and community officials involved in economic adjustment.
- Assists local communities and military installations to develop joint land use plans to prevent further development around an installation when the missions and operations of the base are threatened because of urban encroachment.

E.O. 12788, "Defense Economic Adjustment Program"

DoDD 3030.1, "Office of Economic Adjustment"

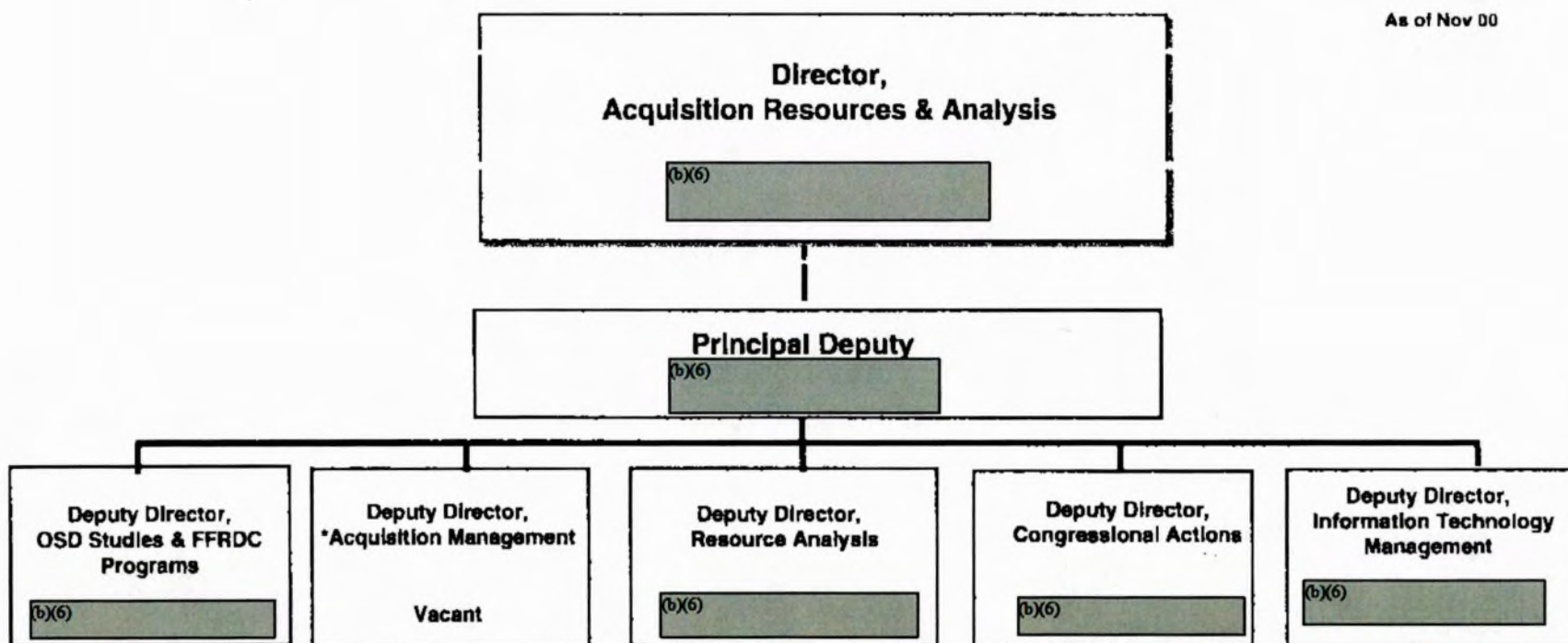
DoDD 4165.67, "Revitalizing Base Closure Communities—Base Closure Assistance"

DoDD 5410.12, "Defense Economic Adjustment Program"

DoDI 3030.2, "Community Planning and Special Impact Assistance"



As of Nov 00



*Merged from Acq Sys Mgmt & Cost Perf Mgmt
New Title not effective.

DIRECTOR, ACQUISITION RESOURCES & ANALYSIS

The Director, Acquisition Resources and Analysis (ARA) is responsible for integrating all USD(AT&L) planning, programming and budgeting activities, and for overseeing the efficient functioning of the Department's formal weapons systems acquisition process. ARA integrates the diverse aspects of Defense acquisition into a balanced and coherent program that supports the National Strategy; provides integrated analytical support on acquisition resources and long-range investment planning issues in both the acquisition system review process and the Planning, Programming and Budgeting System (PPBS); identifies and delineates current and long range acquisition planning issues where useful precedents do not exist; provides detailed analysis and extensive interaction within OSD, the Joint Staff, the Military Departments, Defense and other government agencies. Manages the Federally Funded Research and Development Centers and studies program for the Office of the Secretary of Defense as well as conducting special projects as directed by the USD(AT&L).

Deputy Director, Acquisition Management

- Develops, evaluates and recommends management policies and procedures governing the operations of the entire DoD acquisition system for Secretary of Defense and USD(AT&L) approval.
- Identifies major Defense Acquisition Programs to USD(AT&L) and recommends those for either Defense Acquisition Board (DAB) Acquisition Category (ACAT I) programs or component oversight Acquisition Category (ACAT II) programs.
- Ensures proper operation of the DAB and timely support from its Integrated Product Teams.
- Provides read-ahead to all DAB Principals in advance of the DAB assuring that meetings focus on significant issues.
- Prepares and fully coordinates Acquisition Decision Memoranda (ADM) for USD(AT&L) approval as a result of DAB deliberations. Tracks completion of ADM actions.
- Establishes policies and procedures for Acquisition Program Baselines (APBs) and ensures APBs are established and updated at milestone decision points, or when breaches occur.
- Tracks/identifies APB breaches and provides baseline status reports to support monthly Defense Acquisition Executive Summary meetings.
- Implements certain government-wide acquisition improvement initiatives such as National Performance Review and Executive Order 12861 on Regulatory Reduction.

- Conducts wide range of other activities (i.e., preparing confirmation hearing and congressional testimony, providing DoD input to GAO and DoD IG audits, providing continuing support for educational programs at Defense Systems Management College (DSMC) and Industrial College of the Armed Forces (ICAF), and participating in major Departmental study efforts.)
- Integrates intelligence community threat projections into the investment planning functions of the Department in both the major defense acquisition program review and the PPBS processes. Ensures that a broad range of intelligence community views are considered in DAB and PPBS reviews and in the evaluation of DoD policy documents.
- Manages the Selected Acquisition Reports (SAR) and Unit Cost Reporting (UCR) systems.
- Establishes principles and standards for contractors' internal cost and schedule performance measurement systems and related external reports. Monitors implementation through liaison with the DoD Performance Measurement Joint Executive Group (PMJEG), the International Performance Management Council, industry associations, contractors, and DoD schools. With the PMJEG, represents DoD in sharing cost/schedule control policy and administrative information with other government agencies and foreign governments.
- Monitors cost and schedule status of high interest programs and conducts analyses of contract and program cost performance.
- Establishes procedures for and manages the monthly Defense Acquisition Executive Summary (DAES) process.
- Establishes policy for Work Breakdown Structure formulation and use.
- Serves as Defense Acquisition Workforce Improvement Act (DAWIA) representative on the Business Cost Estimating and Financial Management and Acquisition Management Functional Board in establishing and monitoring education and training standards.
- Serves as the USDO(AT&L) member of the Cost Analysis Improvement Group (CAIG).
- Maintains the Consolidated Acquisition Reporting System and publishes periodic summaries of major acquisition programs.

Deputy Director, Resource Analysis

- Provides overall direction and serves as central OUSD(AT&L) focal point for OUSD(AT&L) participation in all phases of the Planning, Programming, and Budgeting System (PPBS) process.
- Maintains a system of administrative controls of RDT&E and Procurement funds and coordinates with the OLSD (Comptroller) on administrative funds control and withhold issues.
- Coordinates OUSD(AT&L) participation in the preparation of key PPBS planning documents.
- Leads OUSD(AT&L) participation in OSD long-range programmatic projections. Coordinates inputs from OUSD(AT&L) organizations to support such projections, ensuring that these efforts are consistent with DAB plans, other OUSD(AT&L) guidance, and programmatic direction contained in the Future Years Defense Program (FYDP). Prepares reports on long-range acquisition program projections for presentation to senior DoD officials.
- Develops investment area assessments, as called for in the OUSD(AT&L) charter and DoDI 5000.1, and ensures that results are incorporated in future long-range planning projections and affordability assessments for DAB milestone reviews and issue papers prepared during the PPBS process.
- Provides general guidance for review of Component-submitted affordability analyses at DAB milestone reviews as required by DoDI 5000.2. Prepares an independent assessment of affordability for each milestone review. Develops policy and procedures for DAB affordability assessments.
- Prepares studies and analyses of major acquisition alternatives, ensuring that the OUSD(AT&L) is provided with a balanced evaluation of competing options for major acquisition programs. Analyzes acquisition program alternatives in the context of resource constraints, affordability, and modernization priorities.
- Establishes and maintains automated acquisition resource and investment planning systems to support functions of the DAB and the OUSD(AT&L) participation in PPBS activities. In coordination with the Deputy Director, Acquisition Management, develops new acquisition policies with resource implications, assessing new policy proposals and proposed revisions from a resource perspective and ensuring that new policies are reflected appropriately in OUSD(AT&L) investment planning systems and PPBS activities.

Deputy Director, Congressional Actions

- Oversees all OUSD(AT&L) Congressional activities including Congressional hearing scheduling, Congressional transcripts, witness statements, questions and inserts for hearing records, preparation books for confirmation hearings, reports to Congress, responses to constituent inquiries, and Congressional requests for information, to include answering the standard 18 questions related to Congressional aids.
- Serves as OUSD(AT&L) focal point for managing and coordinating the process for informing Congress of AT&L's concerns with provisions of the Defense Authorization and Appropriations Bills and for including AT&L issues in the Statements of Administration Policy and the Secretary's appeal letters.
- Manages and coordinates the process for responding and participating in OUSD(AT&L) related General Accounting Office/DOD Inspector General audit reports and programs
- Reviews proposed Congressional legislation and other Federal Agency hearing statements and proposed legislation for impact on OUSD(AT&L) components to develop AT&L positions. Interfaces with the DoD General Counsel's Legislative Reference Service office to ensure OUSD(AT&L) positions are duly considered and consistent with the Administration's policy before going to Congress.
- Oversees and manages preparation, coordination, and final review of OUSD(AT&L) legislative proposals (as part of the Unified Legislative & Budgeting process) for the Omnibus Bill.
- Provides support to AT&L for special projects, to include coordinating testimony and position papers on AT&L issues, and maintaining matrix of priority issues for OUSD(AT&L).
- Manages and approves visiting scientists' J-1 foreign waiver requests for DoD.
- Keeps current a ready book containing status of issues of interests to OUSD(AT&L).
- Prepares, staffs and finalizes the OUSD(AT&L) delegation of authority memos for both the Authorization and Appropriations Acts.

Deputy Director, Information Technology Management (ITM)

- Serves as the primary provider and manager of Information Technology (IT) assets and support services operating within the OUSD(AT&L).
- Provides for an IT infrastructure that meets authorized OUSD(AT&L) requirements in the office, at home, and when on travel. Carries out

modernization, configuration management, advanced technology insertion, and information and IT security responsibilities over the IT infrastructure. Support service responsibilities include network management, customer support and helpdesk services, training, IT contract management, and technical support for continuity of operations and disaster recovery.

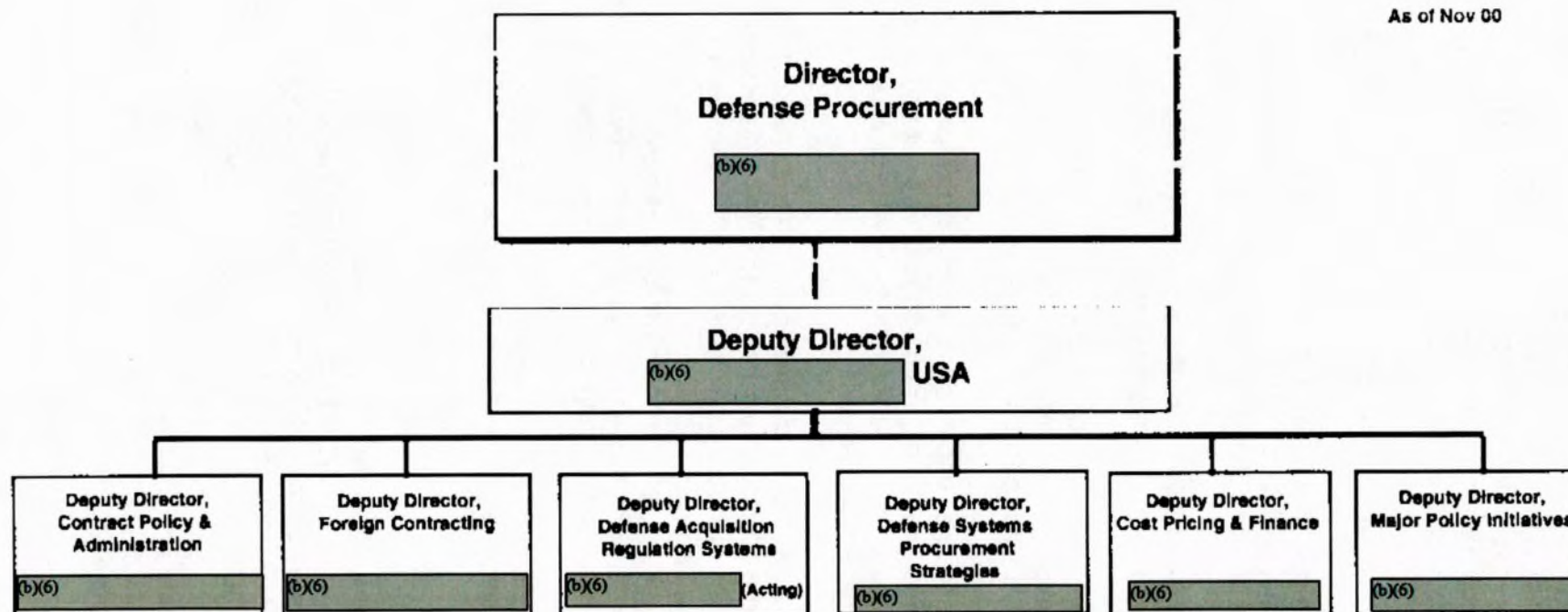
- Plans, programs, budgets, and executes IT funding for the OUSD(AT&L).
- Develops the OUSD(AT&L) ITM Strategic Plan and related architectures. Maintains standards-based technical architectures that guide infrastructure decisions and that comply with DoD-directed architectures and standards.
- Provides for web-assisted access to automated AT&L information and the development and management of custom business applications.
- Implements the policies of the DoD ITM program for the OUSD(AT&L). Issues IT policy, procedures, references, and training materials, as required, to ensure a smooth running IT infrastructure.
- Consolidates and coordinates enterprise-wide business process and information-sharing improvements and data administration requirements. Resolves OUSD(AT&L) business process and data interface and standardization issues.
- Serves as technical advisor for all efforts to purchase IT and/or to develop software that will operate on OUSD(AT&L) desktops or network and the focal point on IT operational issues affecting the OUSD(AT&L) IT infrastructure.
- Provides asset management for all IT hardware assets, core office automation and business applications software, and significant special purpose business applications software within the OUSD(AT&L).
- Represents the OUSD(AT&L) on councils, boards, Integrated Product Teams, and working groups dealing with operational IT management and support issues.

Deputy Director OSD Studies & Federally Funded Research & Development Center (FFRDC) Programs

- Responsible for OSD policy and procedures for acquiring Contract Advisory and Assistance Services. Provides management and oversight of the OSD and OUSD(AT&L) Studies Program. Performs primary sponsorship functions for the Institute for Defense Analysis and Rand National Defense Research Institute FFRDCs. Supports the Director, Defense Research and Engineering by providing policy guidance and management oversight of the DoD FFRDC Program.



As of Nov 00



DIRECTOR, DEFENSE PROCUREMENT

Supports the Under Secretary of Defense for Acquisition, Technology & Logistics in the oversight of all procurement matters within DoD. Directs the development, implementation, and management of integrated, coordinated, and uniform policies and programs governing DoD procurement and contract administration worldwide in accordance with applicable public laws and regulations; guides DoD managers in the conduct of business related activities to achieve effectiveness and efficiency; establishes electronic business procurement policies; and directs the development and implementation of DoD policies and procedures for system acquisition business planning and strategies, and reviews programs to assure compliance.

The Director of Defense Procurement exercises functional responsibilities and authorities for development of policies for contracts; contract administration; foreign contracting; and contract costs, profit and financing; and the business process for the DoD Standard Procurement System. The Director provides advice to the Defense Acquisition Board on defense systems procurement strategies and oversees the Defense Acquisition Regulations System. Functions include:

- Plans and develops selected policies and procedures for the placement of contracts and contract administration; analyzes, develops, and proposes legislation affecting contract placement and contract administration policies and programs; advises DoD management and Defense Acquisition Regulations (DAR) Council and consults with Congress and senior management levels in the Executive Branch on contract and contract administration policies; oversees the DoD competition advocacy program; and develops programs to maintain the professionalism of the procurement workforce.
- Develops and implements procurement policies and procedures to facilitate mutual defense cooperation with our allies; negotiates, implements, and administers reciprocal procurement agreements between DoD and foreign governments, consistent with statutes and regulations; develops and implements policies related to contracting for the Foreign Military Sales program; reviews program specific memoranda of understanding for consistency with US acquisition policies; assists foreign entities competing for DoD procurements and US companies competing for foreign defense procurements; and monitors and reports on defense trade balances.
- Develops and implements policies pertaining to contract pricing, profit, cost and financing; including the areas of cost accounting standards, cost principles, contract financing, central contractor registration, electronic billing, and payments, Prompt Payment Act, Truth in Negotiations Act, restructures costs associated with business combinations, and chairs the Contract Finance Committee.

- Formulates policy on weapon systems acquisition business strategies; reviews procurement strategies for all major defense systems before Defense Acquisition Board milestone reviews; for selected non-major systems, acts as focal point for warranties, second sourcing, source selection, multi-year contracts and leases; and monitors procurement strategies for selected programs in POM and budget reviews.
- Develops policies and procedures that support acquisition reform in difficult and highly technical areas of procurement, including: Procurement Business Process Re-engineering, the Standard Procurement System, electronic business, and manages government property in the possession of contractors.
- Develops and issues procurement regulations in the Federal Acquisition Regulation (FAR) in coordination with the Civilian Agency Acquisition Council; develops and issues procurement regulations in the Defense FAR Supplement in coordination with the military departments and the Defense Logistics Agency; and, operates and manages the DAR Council in accordance with DoDD 5000.35 and DoD Instruction 5000.63.

Deputy Director, Defense Systems Procurement Strategies

- Formulates policy on weapons systems acquisitions business strategies.
- Participates in defining procurement strategy for all major defense systems before DAB milestone reviews, and for selected non-major systems, making recommendations as appropriate.
- Focal point for warranties, system acquisition competition, source selection, multi-year contracts, and leases.
- Monitors procurement strategies for selected programs in POM and budget reviews

Deputy Director, Cost Pricing and Finance

- Develops and implements policies for contract pricing, payment, profit, financing, cost accounting standards, cost principles and related areas.
- Develops, analyzes, and proposes legislation, advises DoD management, and consults with Congress and the Executive Branch on the above areas.
- Chairs the Contract Finance Committee.

Deputy Director, Foreign Contracting

- Develops and implements procurement policies and procedures to facilitate mutual defense cooperation with United States Government (USG) allies.

- Negotiates, implements, and administers reciprocal procurement agreements between DoD and foreign governments consistent with statutes and regulation.
- Develops and implements policies related to contracting for the Foreign Military Sales program.
- Reviews program specific memoranda of understanding for consistency with U.S. acquisition policies.
- Monitors defense trade balances.
- Analyzes, develops, and prepares legislation affecting foreign contracting.
- Serves as the DoD Ombudsman to address inquiries from foreign entities competing for DoD procurements and from US companies competing for foreign defense procurements.

Deputy Director, Contract Policy and Administration

- Plans and develops selected policies and procedures for the placement of contracts and contract administration.
- Analyzes, develops, and proposes legislation affecting contract placement and contract administration policies and programs.
- Advises DoD management and DAR Council and consults with Congress and senior management levels in the Executive Branch on contract and contract administration policies.
- Develops programs to maintain professionalism of the procurement workforce.
- Consults on the acquisition and source selection approach for programs of interest to DoD management.
- Oversees a procurement Management Review program for the Defense Agencies.
- Prepares the annual statement of assurance for Defense Procurement required by the Federal Managers' Financial Integrity Act.

Deputy Director, Defense Acquisition Regulations Systems

- Develops and issues procurement regulations in the Federal Acquisition Regulation (FAR) in coordination with the Civilian Agency Acquisition Council.

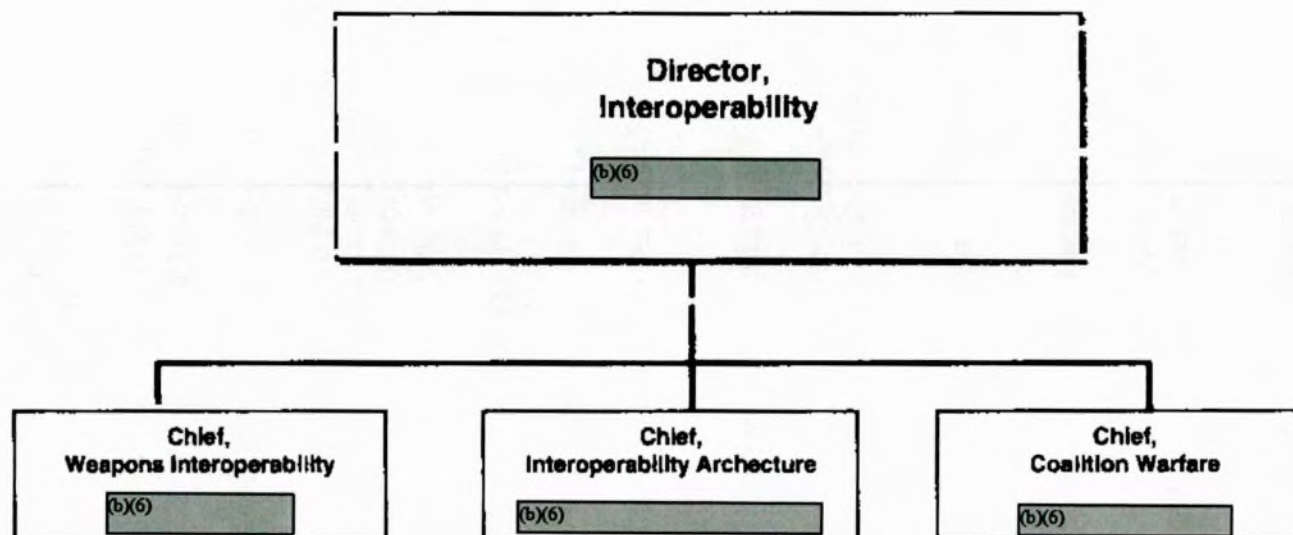
- Develops and issues procurement regulations in the Defense FAR Supplement in coordination with the Military Departments and the Defense Logistics Agency.
- Operates and manages the Defense Acquisition Regulations Council, and its committees.

Deputy Director, Major Policy Initiatives

- Assures Standard Procurement System functionality reflects current Procurement Business Process Re-engineering initiatives.
- Manages DoD Procurement Standard Data effort including Procurement Data Model.
- Chairs Standard Procurement System Council that reviews and approves proposed functional requirements for the Standard Procurement System.
- Develops improved business processes and revised policies for the management of government property in the possession of contractors.
- Develops procurement policy for Rights in Technical Data, Rights in Computer Software, and electronic procurement.



