

20 November 1998

MEMORANDUM FOR DISTRIBUTION

SUBJECT: Modified Packard Acquisition and Technology Workforce Identification

On December 18, 1997, in response to the requirement contained in Section 912(b) of the National Defense Authorization Act for Fiscal Year 1998, the Secretary of Defense informed Congress that beginning October 1, 1998, members of the acquisition workforce will be uniformly identified. The identification will be based on an updated version of an approach developed by the 1986 President's Blue Ribbon Commission on Defense Management (Packard Commission). He also advised Congress that refinements will be made to the acquisition workforce identification model as it proceeds toward full implementation.

Uniformly identifying the workforce using the modified Packard approach enhances the Department's ability to manage this critical asset and provides a more precise understanding of the activities and skills mix within the workforce. It gives the Department the insight required to plan for the recruitment, retention, and requisite training and education of the workforce and has the agility to target specific segments of the workforce for career planning, training, and education in support of new acquisition reform initiatives and to identify the skills required for the workforce in the 21st Century.

An Acquisition Workforce Identification Working Group was formed to facilitate the process across the Department and to make refinements to the model so that the workforce determination would be as consistent and verifiable as possible. It was agreed that there should be two counts to ensure the baseline acquisition workforce for Fiscal Year 1999 is as accurate as possible. To assist the Services and Agencies in conducting their initial count of workforce members, the Working Group developed a recommended list of acquisition functions along with templates of acquisition related occupations to be counted across the Department (Category I), in selected organizations (Category II), and for selected additions or deletions, in a separate listing (Category III). The tasking for this first count was sent on April 7, 1998, and the count was conducted from mid-April through early June with analysis of the results running through September.

The results of the first count have been reviewed and issues worked further to refine the templates. Attachment 1 provides a summary of the changes made based on lessons learned from the first count along with the process for implementing the count in DoD. Attachment 2 provides new templates for the second and final count to baseline the workforce. Attachment 3 provides the updated functions used to help identify the workforce. Attachment 4 depicts the relationship between the old acquisition organization definition, the FY 98 National Defense Authorization Act Section 912a acquisition workforce definition, and the new modified Packard acquisition and technology workforce definition.

Based on these attachments, request you conduct and provide the count of your acquisition and technology workforce. Provide all inputs, including a breakout of your modified Packard workforce personnel numbers, updated occupational lists (including a Category III listing of additions and deletions), and the refined Group IIA and IIB organizational lists to LTC Brandy Johnson, (703) 578-2762/fax 820-9753, within 30 days of the date of this letter. Extensions will not be granted. In addition, provide the name and phone number of your point of contact within the next ten days. Service Directors for Acquisition Career Management (DACMs) should collect the data to ensure consistency. This input will be considered as your coordination for the Fiscal Year 1999 workforce numbers using the modified Packard method.

Note that I have changed the name of the acquisition workforce to the acquisition and technology workforce in order to provide a more accurate description of the breadth of occupations and skills required to successfully accomplish the DoD acquisition mission from a life-cycle perspective, from the earliest phases of basic research to the logistical support and disposal of legacy systems. The workforce contains far more than just procurement personnel. It requires the integrated effort of contracting professionals, program managers, engineers, scientists, logisticians, and all the other occupational fields listed in the modified Packard methodology. Truly, this is a team effort and the title must reflect the Department's dedication to an integrated and efficient life-cycle approach for the acquisition of goods and services.

Because this modified Packard acquisition and technology workforce identification represents DoD's key acquisition and technology personnel, when Congressionally-directed workforce reductions go above programmed levels, I will work with the Components to ensure reductions are taken to the maximum degree possible from the acquisition and technology workforce support functions and related organizational overhead.

Your efforts to ensure proper implementation of the modified Packard method for identifying the acquisition and technology workforce are appreciated. The count will be updated annually during the first few years of implementation. Please contact LTC Johnson if you have any questions regarding the count or the working groups involved in implementing the modified Packard methodology.



