

MASTER OF SCIENCE IN MANAGEMENT

MAKING SYSTEM SUPPORTABILITY A REALITY; APPLYING THE PRINCIPLES OF ORGANIZATIONAL TRANSFORMATION

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The cost-effectiveness problem in acquisitions programs is so important to the Department of Defense, that the Army Secretariat recently wrote policy to make Supportability equal to Cost, Schedule, and Performance in all Army acquisition programs. While this policy approach to logistics support is a step in the right direction, the Army has yet to communicate the best way to implement this policy, and the other services have yet to adopt such a policy. This policy is a key Acquisition Strategy that focuses on identifying the total system cost.

The current situation is that the services will continue to spend dollars and develop systems that will exponentially cost more in annual increases over the years the systems are in use. At best, costs are not seen until downstream or in the long-term. This causes us to spend our operations and maintenance dollars on acquisition resulted costs long after acquisition dollars have expired. If we can effectively implement the supportability policy we will can increase supportability factors in acquisition programs, make better use of defense dollars, lower life cycle costs, and enhance the warfighters mission to carryout our national defense strategies and initiatives.

Implementation of the supportability policy requires transformational change in the services. This study applies change management theories and models to analyze what organizational changes will best support the implementation of the Army's policy on making supportability equal to cost, schedule, and performance. If implemented successfully, the policy has the potential to improve the product from acquisition programs that our war fighters will use, and save our limited defense dollars.

KEYWORDS: Transformation, Logistics, Culture, Acquisition Reform

AN ANALYSIS OF THE EFFECT OF THE U. S. MARINE CORPS' LUMP SUM SELECTIVE REENLISTMENT BONUS PROGRAM ON REENLISTMENT DECISIONS

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This thesis analyzes the effect of the United States Marine Corps instituting a lump sum Selective Reenlistment Bonus (SRB) Program on reenlistment decisions of first-term enlisted Marines. Between

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fiscal year 1982 and fiscal year 2000, Zone A reenlistees were paid 50 percent of their SRB on the date of reenlistment, and the remaining 50 percent was paid in annual installments over the reenlistment contract period. In fiscal year 2001, under the new program Marines received 100 percent of the SRB upon reenlisting. The thesis surveys the literature on models of enlisted retention. The thesis empirically examines the impact of personal characteristics, civilian pay, unemployment, and the lump sum bonus on reenlistment decisions. Marine retention probabilities under the lump sum payment program are compared to the probabilities under the standard partial-annuity payment system. The results show that the lump sum bonus is associated to a 5.8 percentage point increase in the reenlistment probability. A one-level increase in the SRB multiple during fiscal year 2001 is related to a reenlistment rate increase of 2.6 percentage points.

KEYWORDS: United States Marine Corps, Selective Reenlistment Bonus (SRB), Lump Sum, Military Manpower, Policy Analysis, Retention, Zone A, First-Term Alignment Plan (FTAP), Subsequent-Term Alignment Plan (STAP), Pay Elasticities, Pay Ratio, Military-to-Civilian Pay Ratio, Pay Index, Personal Discount Rate (PDR)

A CLASSIFICATION AND ANALYSIS OF NATIONAL CONTRACT MANAGEMENT JOURNAL ARTICLES FROM 1990 TO 1999 AND JOURNAL OF SUPPLY CHAIN MANAGEMENT ARTICLES FROM 1987 TO 2000

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This thesis was an attempt to classify, analyze and summarize selected, finite bodies of contracting literature and purchasing literature. The primary objective of this thesis was to apply an existing taxonomy to recent libraries of two different publications, one representative of Government contracting and one representative of commercial purchasing. Analysis of the results of this classification effort provided conclusive information about taxonomical similarities and differences between contracting and purchasing literature in these two publications.

A secondary objective of this thesis was to assess the differences in subject matter between the two journals and by extension, the differences between Government contracting literature and commercial purchasing literature.

The final objective of this thesis was to compile an annotated bibliography of articles printed in the contracting journal that have not been previously annotated.

KEYWORDS: Classification, Contracting Literature, Purchasing Literature

MARINE OFFICERS AND ELECTION 2000: NEW PRAETORIANS OR LOYAL CENTURIONS?

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This study examines the voting behavior of Marine Corps officers during the presidential election of 2000. The study determines which candidate Marine officers favored and explores some of the factors that influenced their choice. A survey was distributed to Marine Corps officers at the Naval Postgraduate School in August 2001. Frequencies and cross tabulations were used to analyze responses to the survey. The results show that the majority of Marine officers are Republican and favored George W. Bush in the election of 2000. However, Marine officers do not appear to be politically active beyond voting, and their voting choice is motivated by more than just party identification. It is recommended that standards of professionalism and rules regarding political activities continue to be enforced.

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KEYWORDS: Civil-Military Relations, Marine Corps Officers' Voting Behavior, Military and Presidential Elections, Partisanship, Republicanization

COMMERCIAL METHODOLOGIES FOR ACQUIRING CONSULTING SERVICES: CAN DEPARTMENT OF DEFENSE CONTRACTING ACTIVITIES FOLLOW SUIT?