As of Nov 00



DIRECTOR, INTEROPERABILITY

Serves as principal advisor to the Under Secretary of Defense for Acquisition, Technology & Logistics to help enable the full range of joint and combined operations, through Interoperability and Coalition Warfare Initiatives, provide an acquisition focus, and work with Command, Control, Communications & Intelligence, the Joint Staff, Joint Forces Command Commander in Chiefs, the test community, the Defense Agencies, the Services, and Coalition Partners to achieve this mission.

- Provides direction to make a visible impact on our joint and coalition interoperability posture in the short term by working with ASD C³I, the Joint Staff, CINCs, and Coalition Partners to identify priority "interoperability gaps."
- Provides a cohesive "direction vector" for our interoperability capability in the mid term and for the future
- Focuses and implements the Coalition Warfare Initiatives in cooperation with the CINCs and coalition partners.
- Identifies, directs, and monitors integration and implementation of acquisition related interoperability efforts that will provide a cohesive way forward.
- Optimizes use of available resources by working through existing organizations.
- Creates a flexible, evolving system adaptable to constant change.
- Ensures active involvement in the Joint Requirements Oversight Council Joint Warfighters Capability Assessment, Chief Information Officer Executive Board, and Military Intelligence Board processes.
- Starts to implement the "Family of Interoperable Operational Pictures" (FIOP) as a key enabler of joint interoperability. This encompasses the top level situational awareness "picture", real-time battle management such as Single Integrated Air Picture (SIAP) and tactical level "pictures."
- Provides conceptual and systems oversight for SIAP.
- Supports the development of a Joint Distributed Engineering Plant (JDEP) as a tool for identifying and fixing system interoperability requirements.
- Provides the leadership for the creation of appropriate systems architectures within the DoD's joint architectural efforts.
- Implements Mission Capability Management (MCM) within the acquisition processes, to help create system-of-systems capabilities, using the best system engineering practices and Simulation Based Acquisition (SBA).

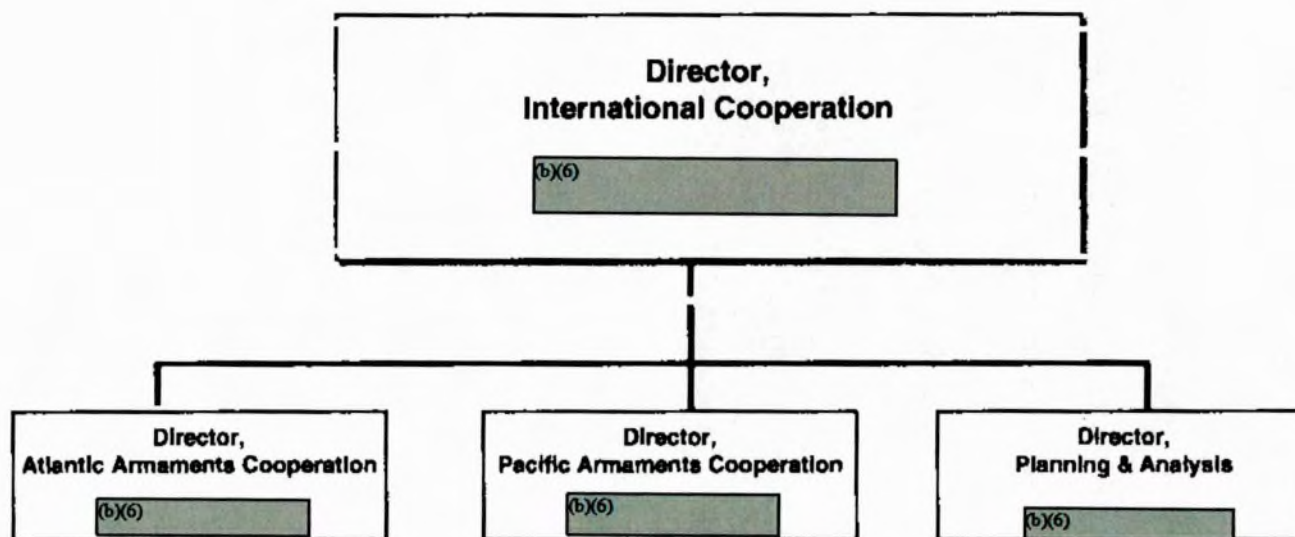
- Works with Congressional Staff, OSD Policy, and the Joint Staff to implement NATO Defense Capability Initiatives (DCI), Partnership for Peace and Coalition interoperability.

Deputy Director, Systems Engineering

- Develops and promulgates functional policies, procedures, tools, and training for acquisition technical areas.
- Provides systems engineering expertise/consultation for USD(AT&L) initiatives.
- Serves as an integrating function in support of DoD acquisition reform initiatives.
- Provides weapons systems engineering support to Defense Acquisition Boards, Integrated Product Teams, and other DoD-level weapon system acquisition forums.
- Serves as DoD representative/conduit to external agencies, foreign allies, industry, and academia.
- Keeps the Director, Interoperability informed on the status of appropriate acquisition programs by participating in Integrated Product Teams and Overarching Integrated Product Teams, and attending JROC meetings and DAB reviews as designated, focusing in particular on all systems that support an interoperable battlefield "ground picture."



As of Nov 00



DIRECTOR, INTERNATIONAL COOPERATION

Serves as principal advisor to the Under Secretary of Defense for Acquisition, Technology & Logistics for international cooperation and establishes policies and programs for:

- International armaments cooperation activities.
- International research, development & production programs.
- Oversight of international technology transfer.
- Support of NATO logistics policy and planning.
- Policy analysis of Defense Policy Advisory Committee on Trade (DPACT) issues.
- Expanded liaison with Defense industry.
- The Defense Export Loan Guarantee program.



As of Nov 00

**Director,
Small & Disadvantaged Business Utilization**

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Deputy Director,

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USAF

**DIRECTOR,
SMALL AND DISADVANTAGED BUSINESS UTILIZATION**

Administers Department of Defense responsibilities under the Small Business Act (As amended). Plans and manages the following:

- Assures that a fair share of Department of Defense procurements are placed with small business, small disadvantaged business, women-owned small business, qualified Historically Underutilized Business Zone small businesses and small businesses owned by veterans and Service disabled veterans.
- Develops, establishes and coordinates with the Small Business Administration and Office of Federal Procurement Policy, Department of Defense-wide annual small business program goals including prime contracting, subcontracting, and research and development.
- Conducts staff assistance visits on selected Department of Defense contracting and contract administration activities' small business programs as well as those of Department of Defense major prime contractors.
- Establishes policies, procedures, and initiatives for inclusion in the Federal Acquisition Regulation, the Defense Federal Acquisition Regulation Supplement and applicable DoD Directives for the improvement of Department of Defense small business, small disadvantaged business and women-owned small business programs.
- Develops policies and procedures to achieve the five percent small disadvantaged business goal set forth in Public Law 99-661, the five percent women-owned business goal set forth in Public Law 103-353, the three percent HUBZone goal set forth in Public Law 105-135, and the Service disabled small business goal set forth in Public Law 106-50.
- Develops and implements legislative initiatives for increased small business, small disadvantaged business and woman-owned small business participation in the Department of Defense Acquisition Program.
- Manages the Department of Defense Small Business Research and Development program to include advanced technology, the Small Business Innovation Research (SBIR) program and the Small Business Technology Transfer (STTR) program as established by law.
- Exercises staff management over the Department of Defense Procurement Technical Assistance Program.
- Supervises Department of Defense support and participation in federal procurement conferences sponsored by members of Congress.

- Manages the Department of Defense programs in support of purchases from Federal Prison Industries, the Blind and Severely Handicapped Workshops, and similar programs established by Law.
- Responsible for management and administration of the Historically Black Colleges and Universities Program in accordance with Executive Order 12876, Minority Institutions in accordance with Public Law 2323, and Tribal Colleges and Universities in accordance with Executive Order 13021.
- Manages the Department of Defense Pilot Mentor-Protege Program.
- Manages the Comprehensive Subcontracting Test Program in accordance with established laws and regulation.
- Manages Department of Defense programs relating to contracting with Native American owned businesses.



As of Nov 00

**Deputy Under Secretary of Defense
(Acquisition & Technology)**

Hon. David R. Oliver

**Director,
Defense Capital Management
Agency
McDonnell Douglas, USAF**

**DIRECTOR,
DEFENSE CONTRACT MANAGEMENT AGENCY**

The Defense Contract Management Agency (DCMA) is the Department of Defense (DoD) contract manager. DCMA supervises and administers contracts with the thousands of suppliers who deliver goods and services to DoD. DCMA is organized into three Districts: East, West, and International, which oversees 67 Contract Management Offices responsible for the work performed at over 900 operating locations worldwide.

The Defense Contract Management Agency (DCMA):

- Manages 325,000 prime contracts with work valued at \$100 billion across 25,000 suppliers.
- Provides pre-contract advice services to program offices during the acquisition phase to construct effective solicitations, identify performance risks, and assist in source selection.
- Represents program offices and Service Acquisition Executives by providing a consistent, efficient single face to industry.
- Performs on-site surveillance and program-specific processes that cannot be monitored by off-site buying agencies.
- Ensures defense acquisition programs, supplies, and services are delivered on time, within cost, and meet performance requirements.
- Performs Acceptance and Functional Check Flights following production, depot maintenance, or modification of aircraft for all Services.
- Serves as the Program Executive Officer, Standard Business Systems, and the Program Manager, Standard Procurement System.
- Provides support to the CIIICs, Services, and other Defense & Civil Agencies for contingency and humanitarian operations.
- Streamlines and standardizes the contracting process.
- Serves as the executive agent for DoD in performing independent reviews of procurement practices at other Defense agencies.



As of Nov 00

**Director,
Administration**

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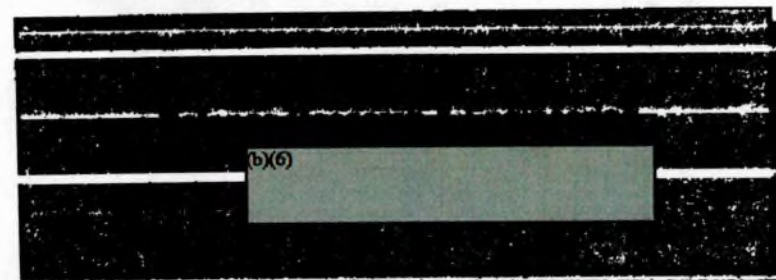
**DIRECTOR,
ADMINISTRATION**

The Director, Administration is the principal advisor to the USD(AT&L) and PDUSD(AT&L) in the following areas:

- Conducts special studies, analysis, and projects concerning intra-and inter-departmental affairs.
- Develops and recommends issue positions, policy guidance, and operational approvals.
- Evaluates objectives, programs, procedures, controls and operations to ensure compliance with all applicable laws and policies.
- Formulates, develops, and implements policies concerning OUSD(AT&L).
- Oversees budgetary execution and financial control for funded AT&L Travel and Personnel programs.
- Manages internal controls over resources and assets in accordance with OMB Circular No. A-123 and Federal Manager's Financial Integrity Act (FMFIA), (PL97-255).
- Serves as DoD contact for AT&L organizational management, planning and administrative functions to include, but not limited to Federal Advisory Boards and Committee Consultant Appointments, Civilian and Military Personnel Management, and Security Policy matters.



As of Nov 00



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Deputy Director

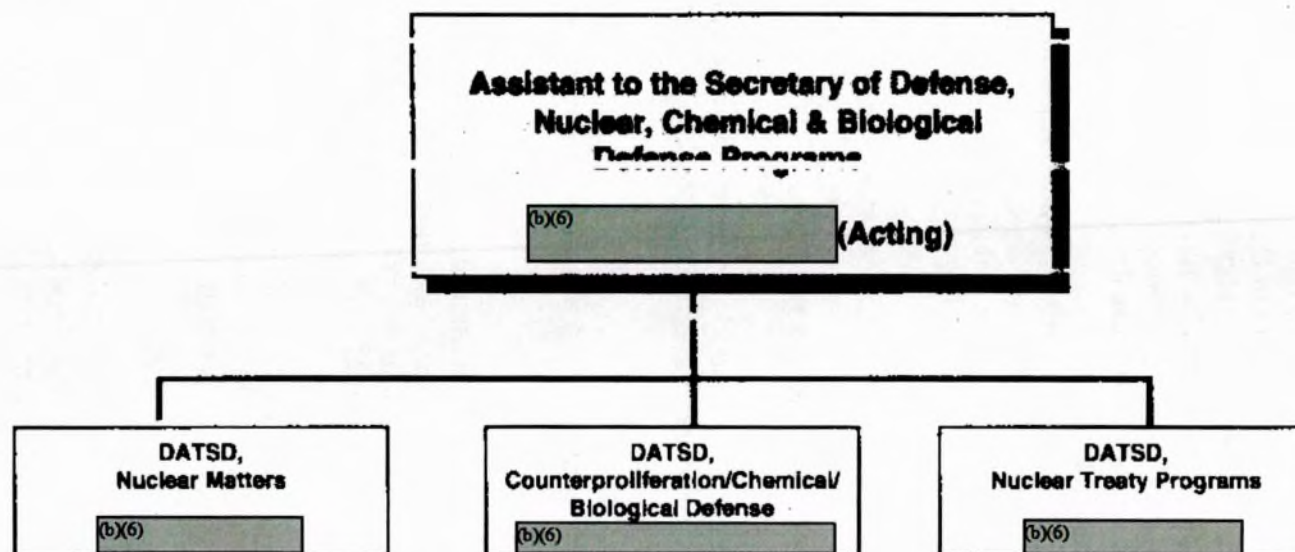
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**DIRECTOR,
DEFENSE RESEARCH AND ENGINEERING**

- Serves as the principal staff assistant and advisor to the Under Secretary of Defense (Acquisition, Technology and Logistics) for DoD scientific and technical matters, basic and applied research, advanced technology development and the development of weapons systems.
- Responsible for direction and content of DoD Research, Development, Test & Evaluation Program; establishes vision, strategy and priorities; oversees program management, execution and output.
- Develops strategies and supporting plans to exploit and develop technology to respond to the needs of the Military Services and maintains U.S. technological superiority.
- Conducts analyses, develops policies, provides advice, makes recommendations, issues guidance, and approves DoD RDT&E plans and programs.
- Promotes coordination, cooperation, and mutual understanding within Department of Defense and between DoD and other Federal Agencies and the civilian community.
- Oversees RDT&E associated with all laboratories; research, development and engineering centers; warfare centers operated by the Military Departments or other DoD Components, and tasks performed by or through Federally Funded Research and Development Centers.
- Serves as the Chairman of the Chemical and Biological Defense OSD Steering Committee.



As of Nov 00



**ASSISTANT TO THE SECRETARY OF DEFENSE
(NUCLEAR AND CHEMICAL AND BIOLOGICAL DEFENSE PROGRAMS)**

The Assistant To the Secretary of Defense (NCB), as the principal staff assistant for Department of Defense atomic energy matters, is responsible to the Under Secretary of Defense (Acquisition, Technology and Logistics) for matters associated with:

(1) nuclear weapons safety, security, and survivability; (2) nuclear survivability of strategic and theater nuclear forces and associated systems; (3) chemical and biological survivability of all Department of Defense materiel; (4) develops an acquisition strategy to address U.S. counterproliferation goals; and (5) plans for Department of Defense implementation of the worldwide Biological Weapons Convention; (6) provides oversight for the Chemical Demilitarization and the Assembled Chemical Weapons Assessment programs; and (7) oversees the Department of Defense implementation of the worldwide Chemical Weapons Convention nuclear treaty programs. Serves as the single office of the Secretary of Defense focal point with responsibility for integrated management of all chemical and biological defense and chemical weapons stockpile safety, security, and destruction matters within the Department of Defense. The ATSD(NCB):

- Develops policies, provides advice, makes recommendations; and issues guidance on defense atomic energy, counterproliferation, chemical and biological defense plans and programs.
- Develops systems and standards for the administration and management of approved atomic energy and nuclear, biological, and chemical defense plans and programs.
- Reviews and evaluates programs for carrying out approved policies and standards.
- Promotes coordination, cooperation, and mutual understanding on atomic energy, counterproliferation, and nuclear, biological, and chemical defense policies, plans and programs within the Department of Defense, and between the Department of Defense and other Federal Agencies.
- Participates in those Department of Defense Planning, Programming, Budgeting and Execution activities which relate to atomic energy; chemical treaty; counterproliferation; and nuclear, biological, and chemical defense matters.
- Develops policies and procedures for the transmission of information to the Senate and House Armed Services Committees, as required by the Atomic Energy Act of 1954, as amended, and coordinates such information with other officials and agencies as appropriate.
- Develops and approves reports and information to Congress on the Department's counterproliferation, and chemical and biological defense programs.

- Serves on boards, committees, and other groups concerned with atomic energy, counterproliferation, and nuclear, biological, and chemical defense. Also, represents the USD(AT&L) on atomic energy; counterproliferation, and nuclear, biological, and chemical defense matters outside the Department of Defense.
- Serves as Staff Director and Advisor for the Nuclear Weapons Council.
- Serves as the Executive Secretary to the Counterproliferation Program Review Committee (CPRC) and Chair of the CPRC Standing Committee, in accordance with PL 103-317, as amended.
- Serves as Chairman, Nuclear Weapons Council Standing and Safety Committee.
- Single point of contact with DOE on all atomic energy matters relating to military applications of nuclear weapons or nuclear energy.
- Serves as the NATO High Level Group (HLG) Vice Chairman for Safety, Security, and Survivability of Nuclear Weapons.

Deputy Assistant to the Secretary of Defense, Counterproliferation and Chemical and Biological Defense

Provides OSD oversight for all counterproliferation, and chemical and biological medical and non-medical programs within the Department of Defense; the nation's Chemical Demilitarization Program and the Chemical and Biological Weapons Treaty Implementation process. The Deputy Assistant to the Secretary of Defense, Chemical and Biological Defense:

- Provides oversight for all Chemical and Biological (CB) defense, medical and non-medical programs, (programming, budgetary and policy integration); to include CB technology base programs.
- Manages/reviews Service and Joint Nuclear Biological and Chemical Defense Board Joint Chemical Biological Defense POM Budget submissions during the Budget Estimate Submission (BES), Program Budget Decision (PBD), Program Decision Memorandum (PDM) and President's Budget phase of the PPBS.
- Provides oversight and serves as the DoD focal point for the destruction of US chemical weapons and non-stockpile programs.
- Provides oversight for the execution of the Congressionally directed Assembled Chemical Weapons Assessment Program.

- Provides DoD oversight in the Chemical and Biological Weapons Treaty Implementation process, providing technical expertise and monitoring for impact on DoD acquisition.
- Serves as a member and executive secretary to the Chemical and Biological Defense OSD Steering Committee.
- Serves as the single office within the Office of the Secretary of Defense responsible for overall coordination and integration of the counterproliferation support programs; the chemical and biological warfare defense program and the chemical and biological medical defense program in accordance with PL 103-160.
- Develops policies, provides advice and makes recommendations through the ATSD(NCB) to the USD(AT&L) and the Secretary and Deputy Secretary of Defense, and issues guidance on counterproliferation plans and programs.
- Develops systems and standards for the administration and management of the approved plans and programs for counterproliferation. Reviews and evaluates programs for carrying out approved policies and standards. Provides oversight for ATSD(NCB) of Service and Defense Agency execution of assigned programs.
- Represents the Secretary of Defense, in support of the ATSD(NCB), on working groups and committees concerning counterproliferation matters outside the Department of Defense.
- Exercises oversight over the chemical and biological defense and counterproliferation programs by serving as an advisor to the Defense Acquisition Board for systems required to operate in nuclear, chemical and/or biological environments.
- Supports USD(AT&L) and the ATSD(NCB) in their duties related to the interagency Counterproliferation Program Review Committee (CPRC).
- Supports the ATSD(NCB) as Chair of the CPRC Standing Committee and serves as the Executive Secretary of the Standing Committee.
- Exercises oversight of domestic Chemical, Biological, Radiological, Nuclear Material or High Yield Explosives Consequence Management (CBRNE-CM), including Civil Support Teams, acquisition research, development, and acquisition.
- Coordinates with ATSD(CIS) to develop CBRNE-CM budget submissions.

- Develops and coordinates the Congressionally required CPRC annual Report on Activities and Programs for Countering Proliferation and NBC Terrorism.
- For all mission areas, prepares Congressional testimony, answers inquiries and questions for the record, reviews and responds to Congressional language and direction. Provides periodic status updates to key Congressional staffers. Approves annual report to Congress on the Department's chemical and biological defense program.
- Serves as the OSD manager for prominent Chemical/Biological Defense, Vaccine and Chemical Demilitarization Defense Acquisition Board/Senior Service Council/Coordinating Integrated Process Team/Working Integrated Process Team/Integrated Process Team requirements.
- Ensures close and continuous coordination between the Department's counterproliferation, chemical and biological medical and non-medical defense programs.
- Oversees USD(AT&L) Chemical & Biological related acquisition issues dealing with terrorism, domestic preparedness and force protection issues.
- Participates in and manages, as appropriate, those DoD planning, programming, and budgeting activities related to counterproliferation, chemical and biological warfare defense, and chemical and biological medical defense programs.
- Oversees and approves all common use CB models and simulations employed by the DoD or used in support of DoD planning, decision support, training and operations, as delegated by the USD(AT&L).
- Promotes coordination, cooperation, and mutual understanding of policies for countering the proliferation of weapons of mass destruction and their delivery means, including nuclear, chemical and biological weapons, within the DoD and between the DoD and other Federal Departments, Agencies and Organizations, as well as within commercial and academic organizations.

Deputy Assistant to the Secretary of Defense, Nuclear Matters

- Responsible for oversight of all atomic energy programs within DoD.
- Formulates policy, develops strategy and oversees implementation of nuclear programs supporting national defense needs.
- Manages OSD participation in various fora relating to nuclear weapons stockpile issues; oversees DoD reports, requests, requirements, plans and the nuclear portion of the Defense Planning Guidance.
- Advises a variety of national and international councils, boards, panels and groups regarding safety, security, survivability and use control matters.

- Serves as focal point for exchange of atomic information with UK and other selected nations.
- Participates in Planning, Programming and Budgeting System for atomic energy D50 account.
- Provides testimony to Congress on selected DoD nuclear matters.
- Responsible for oversight of Nuclear Weapons Council (NWC) matters (e.g., provides overall policy and management guidance to the NWC staff and serves as a direct interface with NWC members).
- Coordinates NWC preparation of the Nuclear Weapons Stockpile Memorandum, developing nuclear weapons stockpile options, including costs.
- Coordinates NWC preparation of Annual Surety Report to the President, Annual Certification Report to the President, and annual Report to Congress.
- For all mission areas, prepares congressional testimony, answers inquiries and questions for the record, reviews and responds to congressional language and direction. Provides periodic status updates to key Congressional staffers.
- Serves as OSD proponent for 12 DoD Directives, Instructions and Manuals for nuclear weapon functional areas.
- Serves as Advisor to DDR&E, USDO(A&L), and SECDEF in the event of a nuclear weapons accident or incident.
- Serves as OSD proponent for MOAs and MOUs on nuclear weapons matters.