J. S. Gansler

Attachments
As stated

ATTACHMENT 1

**SUMMARY OF CHANGES/CLARIFICATION BASED ON LESSONS
LEARNED FROM THE INITIAL COUNT AND IMPLEMENTATION
PROCESS**

Summary of Changes/Clarification Based on Lessons Learned from the Initial Count

- The acquisition workforce is now the acquisition and technology workforce based on the life-cycle, cradle-to-grave approach to accomplishing the DoD acquisition mission. Personnel performing pre-Milestone 0 work (per DoDD 5000.1) at Science and Technology (S&T) organizations are part of the workforce and will be counted in a new category, Category IIB.
- Revised the list of Category I occupations (those counted across DoD). There are now six occupations in Category I. Four occupations, namely Quality Assurance, 1910; Auditing, 511; Logistics Management, 346; and Property Disposal, 1104; formerly in Category I were moved to Category IIA. Procurement Clerical & Assistance (1106) has been dropped but may be added in Cat III when they are viewed by the organization as key acquisition personnel and not support personnel.
- The property disposal clerical, 1107, occupation has been dropped and will be included in the acquisition and technology support area to be computed statistically.
- Now two parts to Category II. Category IIA was previously Category II. Revised the list of Category IIA occupations (those counted only in Group IIA organizations). There are now 63 occupations in Category IIA, since the above 4 occupations were added. New Category IIB counts acquisition and technology personnel in S&T organizations and there is an associated list of Category IIB occupations and organizations. Since this is the first time we are using the Category IIB lists, we will finalize the occupations and organizations based on the results from the second count.
- The Category III capability, which had been added to allow flexibility to add DAWIA positions which were not captured in the Category I and II counts, or occupations/organizations not captured on the lists, should also be used to add all applicable enlisted positions to the modified Packard acquisition workforce.
- The Group IIA organizational listing is no longer considered notional. The attached listing represents all the Group IIA organizations (those at which Category IIA occupations will be counted). For example, DCAA is now considered to be a Group IIA organization.
- Only DAWIA and Category I Occupations are included for test organizations outside of Group II organizations since operational testing is usually done by operational personnel.
- NAVFAC and Army Corps of Engineers (USACE-military funded only) will be considered Group II organizations. The non-military funded (civil) activities will not be included, except for contract occupations, select engineer occupations with warrants, and their feeder group. USACE personnel are not counted if more than 50 percent of their work is non-military funded.
- The count should include all career military and civilian personnel in selected occupations, regardless of pay plan. This means we are counting all SES personnel and Political Appointees.

General Guidance

- For all organizations, DAWIA-coded positions and Category I occupations are always included in the key acquisition and technology workforce.
- Category III should be used to add anyone (regardless of occupation) performing acquisition functions not captured in Categories I or II. Be sure to include the Social Security Number (SSN) for each member added or deleted. However, if your Category III list is very long and you believe the Unit Identification code (for the Services) or organizational code (Fourth Estate) would easily capture everyone being added or deleted from the Defense Management Data Center's (DMDC) database, please contact Lt Col Johnson (703-697-8080) or Nat Cavallini (703-404-3434). We will work with you and DMDC to make sure DMDC can perform the adds and deletes in the manner you are proposing other than listing all the SSNs.
- For Group II, count all military officers. Also, Fourth Estate must count their military officers and provide SSNs so the Services can insure we are not double-counting the DAWIA personnel. We really do need the SSNs. Add other officers in Category III.
- We are using the same March 31, 1998, baseline date used in the first count.
- Please remember to capture all remaining Defense Acquisition Workforce Improvement Act (DAWIA)-coded positions, that is, those not picked up in either Category I or Category II, by adding them to the workforce using Category III capability. It is imperative that you ensure proper DAWIA coding for all appropriate positions so that the outliers can be accurately added to the workforce.

Implementation Process

1. The Fiscal Year 1999 key acquisition and technology workforce baseline will be used to determine what education, training, and career development, if any, are required for workforce members currently not identified as DAWIA. A working group with representation from the Services, Fourth Estate, Functional Boards, and Defense Acquisition University has been formed to facilitate requirements development and implementation. Implementation of the approved requirements will begin in Fiscal Year 2000. Your support will be required to help us identify appropriate education, training, and career development requirements. This process will also be used to provide a reasonableness check to the count. If it is determined that any personnel were misidentified as being a member of the key acquisition and technology workforce, the count will be adjusted accordingly and updated in the first annual report.

