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# Acquisition Technology And Logistics The Under Secretary

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The Department of Defense's Rapid Acquisition Process

Introduction to Defense Acquisition Management (Tenth Edition) - How DoD Does Business, Program Management, Policy, Resource Allocation Process, Weapon Systems

Defense Acquisition: DoD Should Clarify Requirements for Assessing and Documenting Technical-Data Needs

Testing of Defense Systems in an Evolutionary Acquisition Environment

The acquisition, technology, and logistics workforce certification program

Operation of the Defense Acquisition System

Examination of the U.S. Air Force's Science, Technology, Engineering, and Mathematics (STEM) Workforce Needs in the Future and Its Strategy to Meet Those Needs

Defense acquisition performance assessment executive summary

Achieving Effective Acquisition of Information Technology in the Department of Defense

Acquisition Logistics Guide

Weapons System Sustainment Planning Early in the Development Life Cycle

Intellectual property navigating through commercial waters : issues and solutions when negotiating intellectual property with commercial companies.

Creating a DoD Strategic Acquisition Platform

Defense technology development management process can be strengthened for new technology transition programs : report to congressional committees.

Report of the Defense Science Board Task Force on Training Superiority & Training Surprise

Getting Defense Acquisition Right - The Honorable Frank Kendall 13 January 2017

Challenges to Effective Acquisition and Management of Information Technology Systems

Integrated Defense Acquisition Technology & Logistics Life Cycle Management System, Version 5.4: Package of 5

Introduction to Defense Acquisition Management, August 2010

Report of the Defense Science Board Acquisition Workforce Sub-Panel of the Defense Acquisition Reform Task Force on defense reform

Optimizing U.S. Air Force and Department of Defense Review of Air Force Acquisition Programs

Defense acquisition : improved program outcomes are possible

Introduction to Defense Acquisition Management, December 2008

Acquisition, Technology, and Logistics Workforce Certification Program, October 1, 2005 - September 30, 2006 (Chart)

Shaping and Integrating the Next Military

Creating a DOD Strategic Acquisition Platform

Report to Congress, Restructuring the Department of Defense Acquisition, Technology and Logistics Organization and Chief Management Officer Organization Acquisition of Defense Systems  
Measuring the Statutory and Regulatory Constraints on DoD Acquisition: Research Design for an Empirical Study  
Examination of the U.S. Air Force's Aircraft Sustainment Needs in the Future and Its Strategy to Meet Those Needs  
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Certification Program for the Department of Defense Acquisition, Technology, and Logistics Workforce  
Optimizing U.S. Air Force and Department of Defense Review of Air Force Acquisition Programs  
Introduction to Defense Acquisition Management  
Administration Perspectives on Managing the Defense Acquisition System and the Defense Acquisition Workforce  
Report of the Defense Science Board Task Force on management oversight in acquisition organizations

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## **DORSEY HEAVEN**

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*The Department of Defense's Rapid  
Acquisition Process* National Academies  
Press

Undersecretary of Defense (Acquisition Technology & Logistics) (USD(AT&L)) The Honorable Frank Kendall's career has included a variety of roles in Defense acquisition, from an engineer designing weapons systems to the nation's chief weapons buyer. Few others can match the institutional knowledge and insight gained from his experiences. In his new book, "Getting Defense Acquisition Right," Kendall shares a selection of his articles, statements, and correspondence in a logical progression that provides insight into where Defense acquisition has been and a greater understanding of the complex system in

place today.

### **Introduction to Defense Acquisition Management (Tenth Edition) - How DoD Does Business, Program Management, Policy, Resource Allocation Process, Weapon Systems**