Deputy Assistant to the Secretary of Defense, Nuclear Treaty Programs Office

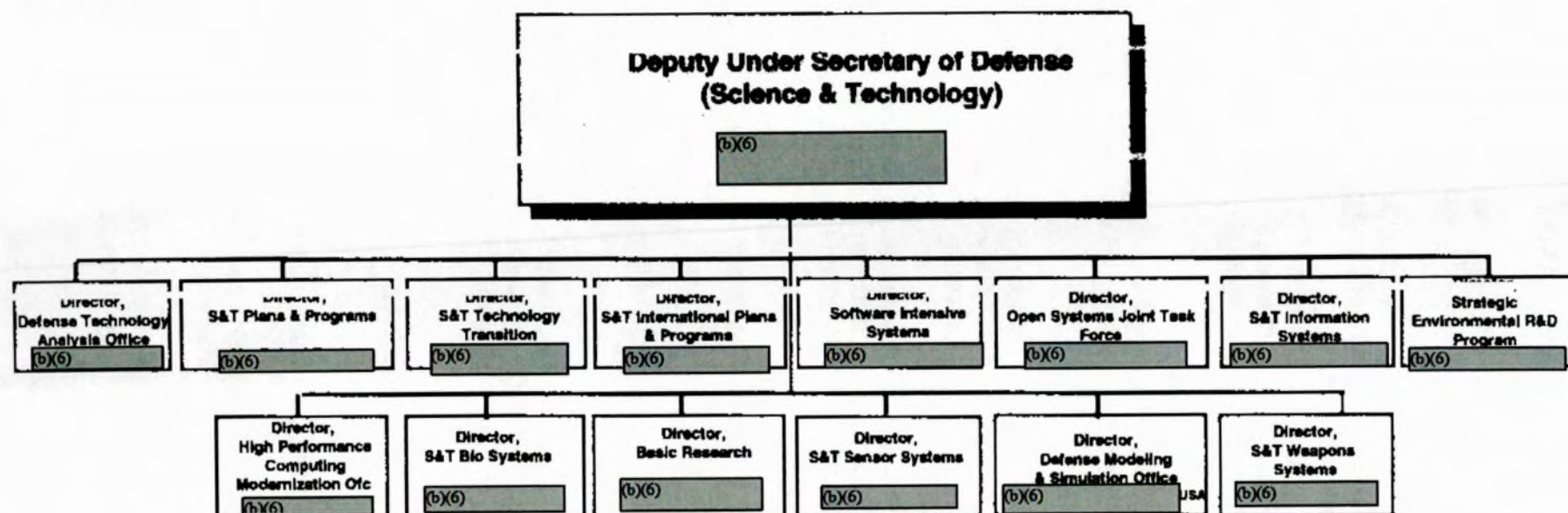
The Nuclear Treaty Programs Office has as its primary responsibility to formulate and provide oversight to DoD-wide programs which are required for the negotiation, planning, implementation, compliance and monitoring of nuclear limitation treaties. Such nuclear limitation treaties include the Comprehensive Test Ban Treaty, the Nuclear Non-Proliferation Treaty and the Fissile Material Cut-off Treaty. The Office serves as the DoD focus for these programs and is the overall DoD treaty manager for these treaties. The Office is responsible for coordination, oversight and management of DoD activities related to international cooperation in nuclear monitoring. The Office provides overall liaison for the DoD to other national security department and agencies for coordination of plans and activities for the implementation, compliance and verification of nuclear limitation treaties.

- Oversees all nuclear treaty programs with the Department of Defense.
- Provides direction and management oversight for all DoD programs required for planning, implementing and monitoring nuclear limitation treaties.
- Supervises DoD agencies and military service groups executing DoD programs.
- Maintains overall responsibility for budgetary program elements for all DoD nuclear treaty programs. Oversees the DoD Planning, Programming and Budgeting process.
- Provides DoD management oversight in the Comprehensive Test Ban Treaty implementation and monitoring process. Serves as the DoD treaty manager for nuclear limitation treaties.
- Chairs the DoD Implementation Working Group to monitor and coordinate all DoD treaty implementation issues for nuclear limitation treaties.
- Develops and oversees an integrated DoD program in basic and applied research to strengthen capabilities in nuclear monitoring technology and in support of treaty safeguards.
- Initiates and oversees all DoD international cooperative programs related to the implementation of nuclear limitation treaties.
- Represents the implementation status of DoD nuclear treaty programs to the interagency, to Congress and to the media.
- Provides OSD (Policy) and the Secretary of Defense with expert support in the negotiation of new nuclear limitation treaties.

- Provides overall DoD coordination with other agencies on nuclear treaty program plans.
- Establishes and chairs the DoD Compliance Review Groups to coordinate guidance on compliance issues and establishes overall procedures to certify, as necessary, that specific DoD activities are in compliance with the terms of nuclear limitation arms control treaties and nuclear safeguards agreements.



As of Nov 00



DEPUTY UNDER SECRETARY OF DEFENSE, SCIENCE AND TECHNOLOGY

Serves as the principal advisor and assistant to the Director of Defense Research and Engineering for all scientific and technical matters.

- Responsible for direction and content of DoD Science and Technology (S&T) Program; establishes vision, strategy and priorities, oversees program management, execution, and output.
- Coordinates S&T support to joint warfighting concepts and capability needs and responsible for the annual preparation and approval of the Joint Warfighting S&T Plan.
- Develops strategic S&T planning including the DoD S&T vision, strategy and priorities to ensure quality and timelines required by acquisition and warfighter customers.
- Oversees: (a) all laboratories, research, development, engineering centers, and warfare centers operated by the Military Departments or other Department of Defense components; and (b) University Affiliated Research Centers (UARCs).
- Provides guidance to the Secretaries of the Military Departments and heads of other components of the Department of Defense regarding all S&T activities supported by funds for Basic Research (6.1), Applied Research (6.2), and Advanced Technology Development (6.3).
- Oversees the technological aspects of the Industry Independent Research and Development Program.
- Responsible for technical aspects of the Small Business Innovation Research Program (SBIR).
- Responsible for the preparation, presentation and justification of the science and technology program to the White House, Congressional committees, various departmental and interdepartmental committees, Joint Chiefs of Staff, and conferences.
- Directs the planning, programming and budgeting for the DoD-wide science and technology effort.
- Directs and coordinates technical studies, reviews, and analyses.
- Coordinates US NATO S&T efforts and serves as voting U.S. principal representative to the NATO Research and Technology Board.
- Serves as U.S. Principal on the Non-Atomic Military R&D Subcommittee, determining U.S. policy and commitment to The Technical Cooperation Program (TTCP).

- Serves as DoD Co-Chair of DoD NASA Aeronautics Panel of the AACB.
- Alternates with Department of Energy as the Chairperson of the Strategic Environmental Research and Development Program Council.
- Serves as the Chairperson of the Defense Science and Technology Advisory Group.
- Serves as Chairperson of Committee on Information and Communication Research and Development for the National Science and Technology Council.
- Serves as Chairperson of the DoD Executive Council for Modeling and Simulation (EXCIMS).
- Participates in the Defense Planning and Resources Board and Program Review Group activities when S&T issues are discussed.
- Represents the US on the International Test and Evaluation (ITEP) for Humanitarian Demining Board of Directors.

Director, Defense Modeling & Simulation Office

- Establishes a DoD-Wide structure to coordinate joint Modeling & Simulation (M&S) activities and requirements.
- Promotes coordination across M&S programs and functional communities.
- Establishes and maintains the means to facilitate information sharing across the M&S community.
- Coordinates implementation of a long-range M&S Investment Strategy.
- Promotes initiatives to fill critical technology gaps in M&S.
- Coordinates implementation of DoD M&S policies focusing on interoperability and standards, verification, validation, and accreditation.
- Develops and coordinates a DoD M&S Master Plan to facilitate consistent development of component M&S plans.
- Explores and exploits opportunities to apply M&S technologies to benefit other S&T areas.

Director, High Performance Computing and Modernization

- Formulates plans to ensure DoD scientists and engineers have access to High Performance Computing (HPC) capability and capacity equal to or greater than that available in the foremost academic and industrial centers.
- Determines DoD S&T and Test & Evaluation (T&E) HPC needs; develops program objectives, benefit/cost analyses and represents the program to higher management, Congress and other oversight organizations.
- Acquires the best of commercially available, state-of-the-art HPC capability to include hardware, software tooling, scientific visualization, data storage and networking.
- Stays abreast of and exploits HPC technology trends for Defense R&D.
- Coordinates with, engages in, leverages, contributes to, and participates in the National HPC Infrastructure to benefit Defense R&D.
- Ensures development of software tools, supportive programming environments, and applications to exploit the capabilities of HPC.
- Ensures coordination of HPC activities among the laboratories, and provides oversight of the shared DoD HPC resources.

Executive Director, Strategic Environmental Research & Development Program (SERDP)

- Manages SERDP in accordance with title 10 USC Section 2901-2904 and the general policies established by the multi-agency SERDP Council.
- Provides leadership in the development and demonstration of science and technology in the areas of Clean-up, Conservation, Compliance, and Pollution Prevention.
- Reviews and evaluates all ongoing and proposed SERDP projects to ensure inherent scientific quality and relevance/response to the Defense user community.
- Directs the efforts of a 14 member Scientific Advisory Board.
- Coordinates tri-service/multi-agency SERDP issues.
- Oversees the efforts of the National Environmental Technology Test Site Program.

Director, Basic Research

- Provides leadership and scientific oversight of basic research and serves as the DoD advocate for the Research (D.1) program.

- Reviews and evaluates plans/programs/budgets and execution of 6.1 programs of the Services and DARPA to ensure quality and relevance of Defense needs.
- Chairs Defense Committee on Research and Co-chairs biennial Technology Area Review Assessment.
- Coordinates DoD Basic research activities with the National Science Foundation, other Federal Departments and agencies, and interagency groups.
- Recommends and implements DoD policy, and participates in formulation of Federal-wide policy in the following areas:
 - Matters affecting universities, i.e. indirect costs, HBCU/MI, and research facilities.
 - DoD science and engineering education activities.
 - Nonprocurement funding instruments, including grants and cooperative agreements.
- Coordinates preparation of the Defense Basic Research Plan.
- Plans, coordinates and oversees the DoD Components' joint execution of the University Research Initiative, the Government University Co-Sponsoring of University Research, the Historically Black Colleges and Universities Infrastructure Support program, and the Defense Experimental Program to Stimulate Competitive Research.
- Serves as liaison between DoD and the academic and professional communities on issues related to Basic Research.

Director, Multi-Disciplinary Systems

Provides leadership, technical oversight, policy recommendations, and program advocacy for technologies that cut across multiple technology areas:

- Reviews and evaluates S&T plans, programs, budgets, and technical execution of all S&T programs in assigned areas for technical quality and adherence to DoD and other federal policy and guidelines.
- Chairs the biennial Technology Area Review and Assessment Panels for assigned technology areas.
- Co-chairs the Joint Warfighting Capability Objective Panels associated with the Joint Warfighting S&T Plan in chapters of assigned technology areas.
- Develops the S&T investment strategy and coordinates Department-wide S&T activities in assigned technology areas.

- Conducts engineering, scientific and analytical evaluations in support of the Deputy Under Secretary of Defense (Science & Technology) and The Director of Defense Research and Engineering.
- Provides response to Congressional and Private Inquiries relative to assigned areas and coordinates with other DoD and Federal Agencies on matters of defense technology and policy.

Director, Weapons Systems

- Provides leadership, technical oversight, policy recommendations, and program advocacy for the following technology areas:
 - Conventional weapons including guns, munitions, and ordnance
 - Tactical missiles and undersea weapons
 - Mine/Countermines
 - Energetic materials
 - Directed energy weapons
 - High Energy Lasers
 - High Power Microwaves
 - Non-lethal weapons
 - Nuclear weapons technology
 - Strategic weapon systems sustainment
 - Air, land, and sea vehicles and platforms
 - Vehicle propulsion
 - Materials, processes and structures
- Reviews and evaluates S&T plans, programs, budgets, and technical execution of all S&T programs in the above areas for technical quality and adherence to DoD and other federal policy and guidelines.
- Chairs the biennial Technology Area Review and Assessment Panels for Weapons, Nuclear Technology, Air Platforms, Ground & Sea Vehicles and Materials and Processes.
- Co-chairs the Joint Warfighting Capability Objective Panels associated with the Joint Warfighting S&T Plan in the chapter areas of Precision Fires, Joint Theater Missile Defense, Joint Readiness and Logistics, and Sustainment of Strategic Systems, and Hard and Deeply Buried Target Defeat.
- Develops the S&T investment strategy and coordinates Department-wide S&T activities in the focus area of Hardened and Deeply Buried Targets.
- Supports the Joint Technology Office (JTO) to accomplish centralized S&T planning with focused investments in high energy lasers as a complement to related investments by DoD components.

- Co-chairs the High Power Microwave (HPM) Steering Group with technical oversight over all DoD HPM technology to ensure a balanced S&T investment portfolio and that HPM threats are properly considered in acquisition of new systems as well as upgrades to existing systems.
- Serves as the U.S. National Representative to the The Technical Cooperation Program (TTCP) Weapons Group.
- Provides the primary interface with the Department of Energy and the National Laboratories in the areas of energetic materials, high energy lasers and hard target defeat.
- Conducts engineering, scientific and analytical evaluations of weapon system R&D in support of the Deputy Under Secretary of Defense (Science & Technology) and the Director Defense Research & Engineering.
- Provides response to Congressional and private inquiries relative to weapon system R&D and coordinates with other DoD and Federal Agencies on matters of defense technology and policy.

Director, Sensor Systems

- Provides leadership, technical oversight, policy recommendations, and program advocacy for the following technology areas:
 - Sensor and Automatic Target Recognition (ATR)
 - Electronic devices and electronic materials
 - Electronic warfare
 - Energy storage
 - Space launch vehicles
 - Spacecraft and related operational devices
 - Strategic systems sustainment
 - Propulsion systems for space launch, spacecraft, strategic and tactical systems
 - Mines/countermine (detection only)
- Reviews and evaluates S&T plans, programs, budgets, and technical execution of all S&T programs in the above areas for technical quality and adherence to DoD and other federal policy and guidelines.
- Develops the S&T investment strategy and coordinates Department-wide S&T activities in the focus area of Smart Sensor Webs.
- Conducts engineering, scientific and analytical evaluations of sensor system R&D in support of the Deputy Under Secretary of Defense (Science & Technology) and the Director Defense Research and Engineering

- Provides response to Congressional and private inquiries relative to sensor system R&D and coordinates with other DoD and Federal Agencies on matters of defense technology and policy.
- Chairs the biennial Technology Area Review and Assessment Panels for Sensors, Electronics, and Electronic Warfare and Space Platforms.
- Co-chairs the Joint Warfighting Capability Objective Panel associated with the Joint Warfighting S&T Plan in the chapter area of Force Projection/Dominant Maneuver.
- Serves as Co-Chairperson of the National Integrated High Payoff Rocket Propulsion Technology Initiative.
- Serves as Chairperson of the DoD IPT on Technology for Sustainment of Strategic Systems.
- Serves as an ex-officio member to the Space Technology Alliance - a cross government coordinating body for technology planning and development.
- Represents DUSD(S&T) on the DoD Space Experiments Review Board for selections and prioritization of experiments to be launched into space.
- Provides technical and management support to the Radiation Hardened Electronics Oversight Council (RHOOC) and chairs the RHOOC Working Group.
- Provides technical and management support to the Advisory Group on Electron Devices (AGED) and fills the position of AGED Executive Director.
- Provides oversight for activities at Massachusetts Institute of Technology/Lincoln Laboratory.
- Represents the DUSD(S&T) on the Executive Board of Directors for the Joint Unexploded Ordnance Center of Excellence.
- Represents the DUSD(S&T) on the Senior Review Board of the Personnel Recovery Technology Working Group.
- Oversees the OSD-sponsored Automatic Target Recognition (ATR) Technology Assessment Program.

Director, Information Systems

- Provides leadership, technical oversight, policy recommendations, and program advocacy for the following technology areas:
 - Information Assurance
 - Decision Making
 - Seamless Communications

- High Performance Computing
 - Computing Software Technology
 - Information Management
 - Distribution and Security
 - Oceanographic, Meteorological, Space Weather, and Terrestrial Science Components of Battlespace Environments
- Reviews and evaluates S&T plans, programs, budgets, and technical execution of all S&T programs in the above areas for technical quality and adherence to DoD and other federal policy and guidelines.
 - Develops the S&T investment strategy and coordinates Department-wide S&T activities in the focus area of Information Assurance.
 - Participates in the formulation of Federal-wide policy in areas related to information systems technology.
 - Provides strategic oversight for preparation of the DoD High Performance Computing Modernization Office report to DL SD(S&T).
 - Conducts engineering, scientific and analytical evaluations of information system R&D in support of the Deputy Under Secretary of Defense (Science & Technology) and the Director Defense Research and Engineering.
 - Provides response to Congressional and private inquiries relative to information system R&D and coordinates with other DoD and Federal Agencies on matters of defense technology and policy.
 - Chairs the biennial Technology Area Review and Assessment Panels for Information Systems and Battlespace Environments.
 - Co-chairs the Joint Warfighting Capability Objective Panel associated with the Joint Warfighting S&T Plan in the chapter area of Information Superiority.

Director, Bio Systems

- Provides leadership, technical oversight, policy recommendations, and program advocacy for the following technology areas:
 - Animal Use and Human Use Regulatory Affairs
 - Biomedical
 - Chemical-Biological Defense
 - Human Systems
 - Environmental Quality
 - Civil Engineering
 - Combating Terrorism

- Reviews and evaluates S&T plans, programs, budgets, and technical execution of all S&T programs in the above areas for technical quality and adherence to DoD and other federal policy and guidelines.
- Develops the S&T investment strategy and coordinates Department-wide S&T activities in the focus area of Cognitive Readiness and Chemical & Biological Defense.
- Conducts engineering, scientific and analytical evaluations of bio system R&D in support of the Deputy Under Secretary of Defense (Science & Technology) and the Director Defense Research and Engineering.
- Provides response to Congressional and private inquiries relative to bio system R&D and coordinates with other DoD and Federal Agencies on matters of defense technology and policy.
- Chairs the biennial Technology Area Review and Assessment Panels for Biomedical, Human Systems, Chemical-Biological Defense, and Materials and Processes.
- Co-chairs the Joint Warfighting Capability Objective Panels associated with the Joint Warfighting S&T Plan in the chapter area of Combating Terrorism.
- Chairs the DoD Food and Nutrition Research and Engineering Board. Serves as OSI proponent for the DoD Human Factors Engineering Technical Advisory Committee.
- Represents DDIR&E on the Armed Services Biomedical Research Evaluation and Management Committee.
- Serves as a US member on the Human Factors and Medicine Panel of the NATO Research and Technology Organization.
- Serves as DoD principal on Interagency Work Groups for R&D and protection of food and agriculture in preparedness against weapons of mass destruction.
- Assists DDR&E in establishing and maintaining policies for animal use and human use in defense research.

Director, International Plans & Programs

- Serves as US National Coordinator for NATO's Research and Technology Organization.
- Represents the US in management and administration of The Technical Cooperation Program (TTCP). Responsible for development and maintenance of the TTCP web site.

- Oversees development of a global Technology Watch Program to identify potential cooperative science and technology opportunities with international allies and coalition partners.
- Provides technical and management support to US Global Humanitarian Demining efforts under the International Test and Evaluation Program (ITEP).
- Manages and administers bilateral defense science and technology efforts between the US and various North and South American, European, Australian and Asian allies.

Director, Science & Technology Plans & Programs

- Provides management and guidance for an integrated strategic Defense S&T planning process to provide for overall direction, quality, and content of the DoD S&T program.
- Provides management of the Defense Technology Area Review and Assessment process to ensure that the guidance provided in the Defense S&T Plans is being implemented and to assess the progress in a given technology area.
- Reviews the S&T Program Objective Memorandum and the subsequent S&T Budget, and a JODUSD(S&T) involvement in the Planning, Programming and Budgeting System (PPBS).
- Provides single point of contact between OD JSD(S&T) and other PPBS functional organizations, i.e., OUSD(AT&L)/Acquisition Resources & Analysis, Program Analysis & Evaluation, Office Secretary of Defense(Comptroller) and Component PPBS POCs.
- Conducts S&T program reviews and provides recommendations on S&T program and resource management issues.
- Provides financial management oversight and programmatic support for the allocation and execution of S&T funds at the Program Element level for Defense-wide S&T programs.
- Provides for the development, introduction and oversight of Defense Laboratory management initiatives intended to ensure that DoD has a world class laboratory system.
- Provides the DoD S&T Government Performance Results Act reporting response.
- Manages the S&T Business Process Reengineering program to improve and implement current business processes.
- Manages the training and education requirements for newly established S&T functional areas as part of the acquisition and technology workforce. Responsible for assessing and validating the currency of position category descriptions and career paths.

Director, Defense Technology Analysis Office

- Provides engineering, scientific, and analytical support to the Office of the Deputy Under Secretary of Defense (Science & Technology) (DUSD(S&T)).
- Provides engineering, scientific, and analytical support to specified S&T program leaders, and conducts assessments and analyses of the S&T program to ensure maximum utilization of R&D funds to accomplish the overall mission of the S&T program.
- Facilitates the security clearance coordination of textual material submitted to DUSD(S&T) for security and public disclosure review.
- Analyzes Congressional actions affecting the S&T program and coordinating and preparing of responses to Congressional inquiries regarding the S&T program.
- Coordinates responses to Congressional Budget Issues including justification and appeals, as well as answering Congressional inquiries.
- Coordinates D JSD(S&T) studies and project support.

Director, Technology Transition

- Advises the DUSD(S&T) on all aspects of technology transfer between DoD and the civil sector.
- Provides policy direction and implements programs to link DOD research and development to weapon system improvement and acquisition.
- Chairs the IR&D Technical Coordinating Group, Affordability Task Force, and Manufacturing Technology Area Review and Assessment.
- Establishes policies and manages programs that develop and use technology to improve the performance and affordability of military systems.
- Provides direction and leadership for the following technology programs:
 - Dual Use Science & Technology which establishes partnerships with industry to develop technologies having military and civil applications.
 - Commercial Operations and Support Savings Initiative which adapts commercial technologies for use in weapon systems.
 - Manufacturing Technology which develops or improves manufacturing processes to reduce the cost of weapon system production.
 - Title III of the Defense Production Act which establishes capabilities for critical military technologies.

- Small Business Innovative Research which provides funds to small businesses to develop technologies important for national defense.
- Independent Research & Development which expands opportunities for commercial industry participation in DoD research and development.
- Technology Transfer Program which promotes partnerships between industry and DoD laboratories and facilitates access to technologies developed by DoD.
- Provides advice and policies on how DoD can best leverage technologies developed by the private sector and integrate the military and civil technology base.
- Provides assistance to resolve problems associated with propriety rights, and other legal consideration involved in such a transition of technology.
- Conducts the interagency technology coordination program.

Director, Open Systems Joint Task Force (OS-JTF)

- Promotes and oversees the implementation of open systems policy in DoD – the use of commercial, widely supported interface standards in the development and acquisition of DoD weapons systems.
- Identifies and supports pilot open systems projects to assist transition of particular weapons systems acquisition programs to an open systems approach, and for conducting proof of concept demonstrations to demonstrate the effectiveness of commercially based technology in satisfying stringent weapon systems requirements while minimizing modernization risks and easing integration costs.
- Provides information to the acquisition community on how to implement the open systems approach by updating Defense Acquisition University courses and developing stand-alone educational products.
- Facilitates DoD's selection and application of interface standards to internal weapon systems design across DoD weapon systems domains and sub-domains.
- Investigates and develops new opportunities for standardization within the commercial industry.
- Coordinates DoD's support of interface standards in national and international standards organizations.
- Coordinates with industry on DoD open systems policy implementation.