2. We are also forming a working group to ensure the baseline workforce count is implemented into the Department's overall planning, programming, and budgeting system (PPBS) process. This working group is being co-chaired by personnel from the office of the Director, Program Analysis & Evaluation, and Under Secretary of Defense (Personnel and Readiness). This subsequent group is designed to capture the total resources (manpower and dollars) required to perform DoD's acquisition and technology business, to include not only the workforce described above, but their associated support personnel and other related organizational overhead. Again, if this effort reveals that certain personnel were misidentified

as acquisition and technology workforce members, the count will be adjusted for the first annual report.

ATTACHMENT 2

**NEW TEMPLATES FOR THE SECOND AND FINAL COUNT TO
BASELINE THE FISCAL YEAR 1999 ACQUISITION AND TECHNOLOGY
WORKFORCE**

**Modified Packard Acquisition and Technology Workforce Occupations
Category I Occupations
(Counted across DoD)**

- 246 - Contractor Industrial Relations
- 340 - Program Management
- 1102 - Contracting
- 1103 - Industrial Property Management
- 1105 - Purchasing
- 1150 - Industrial Specialist

**Modified Packard Acquisition and Technology Workforce Occupations
Category IIA Occupations
(Counted in Group IIA organizations only)**

150 - Geography
180 - Psychologist
301 - Administration and Program
334 - Computer Specialist
343 - Management/ Program Analyst
346 - Logistics Management
391 - Telecommunications Specialist
392 - Communications Specialist
413 - Physiologist
501 - Financial Administration
505 - Financial Management
510 - Accounting
511 - Auditing
560 - Budget Analysis
801 - General Engineering
806 - Materials Engineering
810 - Civil Engineering
818 - Engineering Drafting
819 - Environmental Engineering
830 - Mechanical Engineering
840 - Nuclear Engineering
850 - Electrical Engineering
854 - Computer Engineering
855 - Electronics Engineering
858 - Biomedical Engineering
861 - Aerospace Engineering
871 - Naval Architecture
873 - Ship Surveying
880 - Mining Engineering
890 - Agricultural Engineering
881 - Petroleum Engineering
892 - Ceramic Engineering
893 - Chemical Engineering
894 - Welding Engineering
896 - Industrial Engineering
1021 - Office Drafting
1101 - General Business & Industry
1104- Property Disposal
1130 - Public Utilities Specialist
1152 - Production Control
1160 - Financial Analyst
1301 - General Physical Science
1310 - Physics
1313 - Geophysics

1315 - Hydrology
1320 - Chemistry
1321 - Metallurgy
1330 - Space Science
1350 - Geology
1360 - Oceanography
1361 - Navigational Information
1370 - Cartography
1372 - Geodesy
1373 - Land Surveying
1510 - Actuary
1515 - Operations Research
1520 - Mathematics
1529 - Mathematical Statistician
1530 - Statistician
1550 - Computer Science
1910 - Quality Assurance
2003 - Supply Program Management
2150 - Transportation Operations

**Modified Packard Acquisition and Technology Workforce
Group IIA Organizations***

(Those organizations having acquisition and technology as their primary mission)

Army

AAE
AMC
ASA(RDA)
USACE (military-funded)
USAMRMC
USASMDC

Air Force

AFMC
ASAF(A)
PEO

Navy

NAVAIR
NAVSUP
NAVSEA
NAVFAC
PEO/DRPMs
SPAWAR
ASN(RDA)
USMC SYS CMD

Other DoD

USD(A&T)
DLA
USSOCOM(SOAC only)
BMDO
DISA
DCAA
TRICARE Support Office

* Only applicable UICs (Unit Identification Codes) or organizational codes (Fourth Estate) within these organizations are included in the workforce count.

All of the science and technology organizations are to be considered as a Group IIB organization, including the medical research and development communities.

Please note that DIA, NIMA, and NSA are still exempt from being counted due to an existing statute and are therefore not included in the FY 1999 baseline count. However, our plan is to investigate ways for including their personnel in the FY 2000 baseline that will not violate the intent of the statute and is fully coordinated with these organizations.