Government Printing Office

In the military, information technology (IT) has enabled profound advances in weapons systems and the management and operation of the defense enterprise. A significant portion of the Department of Defense (DOD) budget is spent on capabilities acquired as commercial IT commodities, developmental IT systems that support a broad range of warfighting and functional applications, and IT components embedded in weapons systems. The ability of the DOD and its industrial partners to harness and apply IT for warfighting, command and control and communications, logistics, and transportation has contributed enormously to fielding the world's best

defense force. However, despite the DOD's decades of success in leveraging IT across the defense enterprise, the acquisition of IT systems continues to be burdened with serious problems. To address these issues, the National Research Council assembled a group of IT systems acquisition and T&E experts, commercial software developers, software engineers, computer scientists and other academic researchers. The group evaluated applicable legislative requirements, examined the processes and capabilities of the commercial IT sector, analyzed DOD's concepts for systems engineering and testing in virtual environments, and examined the DOD acquisition environment. The present volume summarizes this analysis and also includes recommendations on how to improve the acquisition, systems engineering, and T&E processes to achieve the DOD's network-centric goals. [Defense Acquisition: DoD Should Clarify Requirements for Assessing and Documenting Technical-Data Needs](#) National Academies Press

The U.S. must be prepared to respond to a broad set of national security missions, both at home and abroad. Yet many deficiencies exist in defense capabilities need to support these missions -- systems are aging and technologies are becoming obsolete. Fixing the DoD acquisition process is a critical national security issue -- requiring the attention of the Sec. of Defense. DoD needs a strategic acquisition platform to guide the process of equipping its forces with the right materiel to support mission needs in an expeditious, cost-effective manner. The incoming leadership must address this concern among its top priorities, as the nation's military prowess depends on it. This report offers recommendations for rebuilding the

defense acquisition process.

### **Testing of Defense Systems in an Evolutionary Acquisition**

**Environment** DIANE Publishing

In the past, research programs funded by the Department of Defense (DoD) often led industry efforts in technology. Today the reverse is largely the case. Technology leadership has shifted to industry, where most research and development (R & D) dollars are spent.

### **The acquisition, technology, and logistics workforce certification program**

DIANE Publishing

Issues for 2009- cataloged as a serial in LC.

*Operation of the Defense Acquisition System* Defense Acquisition University

"This ninth edition of Introduction to Defense Acquisition Management includes revisions to the regulatory framework for Defense systems acquisition management from the December 2008 Department of Defense Instruction 5000.02 and includes policy for determining requirements for defense systems from the Chairman of the Joint Chiefs of Staff 3170 series, Joint Capabilities Integration and Development System. This publication is designed to be both an introduction to the world of defense systems acquisition management for the newcomer and a summary-level refresher for the practitioner who has been away from the business for a few years. It focuses on Department of Defense-wide management policies and procedures, not on the details of any specific defense system."--Publisher's website.

*Examination of the U.S. Air Force's Science, Technology, Engineering, and Mathematics (STEM) Workforce Needs in the Future and Its Strategy to Meet Those Needs* Defense Acquisition University Press

This report provides three policy recommendations, based on the overarching theme of more closely integrating DoD with industry. The Sub-Panel believes that improved integration with industry is the critical element that will enable the acquisition system to perform better, faster, and cheaper in support of the warfighter. The recommended policy initiatives are that DoD should: 1. Restructure its Research, Development, Test, and Evaluation (RDT & E) organizations and associated workforce to enable the Department to make better use of the capabilities of industry and other government agencies, to concentrate in-house capabilities in areas where there is no external capability, and to eliminate duplicative capabilities. 2 Expand the use of price-based forms of contracting to reduce the cost of doing business with Department of Defense (DoD) for existing Defense contractors and to give DoD access the segments of industry that currently choose not to do business with the Department because of the costs and complexities associated with cost-based contracts. 3. Expand the outsourcing of sustainment activities to eliminate duplicative capabilities between DoD and industry, to enable the Department to capitalize on industry's advancements in applying technology to these functions, and to provide better support to the user.