Director, Software Intensive Systems (SIS)

- Establishes a DoD-Wide structure to improve the acquisition, development and sustainment of software intensive systems.
- Promotes coordination across Service software centers of expertise.
- Establishes and maintains the means to facilitate information sharing across the DoD software community.
- Develops a long-range SIS Investment Strategy.
- Promotes initiatives to fill critical technology gaps in software engineering.
- Coordinates implementation of DoD policies focusing on research, engineering, education, and training to improve acquisition of software intensive systems.
- Develops and coordinates a SIS Master Plan



As of Nov 00

**Deputy Under Secretary of Defense
(Advanced Systems and Concepts)**

(b)(6)

**ADUSD,
Information Superiority**

(b)(6)

**ADUSD,
Full Dimensional
Protection**

(b)(6)

**ADUSD,
Dominant Maneuver**

(b)(6)

**ADUSD,
Precision Engagement**

(b)(6)

**ADUSD,
Focused Logistics**

(b)(6)

**ADUSD,
Full Spectrum
Dominance**

(b)(6)

- Supply Depot operations including receiving, storage, and distribution/shipping.
- Warehousing including storage and distribution.
- Inventory control including physical inventory requirements, reconciliations, and security materiel.
- Petroleum resource management policy.
- Serves as focal point for DLA.

Director,

Logistics Systems Modernization

- Serves as Principal Advisor to the DUSD(L&MR) on all issues of logistics Information Technology (IT) and Information Systems (IS) policy. Serves as Principal Staff Assistant for DoD logistics systems modernization matters. Provides management oversight on all logistics information matters within the Department to include: electronic commerce, product data, information assurance, and automatic identification technology. Advisor and principal representative of the DUSD(L&MR) to the DoD Chief Information Officer (CIC), Director, Program Analysis, and Evaluation and other OSD staff elements concerning IT and IS matters that affect logistics. Monitors and reviews the Military Services and Defense Agencies logistics IT programs. Oversees investments made in Components' logistics systems. Collaboratively defines and maintains the future logistics system architecture in conjunction with the future operational architecture. Facilitates the expression, validation, and execution of joint requirements. In this capacity, the Assistant Deputy Under Secretary of Defense (Logistics Systems Modernization) (ADUSD(LSM)):
 - Formulates logistics IT policy, procedures, and guidance for implementing integrated data environments in defense programs. Assures and redefines the policies and procedures by which the Department acquires and manages logistics IT in concert with PA&E, Comptroller, DoD CIO, C3I, and the DUSD(L&MR) staff. Leads Principal Staff Assistant's effort in developing and implementing a logistics portfolio management and oversight program. Institutionalizes the change process to accelerate IT-enabled logistics process improvement.
 - Performs analyses and assessment of logistics operations and recommends courses of action for improvement. Formulates logistics business systems policy, program integration, interoperability standardization, and technology improvements. Functionally oversees investments made in Components' logistics systems modernization. Defines a logistics systems architecture that embodies the operational principles of the Logistics Strategic.
 - Reviews logistics program objective memoranda, budgets, and recommends adjustments to meet Defense Guidance objectives.

DEPUTY UNDER SECRETARY OF DEFENSE (ADVANCED SYSTEMS AND CONCEPTS)

Responsible to the Under Secretary of Defense (Acquisition Technology and Logistics), through the DDR&E for oversight of Advanced Concept Technology Demonstrations (ACTDs) and oversight of joint experimentation. The Deputy Under Secretary of Defense (Advanced Systems and Concepts):

- Formulates and directs policies, plans and procedures; establishes guidelines for Advanced Concept Technology Demonstrations (ACTDs).
- Oversees the evaluation of ACTD candidates and coordinate approval of those selected for execution.
- Oversees execution of ACTD programs which assess military utility of proposed capabilities.
- Oversees the planning and preparations for the transition of ACTDs into the formal acquisition process.
- Serves as the primary AT&L point of contact with Commander-in-Chief, U.S. Joint Forces Command for purposes of joint experimentation.
- Chairs the Personnel Recovery Technology Working Group which focuses on the adequacy of AT&L support to the Personnel Recovery mission.
- Serves as the focal point for special programs and projects as designated by the USD(AT&L).

Assistant Deputy Under Secretary of Defense (Dominant Maneuver)

- Formulates and directs policy, plans and procedures for ACTDs which fall under the JV2010 Operational Concepts of Dominant Maneuver.
- Oversees the development and evaluation of dominant maneuver ACTDs.
- Identifies applicable technologies from industry, defense laboratories and the scientific technical base, which may help solve compelling warfighters needs.
- Provides support to the DUSD AS&C in the area of joint experimentation. DUSD(AS&C) is the designated AT&L point of contact with Commander-in-Chief Joint Forces Command and ADUSD(Dominant Maneuver) is the primary staff assistant to DUSD(AS&C) in this area.
- Provides primary staff support to the DUSD(AS&C) in his responsibility as Chairman of the Personnel Recovery Technology Working Group.

Assistant Deputy Under Secretary of Defense (Precision Engagement)

- Formulates plans, programs and budgets for precision engagement, coalition, and interoperability Advanced Concept Technology Demonstrations (ACTDs).
- Oversees these ACTDs to include their technical, operational, and programmatic status and plans.
- Identifies mature technologies, other programs and operational needs relevant to ongoing and potential new ACTDs in the areas of precision engagement, coalition, and interoperability.
- Provides executive, technical and program management leadership to deliver demonstrated military utility to future forces in a reduced cycle time.
- Provides analyses of Precision Engagement, coalition and interoperability ACTD Plans proposed by the Military Departments and Defense Agencies.

Assistant Deputy Under Secretary of Defense (Full Dimensional Protection)

- Develops, advocates, defends and provides oversight for Advanced Concept Technology Demonstrations in the area of Full Dimensional Protection.
- Provides quick reaction support to DoD and other Government Agencies.
- Researches technology availability and military user needs to develop possible future programs.

Assistant Deputy Under Secretary of Defense (Focused Logistics)

- Formulates policies and procedures and establishes guidelines for ACTDs in the focused logistics area.
- Oversees the planning, evaluation and execution of focused logistic ACTDs.
- Identifies military shortfalls and high-payoff emerging technologies that may lead to ACTDs in focused logistics area.
- Provides direct oversight in support of new and existing focused logistic ACTDs.

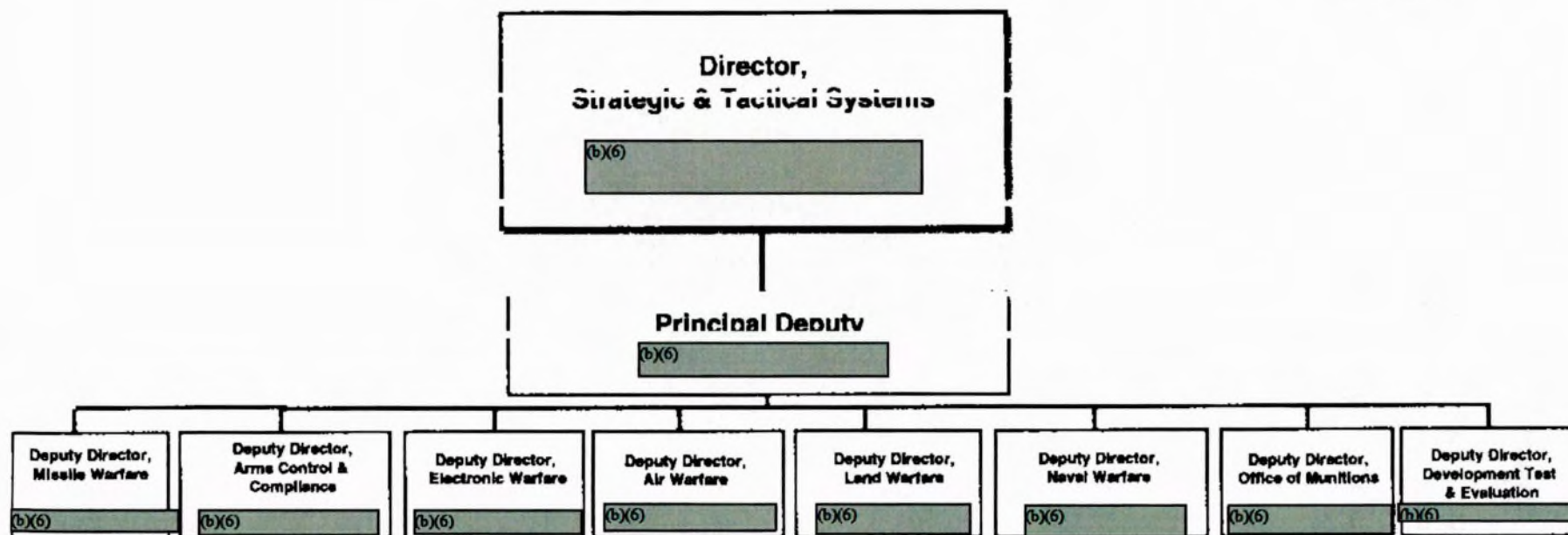
Assistant Deputy Under Secretary of Defense (Information Superiority)

- Oversees existing and formulates new Information Superiority related ACTDs.
- Maintains surveillance of government and commercial technologies that can be used to rapidly improve joint and coalition information superiority.

- Manages the DUSD(AS&C) Information Warfare Red Team.
- Represents the DUSD(AS&C) in activities related to coalition interoperability, technology transition, and transformation Revolution in Military Affairs.
- Mentors interns and other temporary employees.



11-1000-02



DIRECTOR, STRATEGIC AND TACTICAL SYSTEMS

Principal advisor to the Under Secretary of Defense (Acquisition, Technology & Logistics) through the Director, Defense Research & Engineering for the oversight of acquisition programs in assigned mission areas. Responsible for the technical review, evaluation, and oversight of all DoD development and acquisition programs in the mission areas of Strategic Defense Systems, Theater Air and Ballistic Missile Defense Systems, Cruise Missiles, Tactical and Strategic Aircraft, Tactical Land Systems, Tactical Naval Systems, Munitions, Electronic Warfare Programs, and Deep Strike Systems. The Director oversees Developmental Test and Evaluation of strategic and tactical systems and manages the Foreign Comparative Test program.

- Reviews, analyzes, and evaluates all DoD development and acquisition programs for the areas assigned above.
- Manages allocation of development resources and budgets within areas assigned above.
- Serves as team leader for overarching integrated product teams for Strategic and Tactical Systems responsible for identifying issues and developing recommendations on major weapon system acquisition to the Defense Acquisition Board.
- Promotes coordination, cooperation, mutual understanding and cross-Service management of joint programs within DoD and among DoD, other federal agencies, Congress, allies and the civilian community.
- Provides technical support to nuclear arms negotiations, makes recommendations concerning treaty implications on the acquisition of new systems, and monitors compliance with treaties.

Deputy Director, Air Warfare

- Responsible for engineering, manufacturing and development, test and evaluation, and acquisition oversight of strategic, tactical and deep strike air programs in the following areas
 - Air Superiority
 - Close Air Support Airborne Fire Support
 - Defense Suppression
 - Deep Strike/Interdiction
 - Joint Precision Strike/Interdiction
 - Standoff Target Engagement
 - Deep Fires
 - Global Surveillance and Bomb Damage Assessment related to Precision Strike and Standoff Engagement

- Air Warfare Support
- Airlift and Refueling
- Primary Secretary of Defense office for heavy bomber, fighter/attack aircraft, airlifter/ tanker, trainer, Joint STAR-3, aircraft avionics, UAV, air-launched weapon, cruise missile, and deep strike warfare acquisition programs.
- Interfaces between tactical command, control, communications and intelligence systems and aircraft and weapon systems.
- Leads or serves on special committees addressing strategic and tactical air, and deep strike warfare programs.

Deputy Director: Land Warfare

- Responsible for research, development, test and evaluation and acquisition oversight of tactical land warfare programs in the following area:
 - Close Combat
 - Fire Support
 - Forward Area Air Defense
 - Combat Support
 - Combat Services Support
 - Amphibious Assault
 - Army Aviation
 - Unmanned Ground Vehicles/Physical Security
 - Unexploded Ordnance/Countermine/Non-lethal munitions
- Primary Secretary of Defense office for all matters dealing with conventional land warfare issues
- Serves as the focal point on special committees addressing issues in the tactical land systems area.

Deputy Director: Naval Warfare

- Responsible for research, risk reduction, demonstration, development, test and evaluation, and acquisition oversight of tactical & strategic naval warfare programs in the following areas:
 - Surface Warfare
 - Undersea Warfare
 - Land Attack
 - Strategic Sealift
 - Expeditionary Warfare

- Naval Weapons
- Naval Systems Interoperability and Integration
- Primary Secretary of Defense office for all matters dealing with naval warfare and naval systems' R&D and acquisition.
- Leads or serves on appropriate committees that address naval systems issues for the Department of Defense.
- Leads or serves on committees that address joint or naval interoperability.

Deputy Director, Munitions

- Responsible for oversight and review of conventional munitions in the following areas:
 - Chartered to vertically integrate munitions technologies into conventional munitions development programs and inventory systems. The focus is on warheads, explosives, and fuzes with emphasis on enhanced lethality.
 - Manages the Joint DoD/DOE Munitions Technology Program which leverages DOE Laboratory capabilities for the development and transition of conventional munitions technology to the DoD Service Laboratories.
 - Serves as focal point for interagency coordination with the DOE Labs on munitions technology development and application.
 - Primary Secretary of Defense official for the development of landmine alternatives, NATO Stockpile planning, and Insensitive Munitions.
 - Provides DoD oversight of Ammunition acquisition, stockpile management, demilitarization/disposal and the industrial base.
 - Conducts DoD Conventional Munitions Master Planning.
 - Maintains the DoD Capabilities Based Munitions Requirements process.

Deputy Director, Electronic Warfare

- Responsible for research, development and acquisition oversight of electronic warfare programs in the following areas:
 - Lethal & Non-lethal Suppression of Enemy Air Defenses
 - Command and Control Warfare
 - Wargame Reserve Modes

- Tactical Deception
- Establishes electronic warfare policy for Secretary of Defense
- Serves on or leads special committees/studies on electronic warfare.

Deputy Director, Missile Warfare

- Responsible for research, development, test and evaluation, and acquisition oversight of tactical and strategic missile warfare programs and associated capabilities in the following areas:
 - Joint Theater Air and Missile Defense
 - National Missile Defense
 - Cruise Missile Defense
 - Artillery Rocket Defense
 - Strategic Offensive Ballistic Missiles
 - Japanese Air Defense Technology Review Group
 - Joint Distributed Engineering Plan
 - Single Integrated Air Picture
- Primary Secretary of Defense office for all matters dealing with ballistic and cruise missile defense and strategic offensive ballistic missiles.
- Serves on or leads special committees that address issues pertaining to tactical and strategic missile defense or strategic offensive missile issues and associated capabilities.

Deputy Director, Arms Control Implementation and Compliance

- Ensures DoD implementation of, and compliance with, and arms control agreements:
 - INF Treaty
 - ABM Treaty
 - The Treaty on Conventional Armed Forces in Europe (CFE)
 - START I and START II Treaties
 - Conventional Forces in Europe 1A
 - Open Skies Treaty
 - Vienna Document 94
 - United Nations Register of Conventional Arms
- Protects DoD acquisition equities, and supports U.S. negotiators, by providing technical advice on impact of proposals on U.S. weapons systems, and compliance issues.
- Directs and oversees Treaty implementation planning and execution for all of DoD activities.

- Ensures that DoD components plan, program, budget, and allocate resources necessary for arms control implementation and compliance.

Deputy Director, Developmental Test and Evaluation

- Oversees the following programs
 - Strategic and Tactical weapon systems
 - C4I weapon systems
 - IT programs
- Primary Secretary of Defense office for all matters dealing with developmental test and evaluation issues and is the focal point for DT&E policy as outlined in Section 133, Title X, USC.
- Provides Developmental Test support to the Defense Acquisition Board, its associated OIFTs, and the DAES Process.
- Provides advice to the Technical Management Functional Board on test and evaluation (T&E) training requirements.
- Oversees the Joint Test & Evaluation (JT&E) program, in accordance with DoD Directive 5010.41. Continues to approve Program Test Plans in conjunction with DOT&E.
- Staffs, reviews, coordinates, and approves the OSD T&E Oversight List in conjunction with DOT&E.
- Provides direct support to acquisition programs IPTs.
- Represents US D(AT&L) on test range and resource management activities.
- Staffs, reviews and coordinates Test and Evaluation Master Plans (TEMPs) within OSD.



As of Nov 00

**Director
Defense Research & Engineering**

Hon. Hans Mark

**Director,
Defense Threat Reduction Agency**

(b)(6)

DIRECTOR, DEFENSE THREAT REDUCTION AGENCY

The mission of the Defense Threat Reduction Agency (DTRA) as assigned by DoD Directive 5105.62, dated September 30, 1998, is to reduce the threat to the United States (U.S.) and its allies from nuclear, biological, chemical (NBC), other special weapons, and from conventional weapons, through the execution of technology security activities, cooperative threat reduction (CTR) programs, arms control treaty monitoring and on-site inspection, force protection, NBC defense, and counterproliferation (CP); to support the U.S. nuclear deterrent; and to provide technical support on weapons of mass destruction (WMD) matters to DoD components.

The Defense Threat Reduction Agency (DTRA) operates under the authority, direction, and control of the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)), through the DDF&E. DTRA is designated as a Defense Combat Support Agency for certain functions specified by the Secretary of Defense. The DTRA:

- Organizes, directs, and manages DTRA and assigned resources in accomplishing the assigned DTRA mission.
- Ensures the preservation of critical nuclear competencies within the DoD, including serving as lead DoD agency for national nuclear stockpile stewardship programs.
- Plans and prepares for on-site inspection activities required by existing and future arms control treaties and agreements as directed by the OSD.
- Provides advice and assistance on inspection matters to the Under Secretary of Defense for Policy (USD(P)), the Chairman, Joint Chiefs of Staff (CJCS), OSD, the Military Departments, other DoD components and Government Agencies as appropriate.
- Manages the DoD nuclear weapons effects programs.
- Provides technical support to OSD, Military Departments, Joint Chiefs of Staff (JCS), the Unified Combatant Commands (UCC), the Office of the Inspectors General of the DOD, DoD Agencies, and DoD Field Activities for matters involving weapon systems lethality, weapons/target interactions, and battle damage assessment and to appropriate intelligence agencies for targeting related matters.
- Serves as the Executive Agency for the Assistant to the Secretary of Defense for Nuclear, Chemical and Biological Defense Programs (ATSD(NCB)).
- Ensures that the synergy of technologies contributes to sustainment of DTRA's core nuclear competencies.
- Executes Cooperative Threat Reduction projects and related program support activities.

The six Directorates – On-Site Inspection (OS), Technology Security (ST), Nuclear Support and Operations (NS), Chemical Biological Defense (CB), Counterproliferation Support and Operations (CPO), and Cooperative Threat Reduction (CT) – carry out CTRA's critical mission elements.

Director, On-Site Inspection

- Plans and prepares for on-site inspection activities required by existing and future arms control treaties and agreements as directed by the Director.
- Provides guidance and centralization of DTRA and Directorate's Strategic Planning initiatives.
- Provides advice and assistance on inspection matters and arms control technology issues to the Director DTRA; Director, Defense Research and Engineering; OUSD(AT&L); OUSD(P); CJCS; OSD; the Military Departments; the JS; other DoD components and Government agencies as appropriate.
- Provides program management of the Arms Control Implementation Units (ACIU) and Divisions while supervising the efficient and effective use of OS resources to meet Directorate goals and requirements.

Director Technology Security

- Implements DoD policies regarding international transfers of defense-related goods, services, and technologies to ensure such transfers are consistent with U.S. national interests.
- Coordinates and issues DoD technology security guidelines and procedures on export control matters, including DoD positions on interagency export control and related technology security matters.
- Manages the militarily critical technologies program.
- Manages and provides administrative and logistical support to a tri-service military intelligence reserve unit supporting ST's mission.

Director, Nuclear Support and Operations

- Provides operational and analytical support to DoD Components and other U.S. Government organizations for nuclear and other WMD matters. Mission areas are Nuclear Programs, Stockpile Operations, Emergency Response, Inspections and Training, Combat Support for CINCs, CJCS, Services, OSD and Systems Survivability, and Nuclear Radiation Assessments.
- Develops sustainment plans and provides support to DoD programs to ensure a continuing safe and reliable stockpile in support of national policy. Performs independent nuclear weapons safety assessments for DoD.

- Maintains the national nuclear weapons database, provides surveillance, guidance, coordination and maintenance support for all nuclear weapons in DoD custody; provides technical assistance and support to the DoD Components for matters dealing with the logistics management and explosive ordnance disposal of nuclear weapons or devices. Provides RC T&E support to OSD and the Military Departments for nuclear weapons physical security.

Director, Chemical/Biological Defense Directorate

- Provides technical and analytical support to the OSD focal point office, the DASD for Counterproliferation and Chemical/Biological Defense. Develops policies, assessments, and recommendations for the JDR&E, USD(AT&L), ATSD(NCB), DEPSECDEF and SECDEF as required.
- Serves on the OSD NBC Defense Steering Committee, which provides direct oversight over the Joint NBC Defense Board
- Serves as Chairman of the Joint Science and Technology Panel for CB Defense.
- Serves as Chair, Defense Technology Area Plan (DTAP) for chemical and biological defense. Provides direction for defense science and technology planning and programming activities.
- Coordinates and integrates DTRA activities and efforts involving Chemical/Biological Defense program issues

Director, Counterproliferation Support and Operations

- Provides support to operational forces by developing and fielding systems that counter WMD proliferation.
- Delivers products through focused acquisition efforts whose timely products ensure that the U.S. prevails decisively when confronted with WMD.
- Conducts programs that enhance the survivability and operability of U.S. weapon systems, forces and infrastructure.
- Provides a national capability to develop and test systems that are used to characterize and strike WMD sites.

Director, Cooperative Threat Reduction (CTR)

- Develops CTR plans, programs, and budgets (POM, BES, PB, etc.) with concurrence of USD(P)/3&TR.
- Defines, develops, executes, and monitors approved CTR projects through implementation of proven program management techniques and appropriate acquisition strategies.

- Implements the execution of the government-to-government agreements to provide assistance to eligible members of the NIS authorized under the Congressionally mandated CTR Program.
- Provides the USD(P)/S&TR, the JSD(P), the DEPSECDEF, and the SECDEF with technical and expert support in the development of CTR programs and in the negotiation of implementing agreements for CTR projects.
- Advises the Directors DTRA, USDP(P), USDP(AT&L), DEPSECDEF, and SECDEF on all aspects of the CTR program.



As of Nov 00

**Director
Defense Research & Engineering**

Hon. Hans Mark

**Director,
Defense Advanced Research Projects
Agency**

(b)(6)

DIRECTOR, DEFENSE ADVANCED RESEARCH PROJECTS AGENCY

The Defense Advanced Research Projects Agency (DARPA) is the central research and development organization for the Department of Defense (DoD) and has primary responsibility to help maintain U.S. technological superiority over potential adversaries. Created by Public Law 85-325 (DoD Directive 5134.10).

- Pursues imaginative and innovative research and development projects and prototype systems for national security and far-term military needs.
- Manages and directs basic and applied research and development to exploit revolutionary scientific and technical breakthroughs.
- Provides technical solutions to national-level problems, enables operational dominance through advanced technologies and prototype systems, and develops and exploits core Defense technologies that although high-risk offer the potential of high pay-off for future military capabilities.

DARPA is a separate Agency under the Office of the Secretary of Defense reporting to the Director, Defense Research and Engineering. For information on DARPA programs, access www.darpa.mil.

Director, Advanced Technology Office

The Advanced Technology Office (ATO) researches, demonstrates, and develops high pay off projects in maritime, communications and special operations mission areas. These projects support military operations throughout the spectrum of conflict. ATO adapts advanced technologies into military systems and also exploits emerging technologies for future programs. The ultimate goal is superior cost-effective systems the military can use to respond to new and emerging threats.