**Modified Packard Acquisition and Technology Workforce Occupations
Category IIB (S&T) Occupations*
(Counted in Group IIB (S&T) Organizations only)**

SCIENCE AND ENGINEERING OCCUPATIONS AT S&T ORGANIZATIONS

150 - Geography
 180 - Psychologist
 401 - General Biological Science
 403 - Microbiology
 408 - Ecology
 413 - Physiologist
 414 - Entomology
 430 - Botany
 434 - Plant Pathology
 435 - Plant Physiology
 440 - Genetics
 454 - Range Conservation
 457 - Soil Conservation
 460 - Forestry
 470 - Soil Science
 471 - Agronomy
 480 - General Fish & Wildlife Admin.
 482 - Fishery Biology
 486 - Wildlife Biology
 487 - Animal Science
 601 - General Health Science
 602 - Medical Officer
 610 - Nurse
 630 - Dietitian & Nutritionist
 644 - Medical Technologist
 660 - Pharmacist
 662 - Optometrist
 665 - Speech Pathology & Audiology
 690 - Industrial Hygiene
 701 - Veterinary Medical Science
 801 - General Engineering
 803 - Safety Engineering
 804 - Fire Prevention Engineering
 806 - Materials Engineering
 807 - Landscape Architecture
 808 - Architecture
 810 - Civil Engineering
 818 - Engineering Drafting
 819 - Environmental Engineering
 830 - Mechanical Engineering
 840 - Nuclear Engineering
 850 - Electrical Engineering
 854 - Computer Engineering

855 - Electronics Engineering
 858 - Biomedical Engineering
 861 - Aerospace Engineering
 871 - Naval Architecture
 890 - Agricultural Engineering
 881 - Petroleum Engineering
 892 - Ceramic Engineering
 893 - Chemical Engineering
 894 - Welding Engineering
 896 - Industrial Engineering
 1301 - General Physical Science
 1306 - Health Physics
 1310 - Physics
 1313 - Geophysics
 1315 - Hydrology
 1320 - Chemistry
 1321 - Metallurgy
 1330 - Space Science
 1340 - Meteorology
 1350 - Geology
 1360 - Oceanography
 1370 - Cartography
 1372 - Geodesy
 1373 - Land Surveying
 1380 - Forest Products Technology
 1382 - Food Technology
 1384 - Textile Technology
 1386 - Photographic Technology
 1515 - Operations Research
 1520 - Mathematics
 1529 - Mathematical Statistician
 1530 - Statistician
 1550 - Computer Science

OTHER OCCUPATIONS AT S&T ORGANIZATIONS**

301 - Administration and Program
 334 - Computer Specialist
 343 - Management/ Program Analyst
 346 - Logistics Management
 391 - Telecommunications Specialist
 392 - Communications Specialist
 501 - Financial Administration
 505 - Financial Management
 510 - Accounting
 511 - Auditing
 560 - Budget Analysis
 873 - Ship Surveying
 1021 - Office Drafting

1101 - General Business & Industry
1104- Property Disposal
1130 - Public Utilities Specialist
1152 - Production Control
1160 - Financial Analyst
1361 - Navigational Information
1510 - Actuary
1910 - Quality Assurance
2003 - Supply Program Management
2150 - Transportation Operations

* These occupations have been recommended by the S&T community as a first cut. Based on the count results, we will finalize this list for reporting purposes. There will not be another count to baseline FY 1999 workforce personnel. Other changes required will be captured in the FY 2000 baseline. Occupations not covered by this list should be added to Category III.

** These occupations are based on other occupations that are part of the acquisition and technology workforce which may or may not be present in S&T organizations just as they are in the Group IIA list. However, where appropriate, S&T organizations are to count these individuals and provide them in this secondary S&T occupational grouping as opposed to adding them to Category III. Again, whenever an individual should be counted but does not fall under any occupation listed in Category IIB, please add that individual to Category III. This list will also be finalized based on the counting results.