#### **Defense acquisition performance assessment executive summary**

National Academies Press

The Department of Defense (DoD) recently adopted evolutionary acquisition, a dynamic strategy for the development and acquisition of its defense systems. Evolutionary defense systems are planned, in advance, to be developed through several stages in a

single procurement program. Each stage is planned to produce a viable system which could be fielded. The system requirements for each stage of development may be specified in advance of a given stage or may be decided at the outset of that stage's development. Due to the different stages that comprise an evolutionary system, there exists a need for careful reexamination of current testing and evaluation policies and processes, which were designed for single-stage developments. The Office of the Under Secretary of Defense for Acquisition, Technology and Logistics (USD-AT&L) and the Director of Operational Testing and Evaluation (DOT&E) asked the Committee on National Statistics (CNSTAT) of the National Academies to examine the key issues and implications for defense testing from the introduction of evolutionary acquisition. The CNSTAT was charged with planning and conducting a workshop to study test strategies for the evolutionary acquisition. The committee reviewed defense materials defining evolutionary acquisition and interviewed test officials from the three major test service agencies to understand the current approaches used in testing systems procured through evolutionary acquisition. The committee also examined possible alternatives to identify problems in implementation. At the workshop that took place on December 13-14, 2004, the committee tried to answer many questions including: What are the appropriate roles and objectives for testing in an evolutionary environment?, Can a systematic, disciplined process be developed for testing and evaluation in such a fluid and flexible environment?, and Is there adequate technical

expertise within the acquisition community to fully exploit data gathered from previous stages to effectively combine information from various sources for test design and analysis?. Testing of Defense Systems in an Evolutionary Acquisition Environment provides the conclusions and recommendations of the CNSTAT following the workshop and its other investigations.

Achieving Effective Acquisition of Information Technology in the Department of Defense DIANE Publishing

This tenth edition of Introduction to Defense Acquisition Management is designed to be both an introduction to the world of defense systems acquisition management for the newcomer and a summary-level refresher for the practitioner who has been away from the business for a few years. It focuses on Department of Defense-wide management policies and procedures, not on the details of any specific defense system. CHAPTER 1 - BASICS \* Definitions \* The Role of Congress, the Executive Branch, and Industry in Defense Acquisition \* Executive Branch \* Legislative Branch \* American Industry \* Successful Defense Acquisition Program \* Authority for the Defense Acquisition System \* Public Law \* Executive Direction \* Chapter 2 - THE ACQUISITION ENVIRONMENT \* Defense Systems Acquisition in the 21st Century \* Improving How DoD Does Business \* Initiatives to Improve Defense Acquisition \* Chapter 3 - PROGRAM MANAGEMENT IN DEFENSE ACQUISITION \* Program Management \* Program Manager \* Program Manager's Perspective \* Why is Program Management Used in Defense Acquisition? \* Integrated Product and Process Development \* The Program

Manager and Integrated Product Teams \* Chapter 4 - DEPARTMENT OF DEFENSE ACQUISITION POLICY \* Department of Defense Directive 5000.01 \* Department of Defense Instruction 5000.02 \* Three Major Decision-Support Systems \* Acquisition Categories \* DoD Space Systems Acquisition Process \* Defense Acquisition Portal \* Chapter 5 - DEFENSE ACQUISITION MANAGEMENT: KEY PERSONNEL AND ORGANIZATIONS \* Background \* Packard Commission \* Defense Management Review \* Program Executive Officers \* Acquisition Program Reporting \* Component Acquisition Executives \* Component Chief Information Officers \* Direct-Reporting Program Managers \* Under Secretary of Defense for Acquisition, Technology and Logistics \* Defense Acquisition Board \* Information Technology Acquisition Board \* Joint Intelligence Acquisition Board \* Joint Requirements Oversight Council \* Integrated Product Teams \* Component-Level Oversight \* Chapter 6 - DETERMINING JOINT WARFIGHTING NEEDS \* The JCIDS Process and Acquisition Decisions \* Identifying Needed Capabilities \* The Sponsor \* Joint Potential Designators \* Functional Capability Boards \* Gatekeeper \* Interoperability \* Testing of C4I Interoperability Requirements \* Chapter 7 - DEFENSE ACQUISITION MANAGEMENT SYSTEM \* Acquisition Life Cycle \* Technological Opportunities and User Needs \* Entrance and Exit Criteria \* Evolutionary Acquisition \* Milestones and Phases \* Acquisition Strategy Considerations \* Pre-Systems Acquisition \* Systems Acquisition \* Key Activities \* Chapter 8 - THE RESOURCE ALLOCATION PROCESS \* Phase I: Planning, Programming, Budgeting, and Execution Process \* Phase II: Enactment \* Phase III: Apportionment \* Phase IV: Execution