Director, Defense Science Office

The Defense Science Office (DSO) identifies and pursues the most promising technologies within the basic sciences and engineering research community and develops them into DoD capabilities.

Director, Information Systems Office

The Information Systems Office (ISO) focuses on revolutionizing national security and military operations through the power of information systems technology to know, to know more, to know faster, and be able to act flexibly.

Director, Information Technology Office

The Information Technology Office (ITO) focuses on inventing the networking, computing, and software technologies vital to ensuring DoD military superiority.

Director, Microsystems Technology Office

The Microsystems Technology Office (MTO) focuses on the heterogeneous microchip-scale integration of electronics, photonics, and microelectromechanical systems (MEMS). Their high risk/high payoff technology is aimed at solving the national level problems of protection from biological, chemical and information attack and to provide operational dominance for mobile distributed command and control, combined manned/unmanned warfare, and dynamic, adaptive military planning and execution.

Director, Special Projects Office

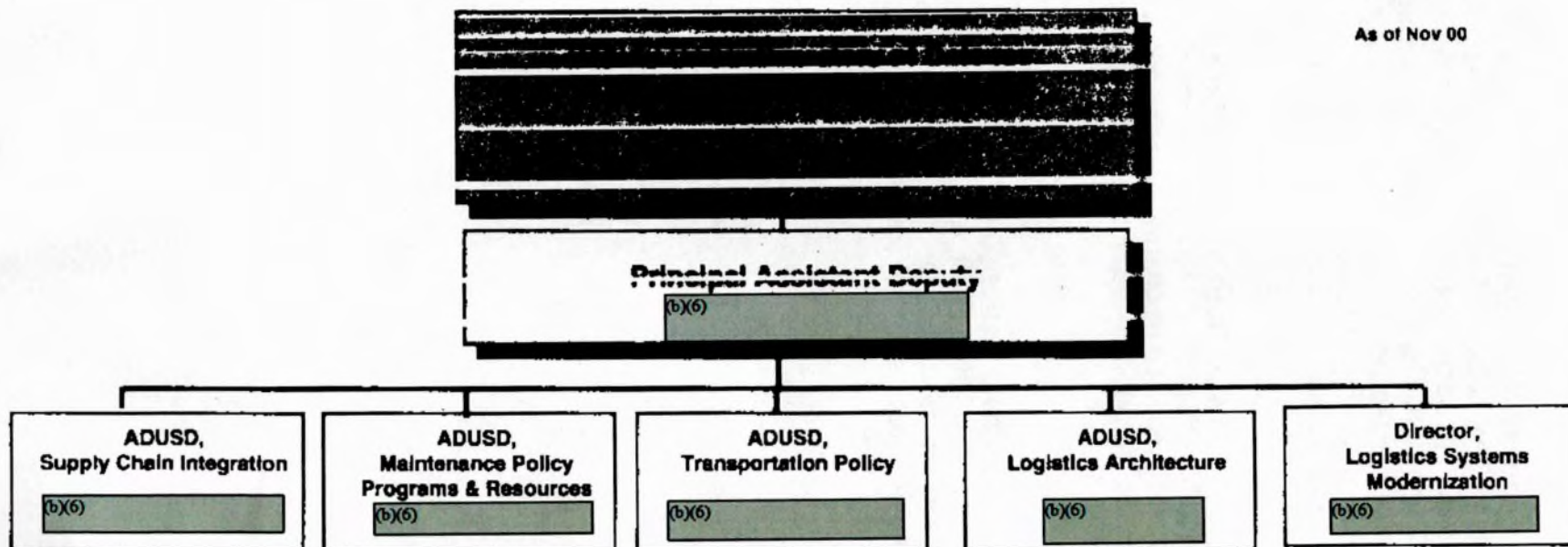
The Special Projects Office (SPO) focuses on technologies and systems which address present and emerging national challenges in the areas of chemical/biological warfare defense, missile defense, and keep stressing surface targets and underground facilities at risk.

Director, Tactical Technology Office

The Tactical Technology Office (TTO) engages in high-risk, high-payoff advanced military research, emphasizing the "system" and "subsystem" approach to the development of aeronautic, space and land systems as well as embedded processors and control systems.



As of Nov 00



DEPUTY UNDER SECRETARY OF DEFENSE (LOGISTICS AND MATERIEL READINESS)

Serves as the principal staff assistant and advisor to the Under Secretary of Defense for Acquisition, Technology & Logistics (USD(AT&L)), Deputy Secretary of Defense (DEPSECDEF), and Secretary of Defense (SECDEF) on logistics and materiel readiness in the Department of Defense (DoD) and is the principal logistics official within the senior management of the DoD. In this capacity, the DUSD(L&MR):

- Prescribes policies and procedures for the conduct of logistics, maintenance, materiel readiness, strategic mobility, and sustainment support in the DoD, to include, supply, maintenance, and transportation.
- Advises and assists the USD(AT&L), SECDEF, and DEPSECDEF in providing guidance to the Secretaries of the Military Departments with respect to logistics, maintenance, materiel readiness, strategic mobility, and sustainment support in the DoD.
- Monitors and reviews all logistics, maintenance, materiel readiness, strategic mobility and sustainment support programs within the DoD.
- Participates in the DoD Planning, Programming, and Budgeting System with respect to assigned areas of responsibilities.
- Performs such other duties as the JSO(AT&L), DEPSECDEF or SECDEF may prescribe.

Assistant Deputy Under Secretary of Defense (Maintenance Policy Programs & Resources)

- Serves as Principal Advisor for:
 - Reengineering weapon system and equipment maintenance policy.
 - Policies and procedures for materiel readiness and sustainment support of major weapon systems & combat support equipment.
 - Policies Regarding Centers of Industrial and Technical Excellence.
 - Public vs. private depot maintenance workload competitions.
 - Public-Private Partnering and Teaming Arrangements.
 - Integration of BRAC-directed depot maintenance workload transfers.
 - Maintenance cost reduction initiatives.
 - In-process portion of total asset visibility.
 - Depot maintenance Core Logistics policy.
- Executive Secretary for Defense Depot Maintenance Council.
- Chair of Maintenance Technology Senior Steering Group.

- Serves as Sec Def focal point for:
 - Congressionally-mandated depot maintenance reports.
 - Deferred Maintenance reporting for National Defense Property, Plant & Equipment.
 - Joint depot maintenance activities, including depot maintenance interservicing.
 - Depot maintenance capacity utilization measurement and reporting.
 - Depot maintenance cost accounting and reporting.
 - Unfunded deferred requirements data for GPRA.
 - Implementing earned value management and activity based costing and management in the maintenance depots.
 - Commercial Technologies for Maintenance Activities Program.
 - Prognostics, Diagnostics, and Health Management.
- Condition-based maintenance.
- Maintenance-related technology initiatives, including Automatic Information Technology.
- Implementation of MRP I and other MRCI systems into maintenance activities.
- Aging maintenance workforce.
- Aging weapon systems.

**Assistant Deputy Under Secretary of Defense
(Transportation Policy)**

- Serves as Principal Advisor for transportation, traffic management, strategic mobility, and travel programs and resources, to include personal property movement and storage programs.
- Establishes and maintains DoD transportation, traffic management, strategic mobility, and travel program policies. Provides policy guidance and oversight for the administrative use of motor vehicles and of the DoD Postal System. Reviews and recommends actions on Military Airlift policy waivers.
- Ensures the effectiveness, efficiency, and cost management of DoD transportation programs. Leads DoD transportation reengineering programs to streamline processes, increase effectiveness and efficiency, and reduce costs.
- Ensures DoD transportation programs are properly resourced to accomplish the DoD transportation mission.
- Provides oversight and guidance for the development and implementation of DoD transportation automation programs, to include In-transit portion total asset visibility.

- Chairs the Defense Transportation Policy Council.
- Serves as SecDef focal point for:
 - US Transportation Command.
 - Air Mobility Command.
 - Military Sealift Command.
 - Military Traffic Management Command.
 - Military Postal Service Agency.

**Assistant Deputy Under Secretary of Defense
(Logistics Architecture)**

- Serves as the Defense Standardization Executive, and chairs the Defense Standardization Council.
- Develops operational logistics architectures consistent with warfighter needs.
- Monitors implementation of Logistics Strategic Plan including Quadrennial Defense Review.
- Develops and promulgates Logistics architecture policy.
- Coordinates US logistics architecture with allies including NATO nations, Australia, Republic of Korea, and Japan.
- Serves as DoD functional experts for acquisition logistics including policy development, oversight, and career field management.
- Leads the Joint Logistics Warfighter Initiative to reengineer tactical-level logistics support.
- Leads DoD implementation of customer-focused product support.
- Assesses overall logistics system performance including outcome metrics and costs.
- Serves as the Chair, Logistics Transformation Leadership Group.
- Serves as the Chair, NATO CALS Management Board.

**Assistant Deputy Under Secretary of Defense
(Supply Chain Integration)**

- Supply chain management policy, implementation, and education.
- Materiel management policy and requirements.
- Stockage criteria.

- Chairs, Logistics Information Board (LIB) and provides direction and oversight of the Logistics Community Forum staff. The LIB is composed of senior executives from ODU:SD(L&MR), DoD Chief Information Officer, Joint Chiefs of Staff (J-4), TRANSCCM, and logistics elements of the Military Services and Defense Agencies. The LIB advises the Logistics Reform Senior Steering Group (LRSSG), chaired by the DUSD(L&MR), on all matters related to logistics information management.
- Serves as executive secretary to the Logistics Foundation Steering Group (LFSG). The LFSG is chartered by the LSD(AT&L) to provide systems modernization coordination between the Defense Logistics, CIO, Acquisition and C3I Communities.



As of Nov 00

**Deputy Under Secretary of Defense
(Logistics & Materiel Readiness)**

Hon. Roger W. Kallock

**Director,
Defense Logistics Agency**

LTD Henry T. Gilson, USA

**DIRECTOR,
DEFENSE LOGISTICS AGENCY**

The Defense Logistics Agency is a combat support agency of the Department of Defense under the direction, authority, and control of the Under Secretary of Defense (Acquisition, Technology & Logistics). Its mission is to provide effective worldwide logistics support to the Military Department and the Unified and Combatant commands, as well as to other DoD components, Federal agencies, foreign governments, and international organizations. DLA's mission includes managing over four million consumable items, processing more than 23 million annual distribution actions. DLA supports its customers as indicated:

- Provides the full range of materiel management for spare parts, clothing, fuel, medical electronics, industrial, general support, subsistence, strategic and critical materials and construction supplies. Oversees reporting on all Department of Defense special access programs IAW 10 US Code Section 119.
- Performs technical and logistics services.
- Manages the Federal Catalog System and performs a broad range of cataloging item identification data development, and dissemination of cataloging and item intelligence data to the military Services and other authorized customers.
- Maintains the Defense Logistics Information Service (DLIS) and the Military Engineering Data Asset Locator System.
- Serves as the integrated manager for worldwide reutilization and disposal of excess and surplus personal property, management of the DoD precious metals recovery program, and disposal of hazardous property.
- Operates the DoD wholesale supply distribution system.
- Provides printing, duplicating, and electronic conversion/automation support to DoD Components.
- Manages the transfer of excess military items to federal, state and local law enforcement activities, specifically for use in counter-drug operations.

Commanders, Inventory Control Points (ICPs)

- Defense Supply Center, Columbus
- Defense Energy Support Center
- Defense Supply Center, Richmond
- Defense Supply Center, Philadelphia

DLA's ICPs consolidate requirements and procure materials and supplies in sufficient quantities to meet customers' projected needs. Many of DLA's procured items are delivered directly from a commercial vendor; the remainder of the procurements are stored and distributed through a complex of nationwide depots.

The ICPs are responsible for materiel management of assigned commodities and items of supply relating to food, clothing, textiles, medical, chemical, petroleum, industrial, construction, electronics, and general items. The Defense Energy Support Center is also responsible for contracting for commercial petroleum services and coal, as well as all crude oil and petroleum products for the Strategic Petroleum Reserve.

Commander, Defense Distribution Center (DDC)

The DDC, and the DLA distribution depot, operate the DoD supply distribution system directed by DMRD 902, Consolidation of DoD Distribution Functions. DLA's network of distribution depots receives, stores and issues wholesale and retail materiel worldwide. They are strategically located to take advantage of existing transportation, including rail lines, airports and highways.

Commanders/Administrators Service Centers

- Defense Logistics Information Service
- Defense National Stockpile Center
- Defense Reutilization and Marketing Service
- Document Automation & Production Service

The DLA service centers furnish varied support services as indicated:

- Manages the transfer of excess military items to federal, state and local law enforcement activities, specifically for use in counter-drug operations.
- The Defense Logistics Information Service maintains the Federal Cataloging System which includes the development and dissemination of cataloging and item intelligence data to the Military Services and other authorized customers.
- The Defense National Stockpile Center acquires, maintains, and disposes of items and materials in the national stockpile.
- The Defense Reutilization and Marketing Service integrates management of worldwide reutilization and disposal of DoD personal property.
- The Document Automation & Production Service provides printing, duplicating, and electronic conversion/automation support.

Commanders, DLA Europe & DLA Pacific

DLA Europe and DLA Pacific serve as the single DLA focal point in Europe and Pacific, respectively, for overall DLA liaison, planning and policy relating to performance of the DLA mission.



OFFICE OF THE UNDER SECRETARY OF DEFENSE
(ACQUISITION, TECHNOLOGY & LOGISTICS)

MANEUVER SUMMARY
20 Dec 01

OSD(AT&L) COMPONENT FY 01 OSD
AUTHORIZATIONS:

<u>COMPONENT</u>	<u>AUTH</u>
USD(AT&L)	12
PDUSD(AT&L)	6
DDR&E	5
DUSD(I.&MR)	39
ATSD(MCB)	11
DUSD(A&R)	18
DUSD(FS)	43
DUSD(IA)	29
DUSD(I)	36
DUSD(S & T)	55
DUSD(AS&C)	14
DIR(ADMIN)	22
DIR(AR&A)	41
DIR(DP)	40
DIR(IO)	8
DIR(IC)	21
DIR(SAOBU)	10
DIR(SP)	10
DIR(S&TS)	56
EXE DIR(DSB)	<u>03</u>
Total	479

20 Dec 00

UNDER SECRETARY OF DEFENSE
ACQUISITION, TECHNOLOGY & LOGISTICS

MANPOWER SUMMARY

OSD

OTHER

TOTAL

12

0

12

20 Dec 00

PRINCIPAL DEPUTY UNDER SECRETARY OF DEFENSE
ACQUISITION, TECHNOLOGY & LOGISTICS

MANPOWER SUMMARY

OSD

OTHER

TOTAL

6

0

6

20 Dec 00

DIRECTOR, DEFENSE RESEARCH & ENGINEERING

MANPOWER SUMMARY

OSD

OTHER

TOTAL

5

0

5

20 Dec 00

DEPUTY UNDER SECRETARY OF DEFENSE
LOGISTICS & MATERIEL READINESS

MANPOWER SUMMARY

OSD

OTHER*

TOTAL

39

19

58

***Note Explanation Tab (3) – Other Personnel Assignments**

20 Dec 00

ASSISTANT TO THE SECRETARY OF DEFENSE
NUCLEAR, CHEMICAL & BIOLOGICAL DEFENSE PROGRAMS

MANPOWER SUMMARY

<u>OSD</u>	<u>OTHER*</u>	<u>TOTAL</u>
11	13	24

***Note Explanation Tab (3) – Other Personnel Assignments**

20 Dec 00

DEPUTY UNDER SECRETARY OF DEFENSE
ACQUISITION REFORM

MANPOWER SUMMARY

OSD

OTHER*

TOTAL

18

8

26

***Note Explanation Tab (3) – Other Personnel Assignments**

20 Dec 00

DEPUTY UNDER SECRETARY OF DEFENSE
ENVIRONMENTAL SECURITY

MANPOWER SUMMARY

<u>OSD</u>	<u>OTHER*</u>	<u>TOTAL</u>
43	43	86

***Note Explanation Tab (3) – Other Personnel Assignments**

20 Dec 00

DEPUTY UNDER SECRETARY OF DEFENSE
INDUSTRIAL AFFAIRS

MANPOWER SUMMARY

OSD

OTHER*

TOTAL

29

2

31

***Note Explanation Tab (3) – Other Personnel Assignments**

20 Dec 00

DEPUTY UNDER SECRETARY OF DEFENSE
INSTALLATIONS

MANPOWER SUMMARY

OSD

OTHER*

TOTAL

36

60

96

***Note Explanation Tab (3) – Other Personnel Assignments**

20 Dec 00

DEPUTY UNDER SECRETARY OF DEFENSE
SCIENCE & TECHNOLOGY

MANPOWER SUMMARY

<u>OSD</u>	<u>OTHER*</u>	<u>TOTAL</u>
55	18	73

***Note Explanation Tab (3) – Other Personnel Assignments**

20 Dec 00

DEPUTY UNDER SECRETARY OF DEFENSE
ADVANCED SYSTEMS & CONCEPTS

MANPOWER SUMMARY

OSD

OTHER*

TOTAL

14

5

19

***Note Explanation Tab (3) – Other Personnel Assignments**

20 Dec 00

DIRECTOR, ADMINISTRATION

MANPOWER SUMMARY

<u>OSD</u>	<u>BPR*</u>	<u>OTHER</u>	<u>TOTAL</u>
22	24	0	46

*Pool of billets centrally managed by OUSD(AT&L) ADMIN to support Business Process Reengineering Projects throughout AT&L. Billets are on DLA rolls in support of OUSD(AT&L) BPR efforts.

20 Dec 00

DIRECTOR. ACQUISITION RESOURCES & ANALYSIS

MANPOWER SUMMARY

OSD

OTHER*

TOTAL

41

5

46

***Note Explanation Tab (3) – Other Personnel Assignments**

20 Dec 00

DIRECTOR, DEFENSE PROCUREMENT

MANPOWER SUMMARY

<u>OSD</u>	<u>OTHER*</u>	<u>TOTAL</u>
40	1	41

*Note Explanation Tab (3) – Other Personnel Assignments

20 Dec 00

DIRECTOR, INTEROPERABILITY

MANPOWER SUMMARY

CSD

OTHER*

TOTAL

8

7

15

***Note Explanation Tab (3) – Other Personnel Assignments**

20 Dec 00

DIRECTOR, INTERNATIONAL COOPERATION

MANPOWER SUMMARY

OSD	<u>OTHER*</u>	<u>TOTAL</u>
21	1	22

***Note Explanation Tab (3) – Other Personnel Assignments**

20 Dec 00

DIRECTOR, SMALL & DISADVANTAGED
BUSINESS UTILIZATION

MANPOWER SUMMARY

OSD

OTHER

TOTAL

10

0

10

20 Dec 00

DIRECTOR, SPECIAL PROGRAMS

MANPOWER SUMMARY

OSD

OTHER

TOTAL

10

0

10

20 Dec 00

DIRECTOR, STRATEGIC & TACTICAL SYSTEMS

MANPOWER SUMMARY

OSD

OTHER*

TOTAL

56

39

95

***Note Explanation Tab (3) – Other Personnel Assignments**

20 Dec 00

EXECUTIVE DIRECTOR, DEFENSE SCIENCE BOARD

MANPOWER SUMMARY

OSD

OTHER*

TOTAL

3

3

6

***Note Explanation Tab (3) – Other Personnel Assignments**

• **OUSD(AT&L) MANPOWER STRENGTH FOR END 1991 THROUGH FY 2001**
(OSD POSITIONS)

	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	FY99	2000	2001
BASE	615	502	481	481	467	488	489	484	577	480	479***
END	502	481	481	467	488	489	484	577*	480**	479	
Net Change	-113	-21	0	-14	-21	-1	-5	+93	-97	-1	

*Includes -45 DRI FY 93 Eliminations; 47 DRI FY 98 Transfer Out

**Includes -47 DRI FY 93 Eliminations; 45 DRI FY 99 Transfers Out

***No FY2001 reductions directed to date.

- **OTHER SUPPORT TO OUSI (AT&L)** – In addition to OSD authorizations, there are other Departmental resources that provide direct support to the mission of OUSI(AT&L), as reflected in the attached manpower summaries for each component. **It is recognized and clearly noted, that these other resources are accounted for and budgeted in other DoD organizations, as follows:**

- **CONSULTANT APPOINTEES (4-6)** - This category represents **WHS funded and authorized** consultants assigned to individual OUSI(AT&L) components, appointments to Federal Advisory Committees/Boards, Summer Studies, and experts on full time appointments. The total number will change when appointments are cancelled or new advisor boards are created, etc. See attached summary of OUSI(AT&L) consultants.
- **BUSINESS PROCESS REENGINEERING (BPR) (24)** is a management analysis discipline to redesign processes, organizations, and the culture of DoD activities, that is applied by functional leaders using improvement tools and techniques. BPR results in highly streamlined processes by providing for a cross-functional, integrated analysis of multiple activities or functions that contribute to a shared purpose. BPR can include data modeling and migration systems selection and support services necessary to carry out BPR activities. BPR expressly excludes: (1) all prototyping activities and migration systems implementation, (2) research, (3) and projects which support routine management of a function or process. **BPRs are officially assigned, administratively serviced and budgeted as a separate line item under the Defense Logistics Agency (DLA).**

- **OTHER PERSONNEL ASSIGNMENTS 326)** – The following categories are not to imply additional OSD authorizations to the OUSD(AT&L). They represent several types of personnel assignments that are authorized, accounted and funded for by other DoD organizations, such as:

- DIR(A&M) approved details from Services/Agencies
(Reimbursable/Nonreimbursable by Service/Agency)
- DoD-Wide Rotational Training Programs
 - Professional Enhancement Programs (PEP)
 - Maintenance Management Programs (MMP)
 - Agency/Service Executive Development Programs
(Funded by Parent Agency/Service)
- Interdevelopmental Personnel Act (IPA)
(Funded by VHS or by other agreement)
- Direct Agency support by Agreements/MOUs/Other, i.e.:
(Budgeted separately/accounted for by Agency/Service)
 - Department of Energy (DOE)
 - Central Intelligence Agency (CIA)
 - Defense Intelligence Agency (DIA)
- Special Task Forces
(Funded by Parent Agency/Service)
- Miscellaneous: Stay-in-School/Summer Hires/HBCU
- Faculty/Interns/Short-term Career Developmental Programs/Etc.
(Funded by Parent Agency/Service or by approved DoD Agency/Service, and WIS programs)

Upon request, further definition of these categories by type and number in each OUSD(AT&L) component, are available. **This data serve only as a tracking mechanism to provide OUSD(AT&L) administrative oversight and controls.**

It should be noted that a closely monitored internal control program is in place to track all positions and ensure compliance with OSD policies and procedures concerning augmentation to OSD staff. This ADP program is the Personnel Tracking System which is administered by the Director for Administration. The system tracks all type of civilian/military personnel assignments and enables the monitoring, identification and projection of mandated Fiscal Year reductions to ensure full compliance with OSD and OUSD(AT&L) policies.