**Modified Packard Acquisition and Technology Workforce
Group IIB Organizations***

(Those organizations having S&T as their primary mission)

Army

ARI
ARL
ARO

Air Force

AFOSR
AFRL

Navy

ONR
NRL

Other DoD*

DARPA
DTRA(DSWA)
Service Warfare Centers**

*All of the science and technology organizations are to be considered as a Group IIB organization, including the medical research and development communities. Services will add the appropriate medical research organizations and other S&T organizations as part of the count. The listed organizations have been recommended as a first cut and will be finalized as part of the count. Please note that BMDO is considered as Category IIA for the count based on their acquisition activities.

**These organizations are not strictly S&T but do have personnel that are spending 50 percent or more of their time performing S&T (6.1-6.3 funded) work and will be counted as part of Category IIB.

**Modified Packard Acquisition and Technology Workforce Occupations
Category III
(Counted across DoD)**

This category is to be used for:

1. Adding military officers and civilian personnel who are not covered by the previous categories (occupations or organizations) that are key acquisition and technology personnel.
2. Deleting military officers and civilian personnel from the previous categories (occupations or organizations) that are not key acquisition and technology personnel.
3. Adding enlisted personnel who are key acquisition and technology personnel.
4. Adding all DAWIA personnel (*all* military and civilian) not covered by the previous categories.
5. When adding or deleting from Category II, please state whether the addition or deletion is for Category IIA or IIB.
6. All organizations not listed in previous categories are to use this category for listing their key acquisition and technology personnel. (Guidance provided in the functional listing.)
7. When listing civilians, please ensure the occupational codes are included.
8. Include SSANs unless previously agreed upon per the directions in the Attachment 1 General Guidance.

ATTACHMENT 3

**ACQUISITION AND TECHNOLOGY WORKFORCE FUNCTIONAL
DESCRIPTION**

ACQUISITION AND TECHNOLOGY WORKFORCE FUNCTIONAL DESCRIPTION

The Acquisition Workforce Identification Working Group recommends that the following functions be included to help identify the workforce from a life-cycle, cradle-to-grave perspective. These recommended functions apply to all DoD organizations, including such areas as strategic weapons systems, tactical weapons systems, C4I systems, health systems, automated information systems, among others.

The DoD acquisition and technology activities described below (to include all of the comm-computer career field) apply to information technologies (IT) and national security systems acquisition.

The workforce functions also include the planning and development of requirements, policy formulation, oversight and classroom instruction when such activities are primarily dedicated to one or more of the functions described below.

The occupations listed below are for DoD civilians. However, equivalent military officer and enlisted personnel are also considered to be in the workforce.

The acquisition and technology workforce is divided into two parts: the key acquisition and technology workforce and the support acquisition and technology workforce. Please note that the personnel we are counting are key acquisition and technology workforce professionals and not other DoD professionals performing acquisition and technology workforce support functions. Support personnel are identified as other professionals in Group II and DoDI 5000.58 organizations not considered as key acquisition and technology workforce professionals, administrative and clerical, and other related organizational overhead such as blue collar workers (to include, but not limited to, Wage Board personnel employed in such positions as electricians, plumbers, maintenance mechanics, motor vehicle operators, and like positions) and base operating support personnel (to include, but not limited to, security police, chaplains, firefighters, computer operations personnel, general education personnel, recreation personnel, public affairs personnel, doctors, nurses, housing management personnel, communications management personnel.)

Functions

Requirements Development, Systems Planning, Research, Development, Testing, Evaluation, and Science & Engineering - Work performed in these categories is almost always primarily related to acquisition and technology programs, projects or activities. The primary duties and functions of the scientists and engineers performing basic and applied research and exploratory development, and others performing pre-Milestone 0 work as defined by DoDD 5000.1, almost always directly or indirectly support acquisition and technology or acquisition-related efforts, especially when found in Group II organizations. In addition, their duties normally require them to perform work that relates to the acquisition of services and products for these areas or the design, development, fabrication, developmental test, modification, etc., of systems or system components. This area would also include services, engineering, and construction for facilities and installations. For example, civil engineers at NAVFAC and the Army Corps of Engineers would be included, but not deployable troops. However, construction related to civil works should not be considered a defense acquisition or technology function, except for 1102s in Category I occupations and engineers with warrants.

Within the test function, personnel performing developmental test and evaluation are included in the workforce. However, operational testing will not be considered as an acquisition and technology function with respect to the workforce count because in general, personnel performing operational testing are assigned to operational commands and their primary duties support operations, not acquisition and technology.