**Acquisition Logistics Guide** National Academies Press

Some DoD weapon systems remain in the inventory for decades. Therefore, decisions that program officials make during the acquisition process to acquire or not acquire rights to technical data (TD) can have far-reaching implications for DoD's ability to sustain and competitively procure parts and services for those systems. DoD needs access to TD to control costs, maintain flexibility in acquisition and sustainment, and maintain and operate systems. This report reviews the extent to which: (1) DoD has updated its acquisition and procurement policies; (2) selected acquisition programs adhered to requirements to document TD needs; and (3) DoD took actions to improve TD decisions by program managers. Illus. This is a print on demand report.

*Weapons System Sustainment Planning Early in the Development Life Cycle* U.S. Government Printing Office

This publication is designed to be both an introduction to the world of defense systems acquisition management for the newcomer and a summary level refresher for the practitioner who has been away from the business for a few years. It focuses on Department of Defense-wide management policies and procedures, not on the details of any specific defense system.

Intellectual property navigating through commercial waters : issues and solutions when negotiating intellectual property with commercial companies. Defense Department

This new, single-volume resource provides the most complete guidance available for analyzing the cost and pricing aspects of federal government contracts--so you can propose and negotiate appropriate prices and win

contracts. The practical Contract Pricing Reference Guide reference combines five manuals into a single source, covering: Price Analysis Quantitative Techniques for Contract Pricing Cost Analysis Advanced Issues in Contract Pricing And Federal Contract Negotiation Techniques Determine the Proper Pricing to Win Government Business Throughout these pages, you will find highly detailed explanations of how the government evaluates proposals, arrives at pricing, chooses contractors, and awards contracts. With Contract Pricing Reference Guide, you can more confidently: Conduct market research for price analysis Employ proven techniques of quantitative price analysis Propose a fair and appropriate price Confidently engage in sealed bidding Include only what's allowable in the price Employ the most effective, competitive pricing strategies And engage in effective contract negotiations The One-of-a-Kind, Time-Saving Pricing Resource The all-new Contract Pricing Reference Guide provides a road-map for how to set correct pricing and engage in the competitive bidding process. It is a practical business tool to help you acquire government contract business--and it brings all the most valuable pricing information together in an easy-access, single-volume resource that puts everything you need literally right in front of you. No other resource delivers all of this together in one place, making it the most convenient way to obtain the most vital information on pricing government contracts.

Creating a DoD Strategic Acquisition Platform U.S. Government Printing Office In late 1998 the Undersecretary of Defense (Personnel and Readiness), the Director, Defense Research and Engineering, and the Joint Chiefs of Staff

requested the Defense Science Board to create a task force on training and education. The task force met periodically throughout 1999 and 2000. This document is the report of our deliberations.

Defense technology development management process can be strengthened for new technology transition programs : report to congressional committees. DIANE Publishing

A step-by-step guide to defense system acquisition, this valuable textbook describes the step-by-step defense system acquisition process. The text begins by introducing the requirements and acquisition process and then outlines the formal framework of the acquisition process. "Acquisition of Defense Systems" makes an excellent primary or supplemental text for DoD courses. It's also a must-read for all defense system managers, as well as other managers doing DoD contract work.

*Report of the Defense Science Board Task Force on Training Superiority & Training Surprise* Createspace Independent Publishing Platform  
The Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics asked RAND to evaluate the cost of compliance with acquisition-related statutes and regulations at the program office level. This report identifies the areas considered most burdensome and describes the study's methodology, focus, and data collection process, including the development of a Web-based data collection tool for use by program office personnel.