PREPARED BY: (b)(6) Management Analyst, (b)(6)

**HOUSE (AT&L) FEDERAL ADVISORY COMMITTEES/BOARDS
CONSULTANT/EXPERT SUMMARY
December 1990**

FEDERAL ADVISORY GROUPS

NUMBER OF APPOINTEES

	<u>TOTAL</u>	<u>PAID</u>	<u>UNPAID</u>
DEFENSE SCIENCE BOARD	255	9	246
ADVISORY GROUP ON ELECTRON DEVICES (AGED)	19		19
DEFENSE POLICY ADVISORY COMMITTEE ON TRADE (DPACT)	13		13
THREAT REDUCTION ADVISORY COMMITTEE	28	3	25
STRATEGIC ENVIRONMENTAL RESEARCH & DEVELOPMENT PROGRAM (SERDP)	8		8
JOINT ADVISORY COMMITTEE ON NUCLEAR WEAPONS SURETY	5		5
DAU BOARD OF VISITORS	11		11
TECHNOLOGY AREA REVIEWS & ASSESSMENT	60		60
PRESIDENT'S INFORMATION TECHNOLOGY ADVISORY COMMITTEE	25		25
SUB TOTAL	424	12	412

COMPONENT CONSULTANT ASSIGNMENTS

USD(AT&L)	2	1	1
PDUSD(AT&L)	1		1
DDR&E	7	1	6
DUSD(I)	1	1	
DUSD(ES)	2	2	
DIR, S&TS	6	2	4
DIR, IC	2	1	1
DIR, IO	1	1	
TOTAL	446*	21	425

***Note: This total fluctuates on a weekly basis.**



Charts

WHS Funds Only

	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07
DDR&E	903.436	924.908	1,122.143	1,311.683	984.691	996.986	1,013.462	1,035.586	1,056.203	1,077.850
Environmental Sec.	40.780	48.801	67.384	73.989	41.518	37.506	34.716	32.867	33.604	34.290
Installations	-	-	5.445	6.398	2.987	2.938	2.837	2.904	2.962	3.022
Other	115.750	115.750	115.750	115.750	115.750	115.750	115.750	115.750	115.750	115.750
TOTAL:	1,059.966	1,089.459	1,310.722	1,507.820	1,144.946	1,153.180	1,166.765	1,187.107	1,208.519	1,230.912

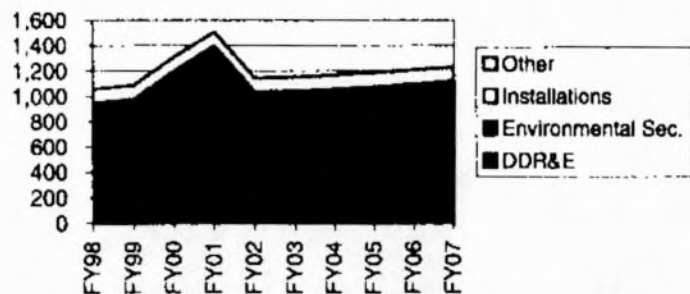
All Funds

	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07
DDR&E	903.436	924.908	1,122.143	1,311.683	984.691	996.986	1,013.462	1,035.586	1,056.203	1,077.850
Environmental Sec.	40.780	48.801	70.254	76.628	44.449	40.506	37.790	36.018	36.818	37.568
Installations	151.600	165.000	3.445	176.398	202.467	216.436	234.237	262.004	288.032	270.122
Other	115.750	115.750	115.750	115.750	115.750	115.750	115.750	115.750	115.750	115.750
TOTAL:	1,211.566	1,254.459	1,313.592	1,682.459	1,347.377	1,369.680	1,421.239	1,450.158	1,476.833	1,504.590

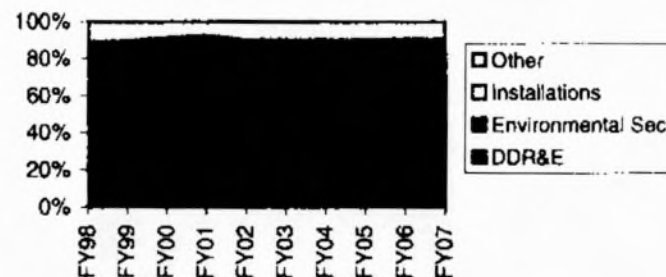
DDRE Breakout (WHS funds only)

	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07
ASC	83.011	103.744	110.955	126.640	125.812	128.251	130.624	133.065	135.766	138.529
S&TS	44.607	56.492	60.212	76.353	60.644	58.433	60.118	61.855	63.474	64.720
DUSD(S&T)	688.718	672.187	776.980	990.650	665.966	675.507	688.140	703.075	714.246	728.215
DTC	-	1.000	70.121	75.622	37.024	80.447	81.747	82.108	84.851	86.620
TOTAL:	816.336	833.473	1,026.278	1,268.726	929.446	942.638	960.629	981.194	998.137	1,018.084

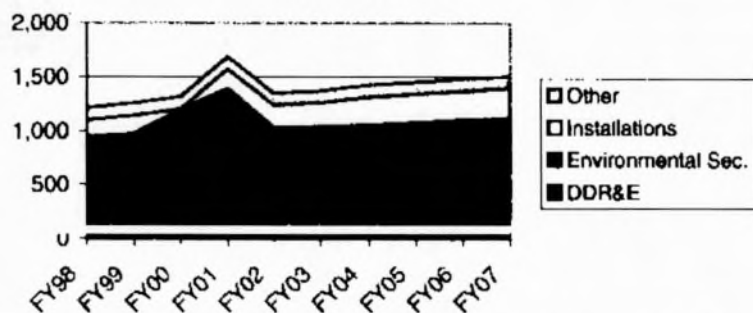
WHS Funds by PSA (\$M)



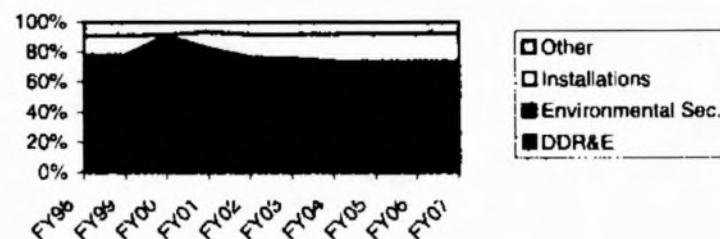
WHS Funds by PSA



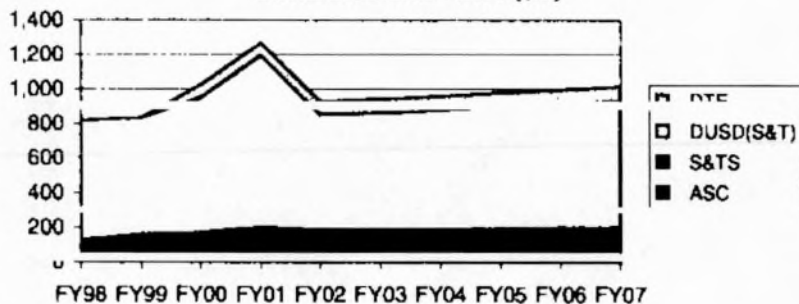
All Funds by PSA (\$M)



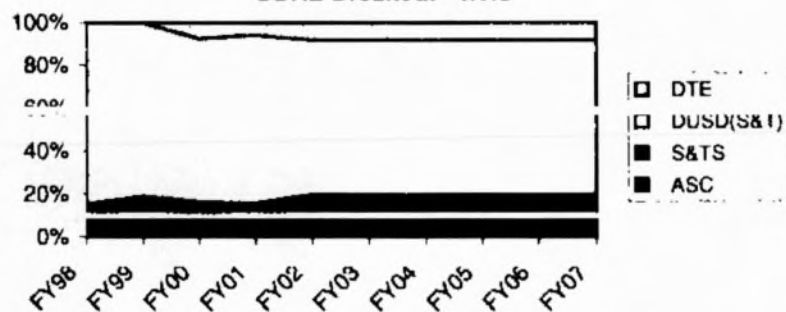
All Funds by PSA



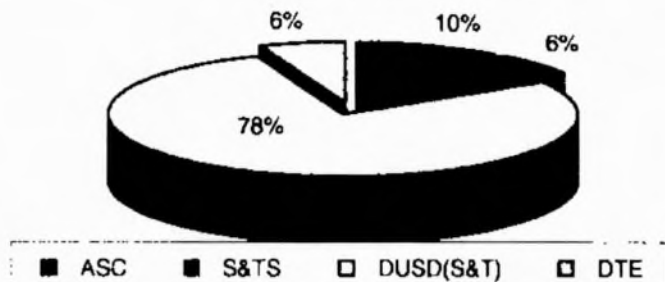
DDRE Breakout - WHS (\$M)



DDRE Breakout - WHS



DDRE Breakout, WHS (FY01)







KEY CONGRESSIONAL COMMITTEES

Acquisition, Technology and Logistics

House of Representatives Committee on Armed Services

Senate Committee on Armed Services

House of Representatives Committee on Appropriations

Senate Committee on Appropriations



AT&L Reports To Congress (By Date)

Item	Report	Page	Sec.	Subject	Action	Date	Action Office	Brief	Completion
1	106-945	52	244	Site for Joint Technology Office		11/29/2000	AT&L/DUSD (AS&C)	SecDef shall locate Jt Tech Office called for in Sec 242 at a location determined appropriate by SecDef not later than 30 days after enactment of this Act. Consideration of site in consultation with DUSD(S&T).	12/7/00 Delegation memo in coordination
2	106-614	35		Contractor Support for Family Housing Privatization	Report	12/31/2000	OUSD/AT&L/ DUSD(I)	Review and report the expenses of each Service to ensure excessive amounts are not being spent on contractor support.	
3	106-292	144	221	Sec. 221, Biological warfare defense vaccine research and development programs	Report	2/15/2001	OUSD/AT&L ATSD(CBD)	Progress of the DOD program to develop and procure vaccines for biological warfare agents. SECDEF Report	
4	106-945	52	248	Annual Report - High Energy Laser Program	Report	2/15/2001 2/15/2002 2/15/2003	AT&L/DUSD (S&T)	Annual report to congressional defense committees on high energy laser program of DoD.	
5	106-945	50	234	Management of Airborne Laser	Report	2/15/2001	BMDO	Role of airborne laser family of systems missile defense architecture developed by BMDO. Report should be submitted in classified and unclassified form.	
6	106-945	52	247	Technology Plan - High Energy Laser Program	Plan	2/15/2001	AT&L/DUSD (S&T)	Designated official shall submit to congressional defense committees plan prepared pursuant to section 243(b)(4). Report shall be submitted in unclassified and if necessary classified form.	
7	106-945	54	250	Review of Defense-Wide Directed Energy Programs	Report	3/15/2001	AT&L/DUSD (S&T)	Evaluate expansion of High Energy Laser management structure specified in Sec. 242 for possible inclusion in that management structure of S&T programs in related areas.	
8	106-945	345	1232	Report on Sharing and Exchange of Ballistic Missile Launch Early Warning Data	Report	3/15/2001	BMDO	Current and planned activities of DoD with respect to the sharing and exchange with other countries of early warning data concerning ballistic missile launches.	
9	106-614	006		Historic Preservation	Report	3/15/2001	OUSD/AT&L/ DUSD(I)	Develop innovative initiatives and future plans that can help reduce costs and improve maintenance of historic properties.	
10	106-614	007		Paint	Report	3/30/2001	OUSD/AT&L/ DUSD(I)	DUSD(I) review current military specifications and costs for paint.	
11	106-614	035		Contractor Support for Family Housing Privatization	Report	3/31/2001	OUSD/AT&L/ DUSD(I)	Review and report the expenses of each Service to ensure excessive amounts are not being spent on contractor support.	
12	106-614	035		Contractor Support for Family Housing Privatization	Report	6/30/2001	OUSD/AT&L/ DUSD(I)	Review and report the expenses of each Service to ensure excessive amounts are not being spent on contractor support.	

13	106-945		1044	Defeat of Hard and Deeply Buried Targets	Report	7/1/2001	AS&TS	Review requirements of US to defeat hard and deeply buried targets and stockpiles of chemical and biological agents. Current and future plans to meet those requirements.	
14	106-614	035		Contractor Support for Family Housing Privatization	Report	9/30/2001	OUSD/AT&L/ DUSD(I)	Review and report the expenses of each Service to ensure excessive amounts are not being spent on contractor support.	
15	106-292	138	215	Joint Strike Fighter	Report	12/15/2001	OUSD/AT&L (S&TS)	Describe how the program may be restructured to reflect changes in the acquisition strategy, and exit criteria.	

AT&L Reports To Congress (By Event)

Item	Report	Page	Sec.	Subject	Action	Date	Action Office	Brief	Completion
1	106-290	032	110	Construction of new bases overseas	Notify		OUUSD/AT&L/ DUSD(I) Prior to construction	Prohibits construction of new bases overseas without notification.	
2	106-290	032	113	Military exercises involving construction in excess of \$100,000	Notify		OUUSD/AT&L/ DUSD(I) If in excess of \$100K	Military exercises involving construction in excess of \$100,000.	
3	106-290 106-614	033 042	122 125	Family housing privatization solicitations and agreements	Notify Report		OUUSD/AT&L/ DUSD(I) When necessary	If solicitations and agreements contain any clause providing for base realignment and closure, force reductions and extended deployments. SECDEF Report.	
4	106-290	033	124	Sole funding source of all O&M for family housing, including flag and general officer quarters	Notify		OUUSD/AT&L/ DUSD(I) Prior to spending	Requires MilCon Appropriations Acts be the sole funding source of all O&M for family housing, including flag and general officer quarters, and limits the repair on flag and general officer quarters to \$25,000 per year.	
5	106-614	026		New housing construction	Notify		OUUSD/AT&L/ DUSD(I) 30 days prior	Funds appropriated for a new construction project may be transferred for purpose of a private sector pilot project at the same location. SECDEF Report.	
6	106-614	026		Construction improvements	Notify		OUUSD/AT&L/ DUSD(I) 30 days prior	Funds appropriated for a construction improvement project may be transferred for purpose of a private sector pilot project at the same location. SECDEF Report.	
7	106-614	038		Environmental Restoration	Notify		OUUSD/AT&L/ DUSD(ES) When necessary	A ceiling is established on the level of funding unless it is determined that additional obligations are necessary, and the necessary reasons for the increase are given. SECDEF Report.	
9	106-292	124		Advanced SEAL Delivery System	Report		OUUSD/AT&L/S&T S No date specified	Request explaining why USD(AT&L) decided not to elevate this program to a higher level of review, as was required.	
10	106-292	140	216	Global Hawk HAE UAV	Report		OUUSD/AT&L When necessary	Coordinate demonstration and report on the technical feasibility and operational concept for the airborne surveillance role.	
11	106-292	143	220	Joint Biological Defense Program	Notify		OUUSD/AT&L(NCB)	Notify in writing that the FDA has approved the current production facility of the anthrax vaccine. SECDEF Report.	

AT&L Reports To Congress (By Event)

Item	Report	Page	Sec.	Subject	Action	Date	Action Office	Brief	Completion
12	106-292	143	220	Joint Biological Defense Program	Report		OUSD/AT&L(NCB) When necessary	Address contingencies and strategies to ensure a FDA-licensed anthrax vaccine can be procured and the funding requirements for implementing these strategies. SECDEF Report.	
13	106-754	027	8032	Department of Defense Federally Funded Research and Development Center (FFRDC)	Report		OUSD/AT&L (AR&A) With FY-02 budget request	Present specific amounts of staff years of technical effort to be allocated for each defense FFRDC during that fiscal year SECDEF report.	
14	106-754	028	8036	Buy American Act	Report		OUSD/AT&L (DDP) If necessary	Determine the amount of DoD purchases from foreign entities in FY 01 and indicate the dollar value of items for which the BA Act was waived pursuant to any agreement. SECDEF report.	
16	106-754	048	8124	LRIP for F-22 aircraft program	Certify		OUSD/AT&L (AR&A or S&TS) When necessary	Certify that all Defense Acquisition Board exit criteria for the award of low-rate initial production of the aircraft have been met. SECDEF Report	
17	106-641	008		BMDO Construction Projects	Notify		BMDO 30 days prior to obligation	The Committee is concerned about this request and wants prior notification of specific projects with detailed justification.	
18	106-616	270		National Missile Defense	Report		BMDO 30 days prior to proposed initiation of any noncompetitive effort	Committee recommends BMDO assess future NMD radar requirements; all radar technologies & architectures and assure use of all appropriate competitive procedures in development & acquisition of NMD radars. Directs BMDO, if he determines development & acq of NMD radars should not be competed, to report to Congressional defense committees detailing justification for determination not later than 30 days prior to any noncompetitive effort.	

AT&L Reports To Congress (By Event)

Item	Report	Page	Sec.	Subject	Action	Date	Action Office	Brief	Completion
20	106-945	44	217	Joint Biological Defense Program	Report		ATSD (CBD) Prior to obligating funds for the procurement of a vaccine	Recommend strategies to mitigate risk to DoD of losing current manufacturer as a source of anthrax vaccine. Strategies to ensure DoD can procure vaccine from one or more sources. Any action the Secretary determine necessary to ensure production of vaccine to meet immediate national defense requirement.	
21	106-945	51	243	Designation of Senior Official for High Energy Laser Programs	Designation		AT&I /DUSD (S&T)	SecDef shall designate a single senior civilian official to chair High Energy Laser Technology Council called for in Master Plan. Designated official shall report to USD(AT&I.) for matters concerning responsibilities in subsection (b).	10/2/00 AD&A coordinated on delegation
22	106-945	51	242	Implementation of High Energy Laser Master Plan	Implementation		AT&I/DUSD(S&T)	SecDef shall implement management and organizational structure specified in DoD High Energy Master Plan.	
23	106-945	52	245	High Energy Laser Infrastructure Improvements	Evaluation		AT&I/DUSD (ASC)	SecDef shall consider, evaluate & undertake appropriate initiatives, including investment initiatives, to enhance industrial base to support military applications of high energy laser technologies and systems.	
24	106-945	52	246	Cooperative Programs & Activities	MOA		AT&I/DUSD (ASC)	SecDef & Administrator NASA shall enter into a MOA to conduct joint research and development on military applications.	

AT&L Reports To Congress FY 2000

AT&L Reports To Congress FY 2000									
				LIKELY TO	BE	DONE	BY	END OF YEAR	
Item	Report	Page	Sec.	Subject	Action	Due Date	Action Office	Brief	Completion
3	106-50		341	5% Women-Owned Business Contracting Goal	Report	2/1/2000	OUSD(AT&L) SADBU	The Department is to report on how it plans to achieve the 5% women-owned business contracting goal.	12/14/00 Should be ready for signature
5	106-301	43	245 (b) (1)	Additional Pilot Program for Revitalizing DoD Laboratories: implementation	Report	3/1/2000	OUSD(AT&L) DUSD(S&T)	Carry out pilot program to demonstrate improved efficiency in performing RDT&E in DoD. SecDef to provide director of one S&T lab and one T&E lab, of each military department with authority to: attract balanced workforce of permanent and temp personnel at appropriate skill and experience levels; expand innovative methods of operation; waive restrictions not required by law that apply to demonstration and implementation methods for achieving objectives.	12/15/00 Estimated completion date is Dec 00.
7	106-301	658		Utility of Sea-Based Assets to NMD Follow-on Study	Report	3/15/2000	OUSD(AT&L) S&TS	SecDef to conduct follow-on study to supplement analysis included in 1998 report Utility of Sea-Based Assets to NMD. Address engineering steps needed to develop sea-based NMD system to supplement ground-based NMD. Study to evaluate requirements, performance, benefits, design trade-offs, operational impacts, and refined cost est.	12/14/00 OUSD(AT&L) has for signature.
12	106-301	67	363	Inventory & Control of Military Equipment	Report	8/31/2000	OUSD(AT&L) AR&A	SecDef to report on inventory and control of military equip as of end of FY99. Include (1) for each item of military equipment in inventory, by item nomenclature quantity of item as of beginning of FY, quantity of acquisitions of item during FY, quantity of disposals during FY; quantity of losses during performance of military missions during FY, quantity in inventory as of end of FY; (2) reconciliation of quantity of each item as of beginning of FY with quantity as of end of FY; (3) for each item not reconciled, explain why quantities cannot be reconciled; and discuss remedial actions planned, including target dates for accomplishing remedial actions; (4) support schedules identifying location of items available to Congress or audits of Comptroller General upon request.	12/14/00 AR&A/RA has received all Service inputs. Should be in coordination shortly. Estimated completion date still Dec 00.



Enhance access to and use of commercial markets, technologies and best practices.

Background: DoD must capitalize on the economic and performance benefits available from the use of commercial items and practices; and, use of performance-based acquisition practices when acquiring research and development leading-edge technology, and other supplies and services. DoD must re-engineer and migrate from unique practices to commercial practices, collaborating with industry where allowable by law.

Status of Issue: The DoD is struggling to keep pace with and access new, leading-edge technologies. Research and development, now led by the commercial world, has increased at a rate of about 5% per year for more than 20 years while US Government spending has dropped some 2.5% per year during the same period. DoD's acquisition practices cannot keep pace. The result will be military hardware that is years behind the cutting edge; and, even more important, behind the global, commercial marketplace. DoD has begun the transformation to greater reliance on commercial practices through virtual prime vendor supply, direct vendor delivery, electronic malls, corporate councils, single process initiatives and strategic supplier alliances, but has a long way to go.

Recommended Actions:

1. Promote performance requirements or conversion to performance requirements during procurement of systems, subsystems, components, spares and services beyond the initial production contract award and during post-production support to facilitate technology insertion and modernization of systems.
2. Promote adoption of Single Process Initiative throughout the supply chain. Eliminate regulatory and cultural barriers to supplier partnerships to avoid impeding industry's adoption of rapidly evolving supply chain management practices.
 - (a) Establish a common vision (e.g. a DoD handbook for DoD/Industry Supply Chain Partnerships), engage in collaborative forums with the Joint Staff, the Military Departments and industry;
 - (b) Promote Strategic Supplier Alliances where appropriate.
3. Reform Government Property management and adopt commercial practices.
4. Continue the reform of oversight regimes to remove barriers to commercial firms.
5. Encourage commercial style incentives and use of past performance information.
6. Revise intellectual property rules and develop guidance for the workforce.
7. Continue policy refinement and training associated with Part 12 acquisitions; promote performance-based milestone payments; and, performance-based acquisition strategies (e.g. integrating IT and acquisition practices to ensure best practices) for service acquisitions.

Justification: Using commercial practices takes advantage of the technological innovation available in the commercial marketplace, maximizes competition, and innovation thus permitting DoD to reduce its infrastructure.

Risk of Action/Inaction: The department will be unable to attract companies or access technology to ensure that the finest products and services are available to the warfighter.

POC: (b)(6) @osd.mil, (b)(6) 12/14/2000

ARA

Studies

OFPP

GAO

Property, Plant and Equipment Policy

Office of Management and Budget

Chief Financial Officers Council

General Accounting Office

Federal Accounting Standards Advisory Board

Joint Financial Management Improvement Program

Pending Legislative Issues.

Title 10, Section 2682: This office submitted a proposed change to Title 10, section 2682, that would allow Defense Agencies to own real property. Currently, Title 10, section 2682, only permits Military Departments to own real property.

Section 363 National Defense PP&E Inventory Report: Pending submission to the Congress of an inventory report of the National Defense PP&E assets owned by the Military Departments. Comments on the reliability of the amounts reported will be provided by the DoD Inspector General and could result in criticism of the amounts reported, as well as the Department's procedures, controls and systems used for accountability control over National Defense PP&E.

Interoperability

No relationships outside of DoD

No legislative issues

Acquisition Education, Training & Career Development

CIA, GAO, OMB, OFPP, SSA, Energy

Pending Legislative Issues.

1. Government Industry Exchange Program - would allow two-way exchange between government and industry without requiring a one-for-one exchange.

2. Support CPO's proposal for Phased Retirement - would permit smoother retirement flow in organizations with high percentage of older personnel and promote knowledge transfer for critical positions.