Program Management - Work performed in this category is almost always primarily related to oversight of programs or management of the DoD acquisition system. However, some PM positions (obviously not System Program Office, PEO Office, and Weapons Systems Program Managers) may not always perform acquisition and technology functions, as, for example, the HIV Program Manager.

Information Technology - For the purpose of defining the workforce, Information Technology means any equipment or interconnected system or subsystem. The workforce includes those responsible for the technology, acquisition, management and oversight of equipment, that is used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information. IT includes computers, ancillary equipment, software, firmware and similar procedures, services (including support services), and related resources. IT includes telecommunications and communications equipment and national security systems and interoperability between and among systems.

Industrial/Contract Property Management - Work performed in this area is primarily related to supporting contractual requirements involving the acquisition, control, management use and disposition of Government-owned property provided to contractors. Duties in this area may also include performance of pre-award surveys, property management systems reviews and plant clearance operations.

Contracting and Procurement - Work performed in these categories almost always involves the procurement of supplies/services, selection of sources, negotiation/administration and award of contracts, lease of supplies/services, and similar activities.

Production - Work performed in this category involves acquisition-related manufacturing, production, and quality assurance. Acquisition-related manufacturing and production duties nearly always involve management of, or monitoring the manufacturing and production efforts of private sector contractors. Quality assurance includes such duties as evaluating DoD contractor compliance with the technical and quality requirements of acquisition contracts, performing analyses of contractor data, and performing quality engineering.

Contract Auditing - The basic nature of contract auditing makes this area an acquisition function. This functional area is comprised of the contract auditing (511) occupation.

Business, Cost Estimating and Financial Management, and Management and Administration - Work performed in this category is primarily related to personnel performing work for the listed acquisition and technology functions when, and only when, these type of duties and functions are found in Group II organizations. This area includes, but is not limited to, occupations such as, budget analysis, management analysis, program analysis, general

business administration and industry, and mathematics. (This area is slightly broader than the BCEFM Functional Board and is not meant to be a one-to-one correlation with it.)

Logistics Planning and Management - Work performed in this area is primarily related to supporting acquisition programs, projects or activities, either directly or indirectly. The primary duties and functions of such occupations as Logistics Management Specialist (346) and Supply Program Manager (2003) found in this area, almost always involve acquisition activities (exceptions are those personnel that are spending more than fifty 50 percent of their time involved in supporting existing hardware programs or functions that are primarily in a local support, training or operational logistical support role.) Property Disposal Officers (1104) should only be considered as key acquisition and technology workforce professionals when they are in key management positions and manage the disposal activity of major items or systems, foreign military sales, hazardous materials, high cost items, or complex contracts or money. In addition, such areas as retail supply control, warehousing and storage as well as operational and intermediate level maintenance are not considered to be acquisition and technology functions since they primarily support operations. In addition, depot level maintenance is considered to be mostly non-acquisition, except for the planning and management functions associated with program management, since they are primarily operational functions. More clarification is included below. (Please note that the 'yes' means this is considered an acquisition and technology workforce function. The 'no' indicates this is primarily related to operations and therefore not considered as any part of the acquisition and technology workforce.)

Overall Logistics Process

Wholesale Logistics System

1. WEAPON SYSTEM ACQUISITION
2. Cataloging & Technical Data
3. Requirements Determination
4. Inventory Control
5. Procurement
6. Depot Maintenance
7. Warehousing
8. Transportation
9. Reutilization & Marketing

(Yes = to be counted as part of the Acquisition Workforce)

WEAPON SYSTEM ACQUISITION YES

Maintenance Concept
 Parts Control
 Provisioning
 Engineering Changes
 Weapon System Support
 Technical Data
 Drawings

CATALOGING NO

Item Identification
 Item Entry (NSN Assignment)
 Interchangeability
 Item Reduction
 Cataloging Management Data
 Documentation Publication
 Technical Data/Drawings

REQUIREMENTS DETERMINATION YES

War Material Requirements
 Peacetime Requirements
 Provisioning Requirements
 Support Requirements
 Demand Forecasting
 Leadtime Factors
 Safety Levels
 Order Quantities
 Stockage Pattern
 Secure Decisions