**Getting Defense Acquisition Right - The Honorable Frank Kendall 13 January 2017** DIANE Publishing  
The Department of Defense (DOD)

spends over \$300 billion each year to develop, produce, field and sustain weapons systems (the U.S. Air Force over \$100 billion per year). DOD and Air Force acquisitions programs often experience large cost overruns and schedule delays leading to a loss in confidence in the defense acquisition system and the people who work in it. Part of the DOD and Air Force response to these problems has been to increase the number of program and technical reviews that acquisition programs must undergo. This book looks specifically at the reviews that U.S. Air Force acquisition programs are required to undergo and poses a key question: Can changes in the number, content, or sequence of reviews help Air Force program managers more successfully execute their programs? This book concludes that, unless they do it better than they are now, Air Force and DOD attempts to address poor acquisition program performance with additional reviews will fail. This book makes five recommendations that together form a gold standard for conduct of reviews and if implemented and rigorously managed by Air Force and DOD acquisition executives can increase review effectiveness and efficiency. The bottom line is to help program managers successfully execute their programs.

Challenges to Effective Acquisition and Management of Information Technology Systems RAND Corporation  
The Air Force requires technical skills and expertise across the entire range of activities and processes associated with the development, fielding, and employment of air, space, and cyber operational capabilities. The growing complexity of both traditional and emerging missions is placing new demands on education, training, career

development, system acquisition, platform sustainment, and development of operational systems. While in the past the Air Force's technologically intensive mission has been highly attractive to individuals educated in science, technology, engineering, and mathematics (STEM) disciplines, force reductions, ongoing military operations, and budget pressures are creating new challenges for attracting and managing personnel with the needed technical skills. Assessments of recent development and acquisition process failures have identified a loss of technical competence within the Air Force (that is, in house or organic competence, as opposed to contractor support) as an underlying problem. These challenges come at a time of increased competition for technical graduates who are U.S. citizens, an aging industry and government workforce, and consolidations of the industrial base that supports military systems. In response to a request from the Deputy Assistant Secretary of the Air Force for Science, Technology, and Engineering, the National Research Council conducted five fact-finding meetings at which senior Air Force commanders in the science and engineering, acquisition, test, operations, and logistics domains provided assessments of the adequacy of the current workforce in terms of quality and quantity.

**Integrated Defense Acquisition Technology & Logistics Life Cycle Management System, Version 5.4: Package of 5 AIAA**

Revised edition. Sold in packages of 5 copies only.

Introduction to Defense Acquisition Management, August 2010 DIANE Publishing

The authors stress that underlying any successful reorganization is the need for AT&T to do fewer things: a housecleaning is in order that will allow AT&T to divest itself of activities not related to its primary mission.

*Report of the Defense Science Board Acquisition Workforce Sub-Panel of the Defense Acquisition Reform Task Force on defense reform* DIANE Publishing

The ability of the United States Air Force (USAF) to keep its aircraft operating at an acceptable operational tempo, in wartime and in peacetime, has been important to the Air Force since its inception. This is a much larger issue for the Air Force today, having effectively been at war for 20 years, with its aircraft becoming increasingly more expensive to operate and maintain and with military budgets certain to further decrease. The enormously complex Air Force weapon system sustainment enterprise is currently constrained on many sides by laws, policies, regulations and procedures, relationships, and organizational issues emanating from Congress, the Department of Defense (DoD), and the Air Force itself. Against the back-drop of these stark realities, the Air Force requested the National Research Council (NRC) of the National Academies, under the auspices of the Air Force Studies Board to conduct an in-depth assessment of current and future Air Force weapon system sustainment initiatives and recommended future courses of action for consideration by the Air Force. Examination of the U.S. Air Force's Aircraft Sustainment Needs in the Future and Its Strategy to Meet Those Needs addresses the following topics: Assess current sustainment investments, infrastructure, and processes for adequacy in sustaining aging legacy systems and their support



equipment. Determine if any modifications in policy are required and, if so, identify them and make recommendations for changes in Air Force regulations, policies, and strategies to accomplish the sustainment goals of the Air Force. Determine if any modifications in technology efforts are required and, if so, identify them and make recommendations regarding the technology efforts that should be pursued because they could make

positive impacts on the sustainment of the current and future systems and equipment of the Air Force. Determine if the Air Logistics Centers have the necessary resources (funding, manpower, skill sets, and technologies) and are equipped and organized to sustain legacy systems and equipment and the Air Force of tomorrow. Identify and make recommendations regarding incorporating sustainability into future aircraft designs.

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