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Item	Report	Sec.	Subject	Action	Due Date	Action Office	Brief	Completion
13	106-301	243	Revolutionary Technology Initiatives	Report	9/30/2000	OUSD(AT&L) DUSD(S&T)	OUSD(AT&L) to report on actions needed to promote re- search base and technological development needed to ensure Armed Forces have military capability necessary to meet nat'l security requirements over the next 2-3 decades.	12/15/00 In coordination, est. completion date is Dec 00.
14	106-301	203	811 Mentor-Protégé Program Improvements	Report	9/30/2000	OUSD(AT&L) SADBU	SecDef to assess feasibility of transitioning program to operation without appropriation or authority to reimburse mentor firm. Assess possible additional incentives that may be extended to mentor firms to ensure participation in program, including increasing level of credit in lieu of subcontract awards presently extended to mentor firms.	12/15/00 Formal coordination should be completed by 12/20/00. Hope to deliver to Congress week of 12/25/00.
				NEE DS	PUSH			
9	106-53	31	Outsourcing & Privatization	Report	3/15/2000	OUSD(AT&L) DUSD(I)	SecDef shall submit a report that includes the following elements: (a) the size of the private sector workforce performing contracts for DoD; (b) a cost analysis of contracts awarded pursuant to OMB Cir A 76 in the last 5 years that compares the cost of federal employee contract at the time of competition to the actual cost of the contract; (c) the savings that are assumed in FY2000 budget submissions of each of the armed services due to outsourcing and privatization activities.	12/14/00 Mr. Oliver had concerns with the report, installation is working to resolve.

Item	Report	Sec.	Subject	Action	Due Date	Action Office	Brief	Completion
10	106-301	312	Science & Technology Program (2% above inflation)	Report	4/1/2000	DSB	Should be an objective of SecDef to increase budget for the Defense S&T Program, including the S&T program within each Mil Dept, for the FY above the budget for that program for the preceding FY by a percent that is at least 2% above the rate of inflation. If the proposed budget for FY covered fails to comply with the objective then SecDef shall submit to Congress certification that the Budget does not jeopardize the stability of the defense technology base or increase the risk of failure to maintain technological superiority in future weapon systems or statement of the Secretary explaining why the Secretary is unable to submit such certification. And the DSB shall, not more than 60 days after the date on which the Secretary submits the certification or statement, submit to the Secretary & Congress a report assessing the effect such failure to comply is likely to have on defense technology and the national defense.	12/15/00 (b)(6) DSB are discussing study. Not yet signed.
11	106-301	215 913	Efficient Utilization of Defense Laboratories	Report	8/1/2000	DSB	SecDef shall convene panel of independent experts under DSB to conduct an analysis of resources and capabilities of all the labs and T&E facilities of DoD, including those of the military departments. Panel shall identify opportunities to achieve efficiency and reduce duplication of efforts by consolidating responsibilities by area or function or by designating lead agencies or executive agents in cases considered appropriate.	12/15/00 To AR&A/RA/NS for coordination. Working on issue w/DBS. Striving to make completion date of Dec 00.
2	106-221	11	Gas Valves in Federal Facilities	Report	1/15/2000	OUSD(AT&L) DUSD(I)	Current standard of gas valves in government facilities may pose a significant danger to federal facilities. Committee is concerned about fires or explosions which could be caused by breaks in natural and propane gas lines in Federal facilities as a result of seismic activity, floods, tornadoes, and other natural and man-made disasters. Committee directs the Department to ensure that appropriate gas valves are in place that will protect personnel and facilities from all types of disasters due to gas explosions or fires. Committee believes that a safety cut-off valve keeps gas shut off until repairs are made, could save lives and prevent millions of dollars in property loss.	11/22/00 Striving to make completion date of Dec 00. Been to Mr. Oliver twice and returned with his comments. Hewrite to go to DUSD(I) Nov 27, 00.

Item	Report	P	c.	Subject	Action	Due Date	Action Office	Brief	Completion
TROUBLE									
1	106-162	263		Upper Tier	Report	1/15/2000	BMDO	SecDef to provide (1) the Department's plan to accommodate success in both NTW and THAAD, (2) how the Department intends to meet the requirements identified in its TMD architecture if it delays one of the upper tier systems, and (3) coordinated timelines associated with THAAD and NTW in the Department's upper tier program.	11/20/00 In DepSecDef office several weeks. BMDO preparing memo to USD (AT&L) outlining why report is no longer needed.
4	106-301	780		Facilitation of NMD System - NMD Baseline Schedule improvements	Report	3/1/2000	BMDO	D.BMDO shall submit a report that identifies and describes any impediments posed by current acquisition laws and regulations to meeting the current NMD system baseline schedule; and provides recommendations for necessary statutory or regulatory relief.	11/20/00 Gen Kadish returned draft report to action office. Unlikely this will go to OSD(AT&L) for coordination
6	106-301	39	237	National Missile Defense (2-site deployment of ground based NMD)	Report	3/15/2000	BMDO	SecDef shall submit to Congress the Secretary's assessment of the advantages or disadvantages of a 2-site deployment of a ground-based NMD system, with special reference to consideration of the worldwide ballistic missile threat, defensive coverage, redundancy and survivability, and economies of scale.	12/7/00 Both Sec 8112 (Approp) & Sec 237 (Auth) reviewed, fwd to AM/RA/NS for coordination.
8	106-301	444	3163 (b)	Revitalization of Joint Nuclear Weapons Council	Report	3/15/2000	OUSD(AT&L) NCB	SecDef & SecEnergy shall jointly prepare a plan to revitalize the Jt Nuclear Weapons Council established by section 179 of title 10, USC. Plan shall include any proposed modifications to the membership or responsibilities of the council that the Secretaries jointly determine advisable to enhance the capability of the council to ensure the integration of DoD requirements for nuclear weapons into the program and budget processes of DOE.	12/7/00 NS coordinated w/changes.



External Process

Executive – Key Interagency Relationships
Pending Legislative Issues

International

Commerce, State, Treasury
No major Congressional issues

Logistics

Transportation, Energy, OMI, State
No major Congressional issues

DARPA

Transportation, Energy

"Agencies"

National Institutes of Health
National Institute of Justice
NASA
Office of Science and Technology Policy
National Economic Council
National Security Council
Office of Management and Budget
Centers for Disease Control
National Science Foundation
National Research Council
National Institute of Standards and Technology

No major Congressional Issues

Installations

OMB, GAO, CBO, GSA

Pending Legislative Issues.

FY2002 Military Construction Bill. This office prepares the Bill annually for submission to the Congress with the President's Budget. The Bill will contain MilCon legislative proposals approved for submission after coordination internally within DoD and with OMB who does interagency coordination. While submitting the Bill is an important function, individual legislative proposals contained therein primarily deal with technical issues surrounding military construction authorities and procedures. One exception would be a comprehensive BRAC legislative proposal which is anticipated to be part of this year's Bill.

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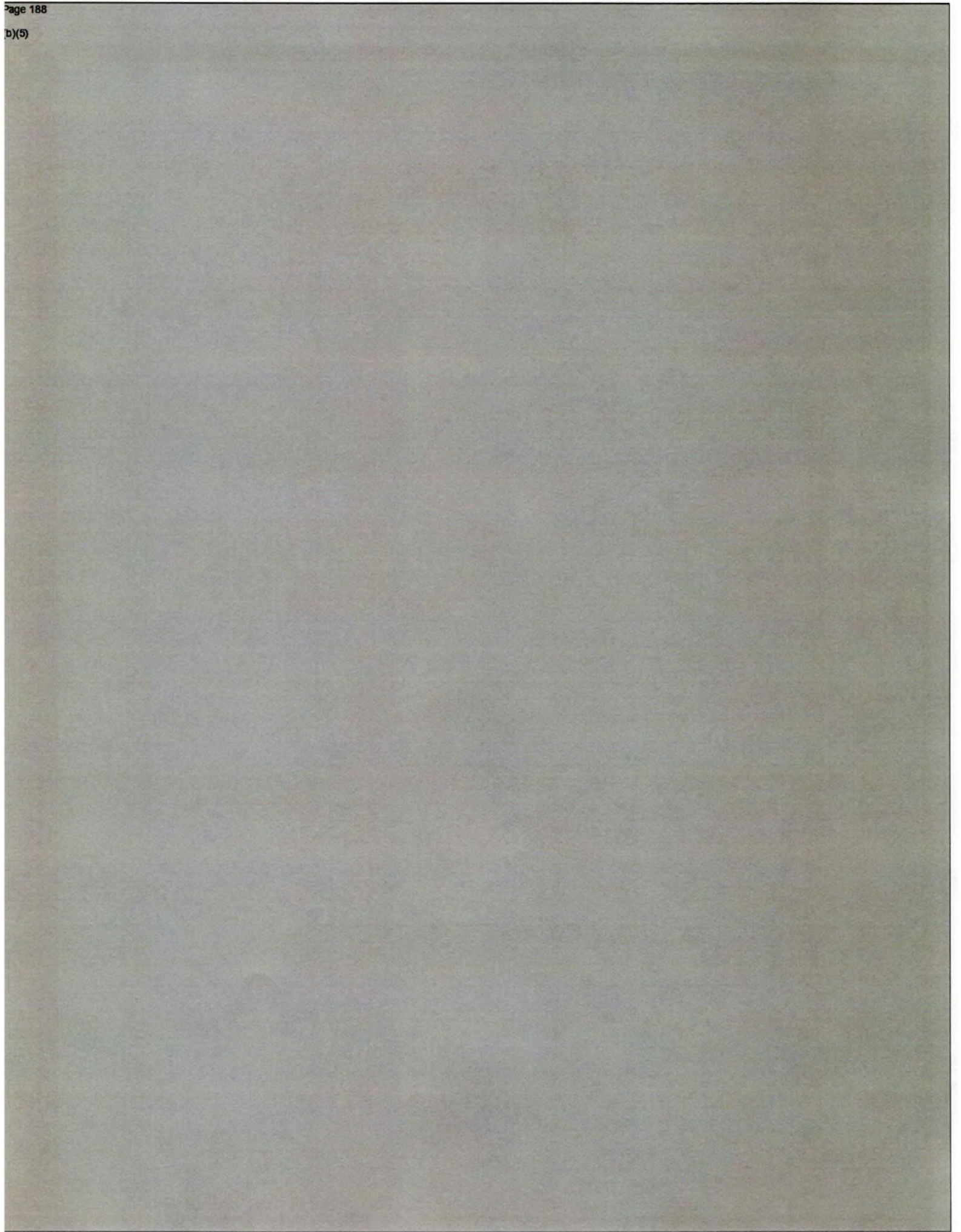
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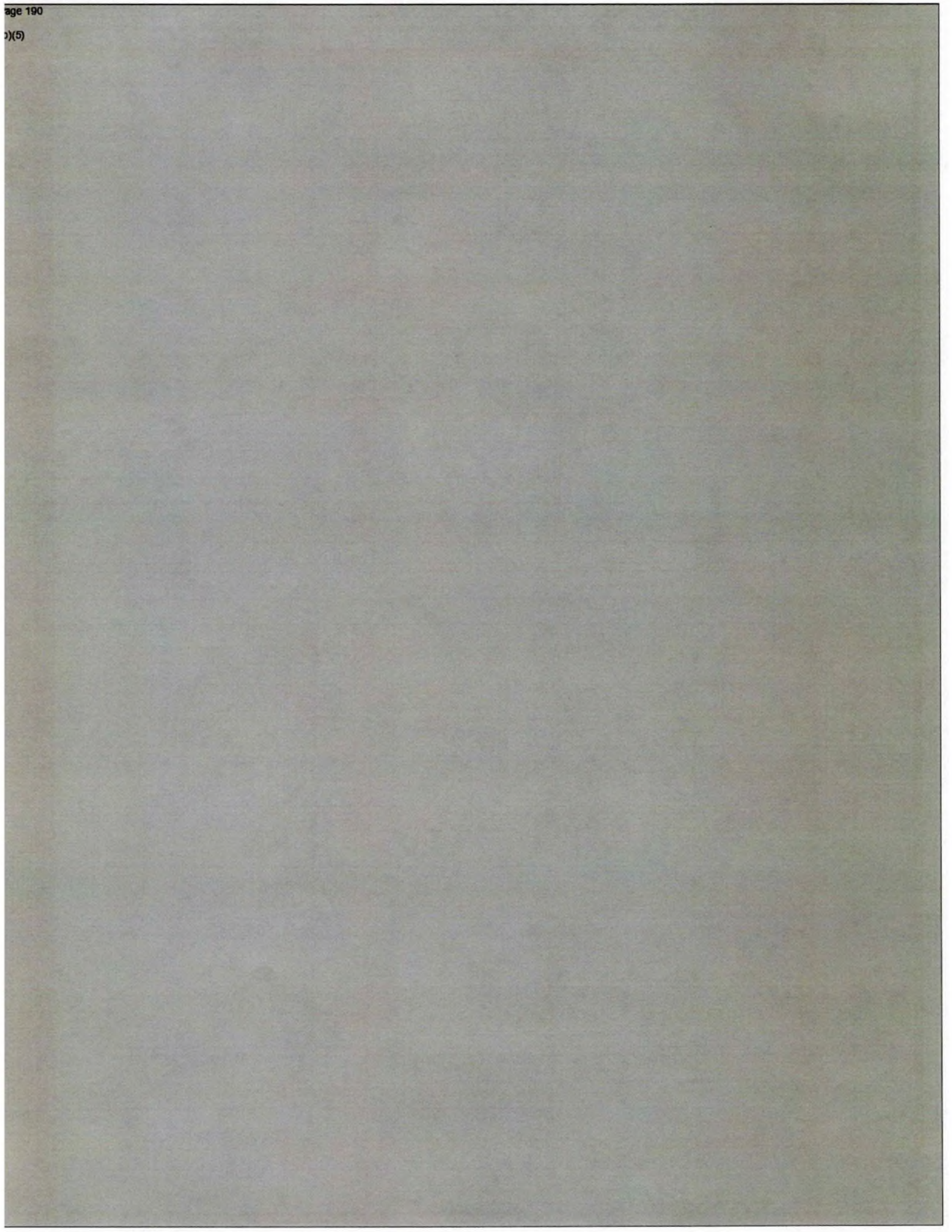
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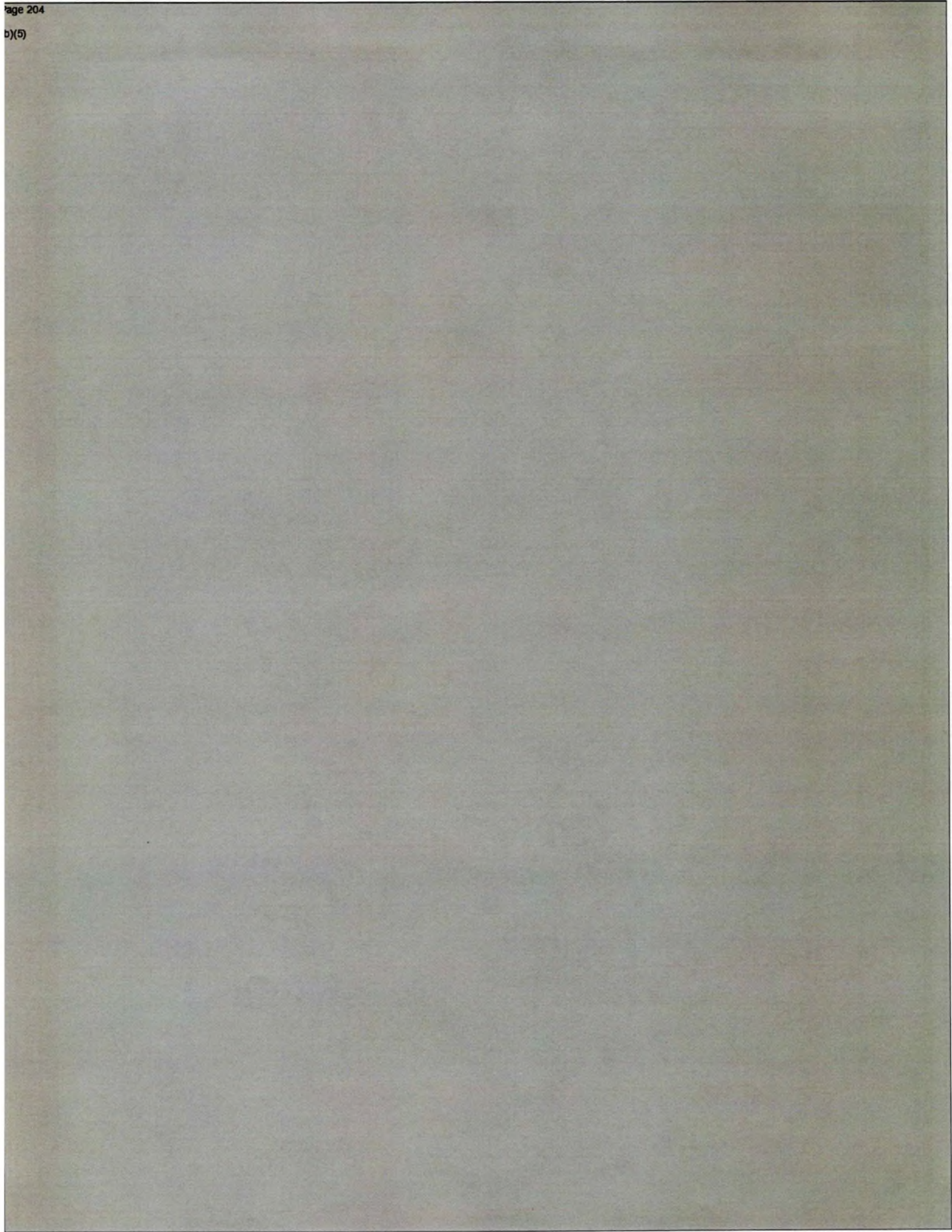