Procurement Requests
 Maintenance Requests
 Disposal
 Retail Redistribution
 Asset Stratification and Budget

INVENTORY CONTROL

NO

Maintain Stock Records
 Accountability
 Assets on Hand and Due in
 Receipts/Issues>Returns
 Adjustments
 Requisition Processing
 Customer Orders
 Source Determination
 Materiel Release
 Shipment Discrepancies
 Status Information
 Demand Accumulation
 Customer Liaison
 Order Generation
 Disposal
 Retrograde/Redistribution

PROCUREMENT

YES

Contracting
 Solicitation
 Negotiation
 Bid Evaluation
 Contract Administration
 Contract & Modifications
 Production Status
 Quality Assurance
 Acceptance & Delivery
 Payment & Collection
 Contract Closing

DEPOT MAINTENANCE

NO

Maintenance Control
 Plans & Scheduling
 Quality Assurance
 Training
 Maintenance Management
 Technical Documentation
 Support Equipment
 Calibration
 Modifications
 Contractor Support
 Engineering Support

Production
 Manufacturing
 Overhaul
 Repair & Modifications
 Crash/Battle Damage
 Serviceable Transfer

WAREHOUSING

NO

Receipt
 Receipt Processing
 Discrepancy Reporting
 Warehouse Depot Operations
 Warehousing
 Quality Assurance
 Care & Prevention
 Set/Kit Assembly/Disassembly
 Physical Inventory
 Physical Counts
 Reconciliation
 Causative Research
 Location Survey
 Issue
 Materiel Release
 Stock Selection
 Confirmation/Denial
 Shipment Preparation
 Planning
 Assembly/Packing/Crating
 Consolidation/Documentation
 Release to Transportation

TRANSPORTATION

NO

Authorization
 Movement Requirement
 Determine Priority
 Funding
 Traffic Management
 Shipment Planning
 Mode Selection
 Carrier Selection
 Shipment Routing
 Monitoring
 Rerouting/Diversion
 Movement
 In CONUS
 CONUS to Theater
 In Theater
 Theater to CONUS

REUTILIZATION & MARKETING**Yes for personnel in management positions**

Item Visibility
 Receipt Take-up
 Accountability
 Excess Reporting
 Reutilization
 Transfers
 Donations
 Reclamation
 Sale
 Demilitarization
 Billing/Collecting
 Scrap & Waste
 Abandon/Destroy

Retail Logistics System**(NO for all listed below)****RETAIL SUPPLY CONTROL**

Peacetime Requirements
 Support Requirements
 Demand Accumulation
 Range & Depth Decisions
 Local Purchase Requests
 Requisitions on Wholesale
 Maintenance Requests
 Maintain Stock Records
 Accountability
 Assets on Hand/Due-in
 Receipts/Issues>Returns
 Adjustments
 Reports of Survey
 Requisition Processing
 Backorder Release
 Redistribution Orders
 Customers Orders
 Material Release
 Status Information
 Demand Accumulation

INTERMEDIATE MAINTENANCE

Maintenance Control
 Plans & Scheduling
 Quality Assurance
 Training
 Production
 Inspection

Repair
Field Level Mods
Support Equipment
Maintenance
Calibration
Serviceables
Unserviceables Evacuation

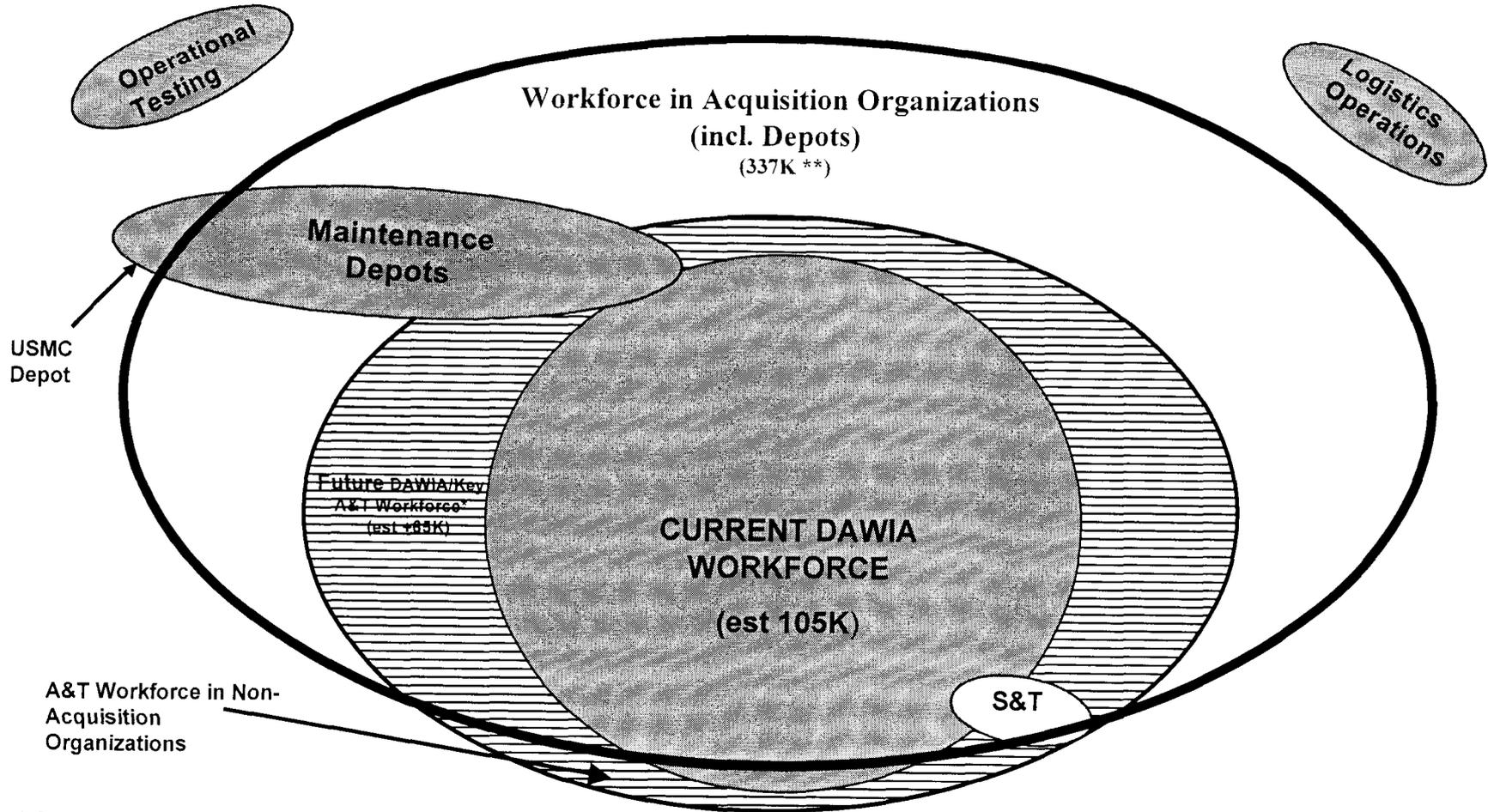
STORAGE

Receipt
Serviceable and User Turn-ins
Discrepancy Reporting
Warehouse Depot Operations
Care & Prevention
Set/Kit Assembly/Disassembly
Physical Inventory
Physical Counts
Reconciliation
Causative Research
Location Survey
Issue
Materiel Release
Stock Selection
Confirmation/Denial
Transfer
Shipment Preparation
Planning
Assembly/Packing/Crating
Consolidation/Documentation
Release to Transportation

ATTACHMENT 4

**RELATIONSHIP BETWEEN THE OLD ACQUISITION ORGANIZATION
DEFINITION, THE FY 98 NATIONAL DEFENSE AUTHORIZATION ACT
SECTION 912A ACQUISITION WORKFORCE DEFINITION, AND THE
NEW MODIFIED PACKARD ACQUISITION AND TECHNOLOGY
WORKFORCE DEFINITION**

Acquisition Workforce: Relationships



* Training requirements for future DAWIA Workforce: TBD

** Section 912(a) Acquisition Organizations plus Depots