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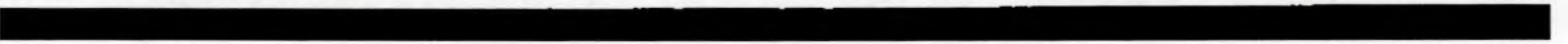
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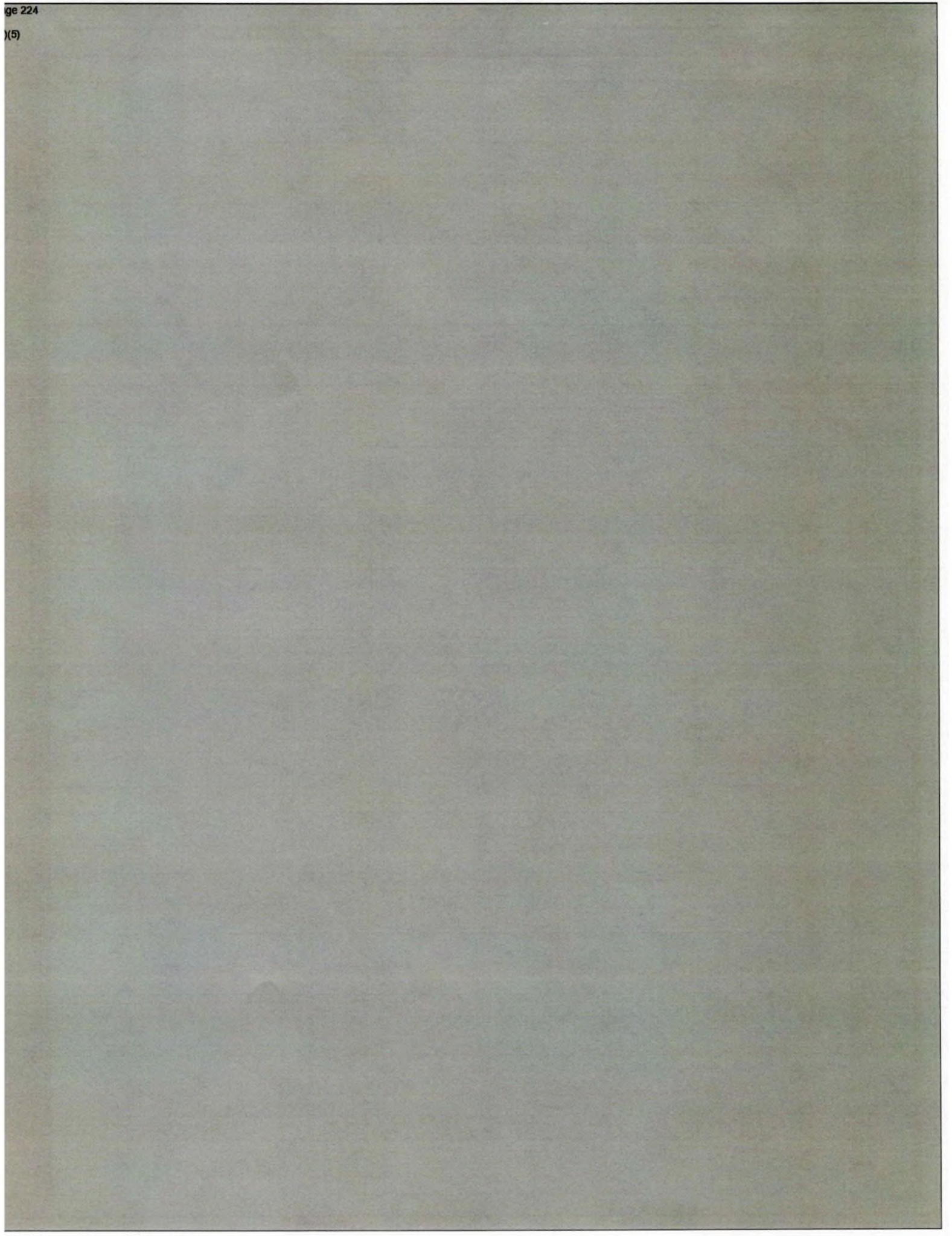
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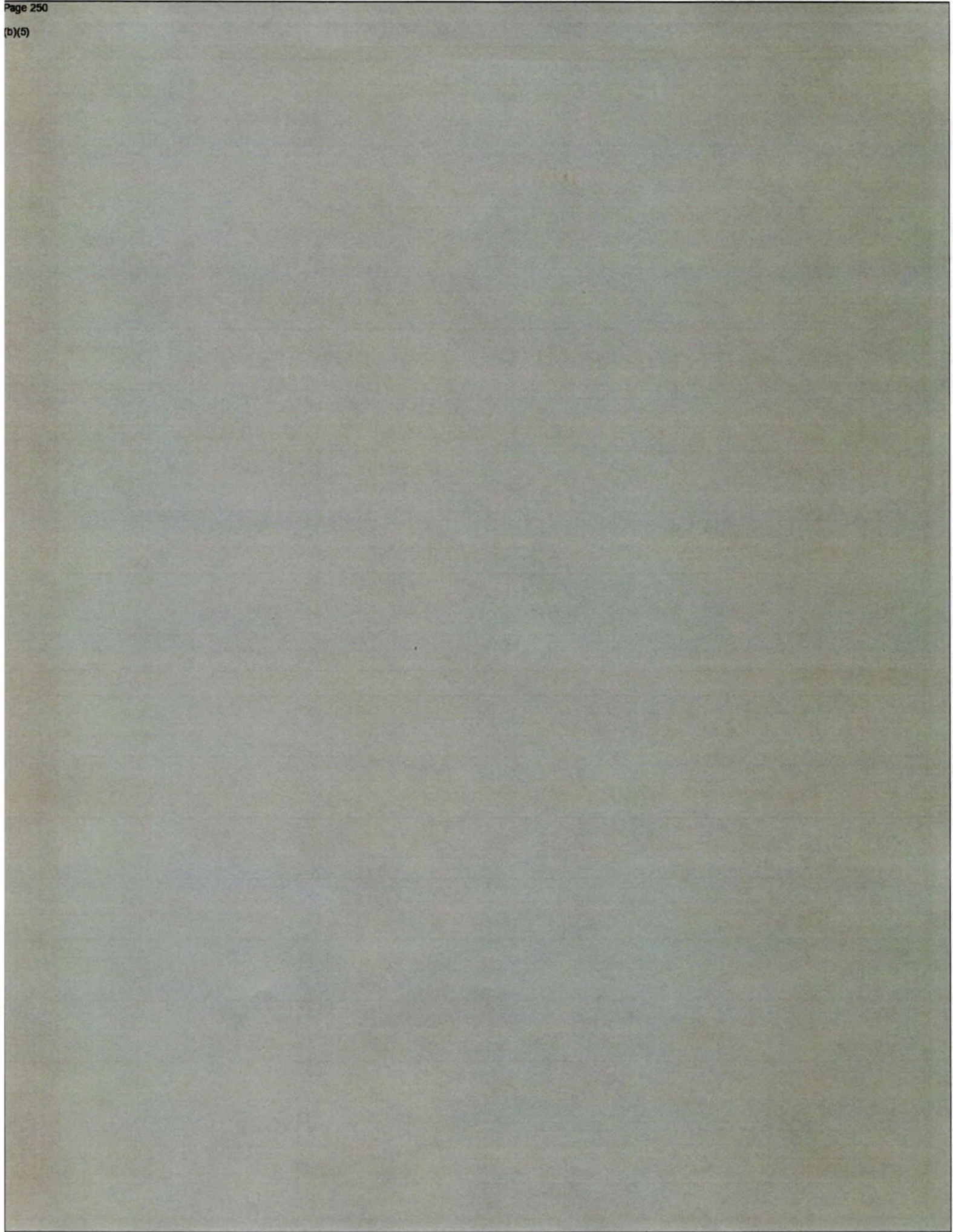
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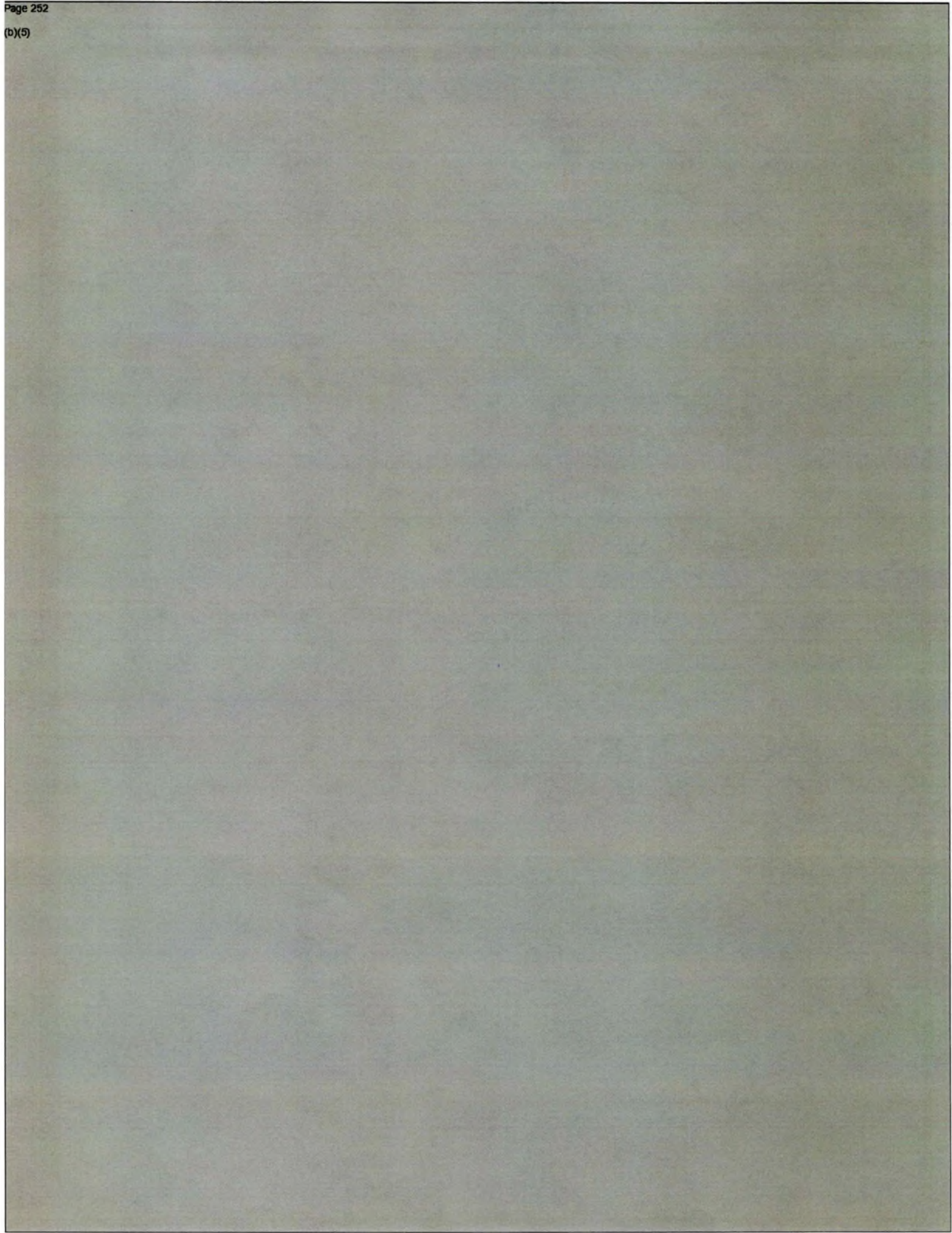
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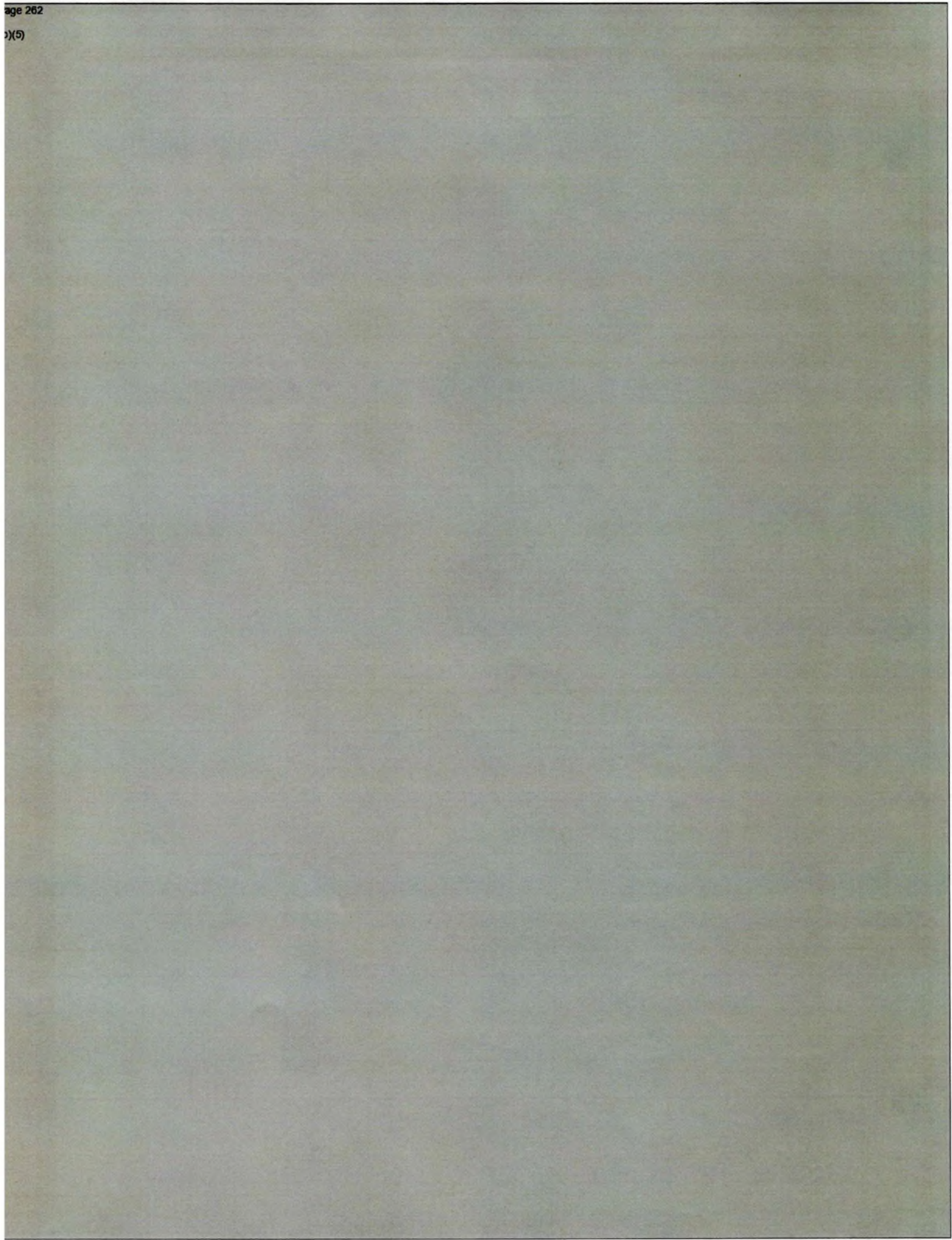
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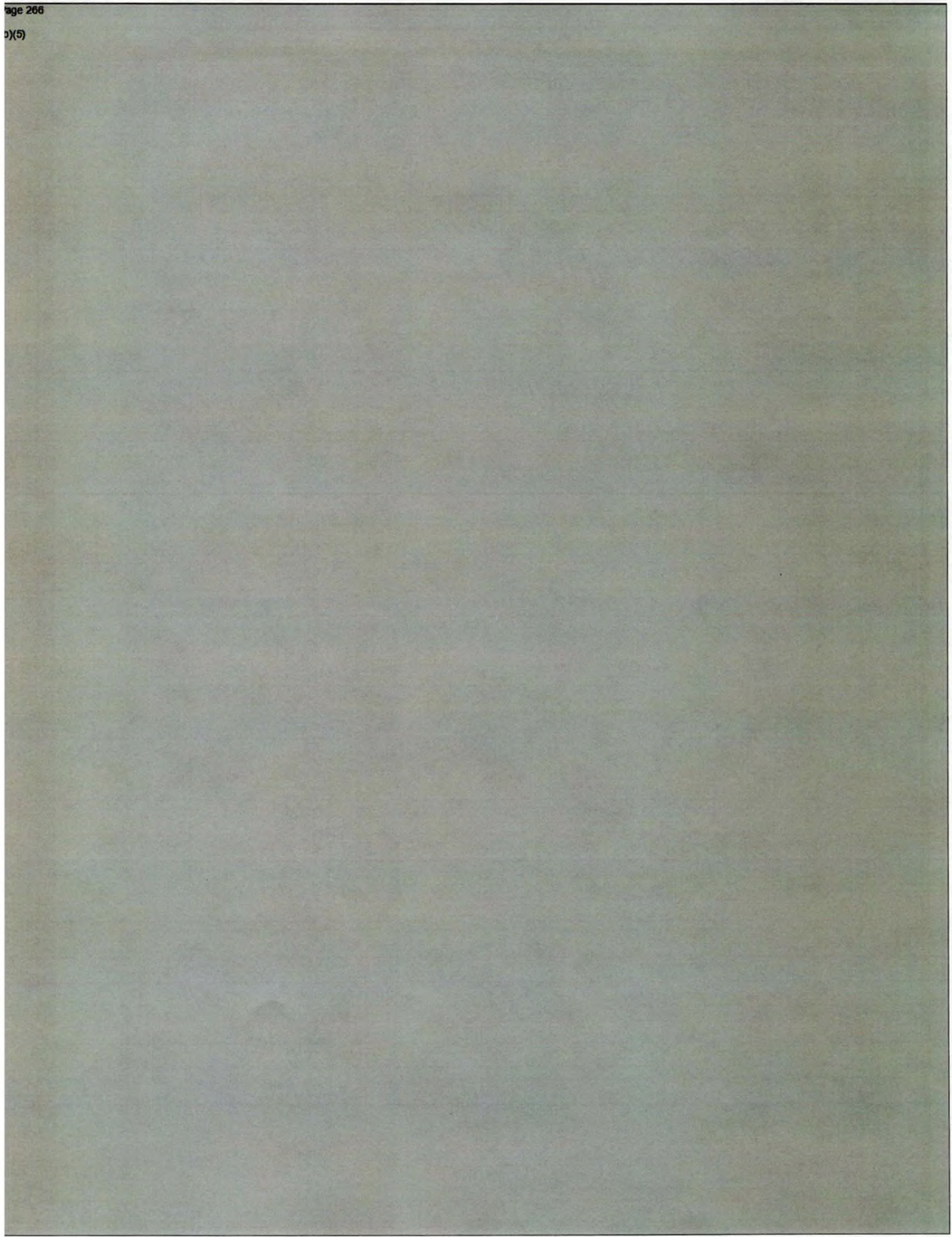
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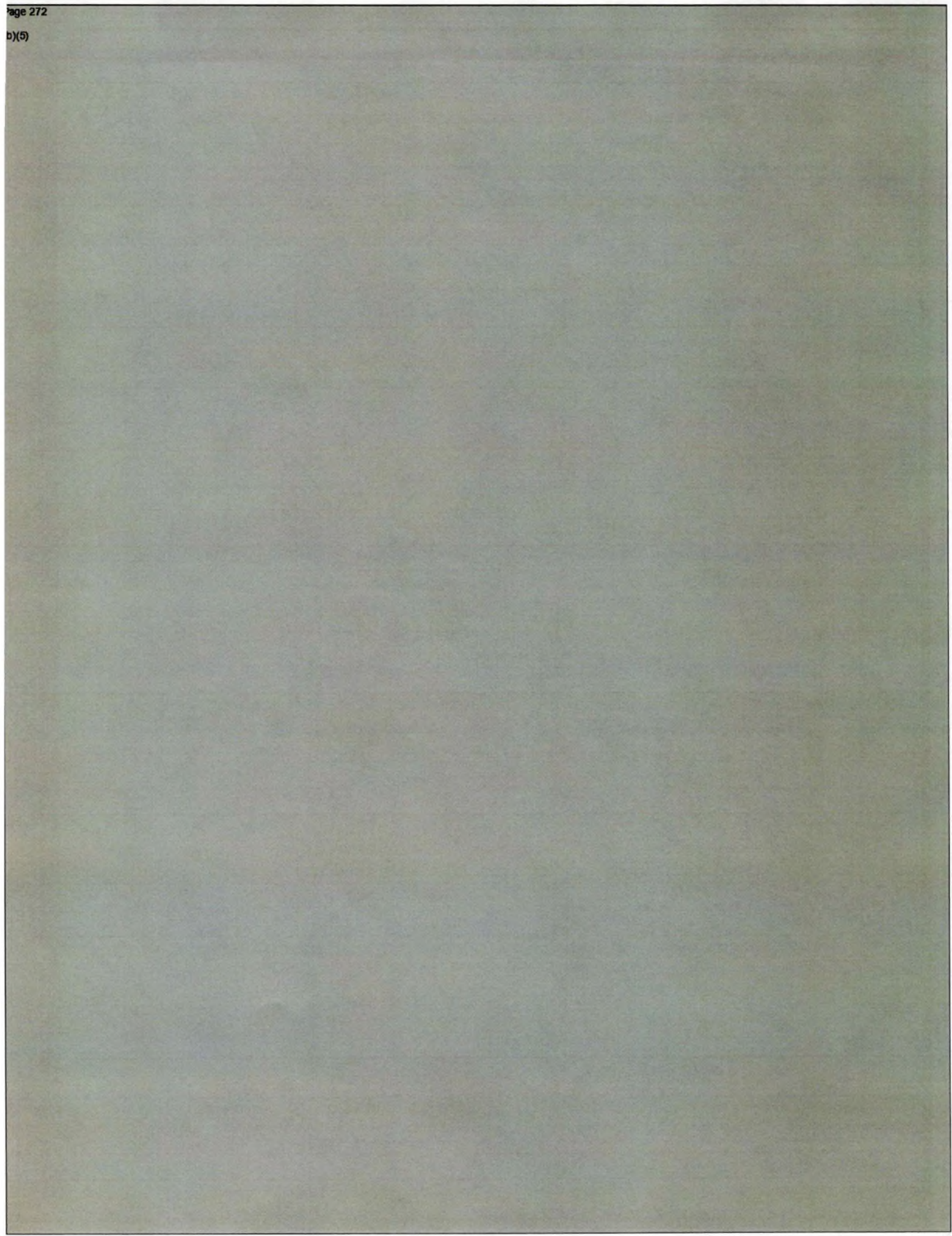
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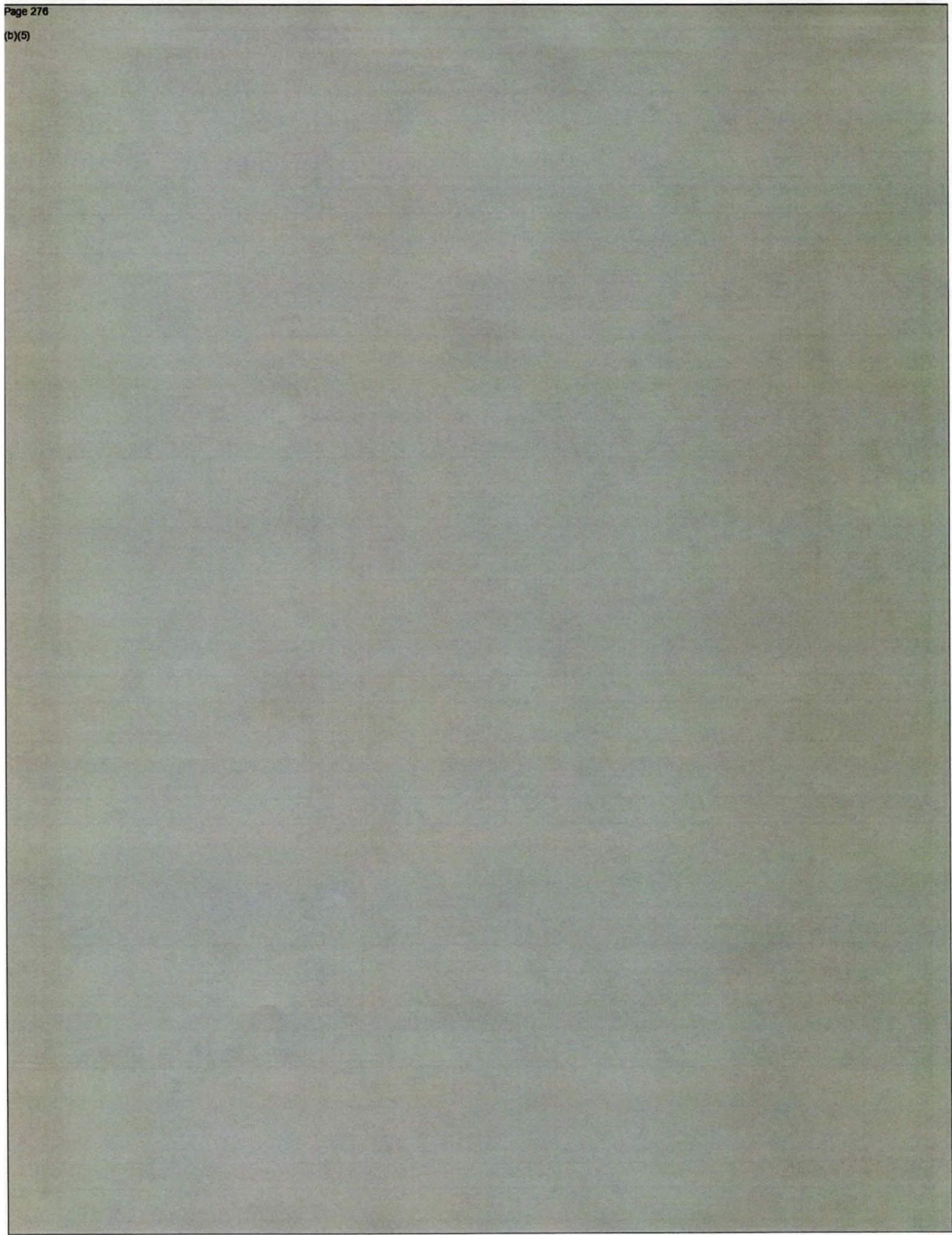
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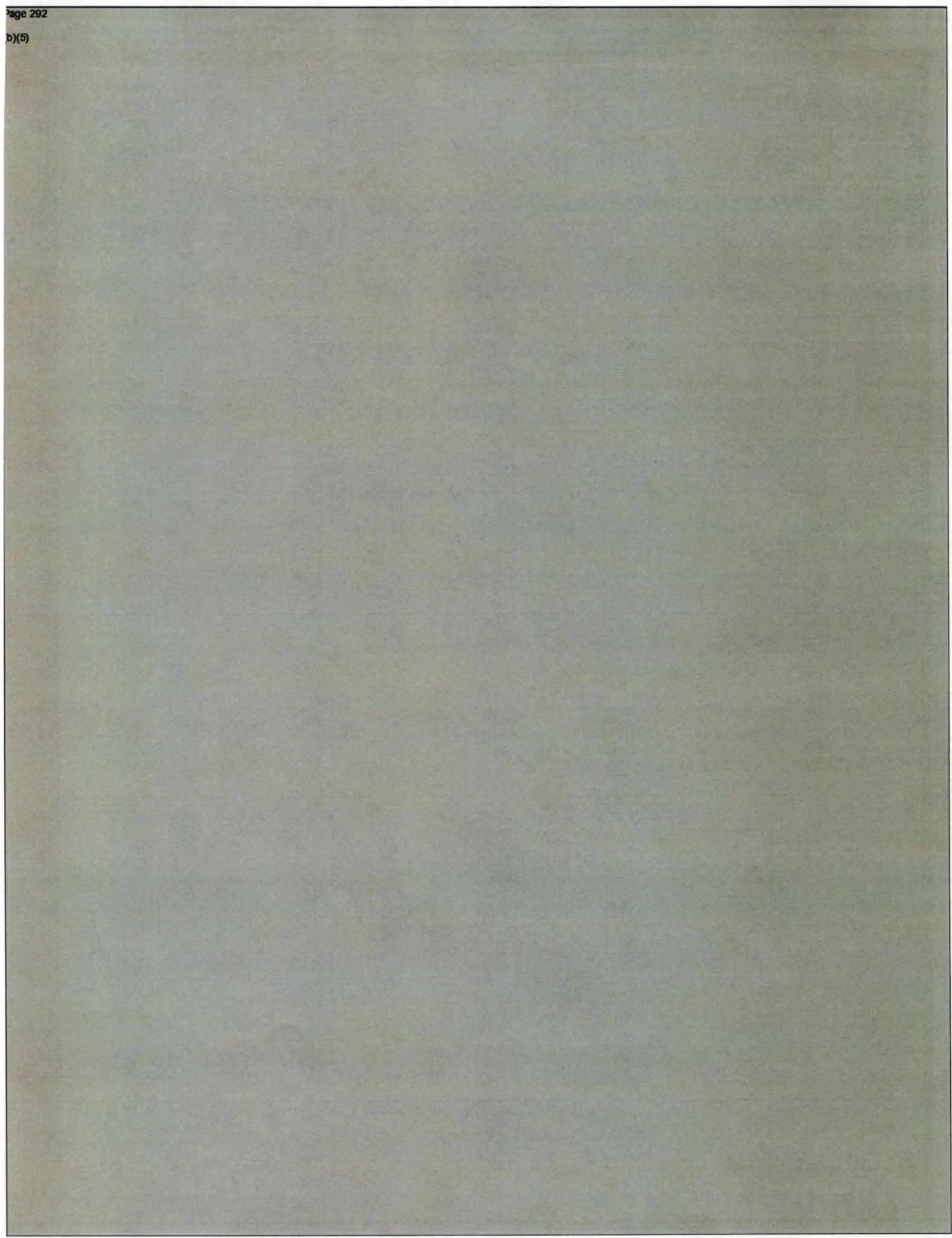
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