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Spending on services has increased over the past decade while spending on goods has decreased. The procurement methods for Consulting Services (CS), which comprises the largest spending subcategory of services, has come under scrutiny as a consequence of the results uncovered from an Inspector General Audit conducted in March 2000. The objective of this thesis is to ascertain the best pre-award commercial practices for acquiring CS and draw conclusions and make recommendations for employing these proven methods in future Department of Defense (DoD) procurements. To gather these data, the researcher conducted on-site interviews with the executives and senior level acquisition professionals of eight highly successful firms, all of which are recognized leaders in their competitive niches in the commercial marketplace. Private firms effectively and efficiently obtain top-level CS because of their flexible and innovative acquisition methods. DoD can adopt private industry's sound business practices if the statutory barrier mandating full and open competition and the cultural barriers for conducting thorough market research are mitigated or eliminated.

KEYWORDS: Consulting Services, Commercial Best Practices, Commercial Acquisition of Consulting Services

AN ANALYSIS OF THE IMPACT OF RELIABILITY AND MAINTAINABILITY ON THE OPERATING AND SUPPORT (O&S) COSTS AND OPERATIONAL AVAILABILITY (Ao) OF THE RAH-66 COMANCHE HELICOPTER

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The RAH-66 Comanche helicopter program was initiated in 1983 to develop a reliable and maintainable attack/reconnaissance aircraft to replace the aging fleet of AH-1 Cobra and OH-58 A/C helicopters. After several funding reductions and restructurings, the program entered the Engineering and Manufacturing Development (EMD) stage of the acquisition process in 2000. With only four years remaining until initial fielding, the program office is still attempting to reach ambitious reliability and maintainability goals needed to experience reduced operating and support (O&S) costs and high operational availability (Ao).

This thesis analyzes the impact of reliability and maintainability with respect to the O&S costs and Ao of the Comanche helicopter. The research focused on the question of where the Comanche Program Office should allocate resources to minimize O&S costs and maximize Ao. The research indicated that the best allocation of resources is to the improvement of system reliability. The negative impact to both O&S costs and Ao is significant if the predicted reliability goals are not met.

KEYWORDS: O&S Costs, Reliability, Maintainability, Operational Availability, RAH-66 Comanche, Cost Estimation

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INCREASING NPS ENROLLMENT: A COST-BENEFIT ANALYSIS OF IMPLEMENTING DISTRIBUTED LEARNING AND THE MASTERS OF BUSINESS ADMINISTRATION PROGRAMS

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This thesis examines the effects of the Distributed Learning (DL) and Masters of Business Administration (MBA) programs on NPS enrollment. In recent years, enrollment at the Naval Postgraduate School (NPS) has significantly declined. To reverse this trend, NPS is considering shortening a student's required time-on-station to earn a master's degree. Shortening the time an officer spends at NPS may increase enrollment, as a quick return to the fleet is likely to attract support from both Navy leadership and prospective students. Our thesis research evaluated the current strategies to increase NPS enrollment: Distributed Learning (DL) and the Masters of Business Administration (MBA) programs. Our objective was to provide NPS leadership with a viable course of action that increases student enrollment while providing a quality education. We conducted a detailed cost/benefit analysis of current time-on-station reduction strategies. Our research included a student survey, stakeholder interviews, a thorough application of Little's Law, and a collection of relevant enrollment, promotion, and graduate education data. We concluded that the DL and MBA programs will reduce NPS resident enrollment and may reduce the quality of resident student. However, the DL program significantly benefits all stakeholders, but one. Currently, the Navy provides no incentives for prospective students to embrace DL.

KEYWORDS: Distributed Learning, Distance Learning, Masters of Business Administration, Enrollment, Naval Postgraduate School, Graduate Education

A COST ESTIMATION MODEL FOR COMMANDER NAVAL AIR FORCES PACIFIC'S TACAIR F/A-18S AVIATION DEPOT LEVEL REPAIR COSTS

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The goal of this thesis is to develop a model that Commander Naval Air Forces Pacific (CNAP) can use to estimate future TACAIR F/A-18 Aviation Depot Level Repair (AVDLR) costs. The thesis is divided into three sections. The first section discusses the methodology used to create a cost estimation model. The second and third sections provide the results of the model's outcomes and compares and analyzes those results to the actual results.

The model's estimate was 19% below Fiscal Year 2001's actual costs. This shortfall was caused by a 27% increase in Navy C model's AVDLR costs, which is more than twice their average annual cost increase. Since Navy C models represent over 60% of CNAP's total TACAIR F/A-18 AVDLR costs, this unexpected increase in costs is the major contributor to the model's 19% difference from its estimate. In order to correct this difference in the future it is recommended that the model shift from estimating yearly costs to estimating quarterly costs to become a more accurate cost-estimating model.

KEYWORDS: Flight Hour Program, Aviation Depot Level Repairs and Naval Aviation Supply and Maintenance

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MAINTENANCE TREND ANALYSIS OF AIR CONDITIONING SYSTEMS FOR SHIP OPERATIONS IN THE ARABIAN GULF

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In December 2000, Program Budget Decision (PBD) 096 changed the way the Department of the Navy (DoN) budgets for Arabian Gulf operations. The cost of operations is now required to be submitted as part of the annual budget vice funded as contingency operations. In order to justify increased funding of incremental costs for operations in the Gulf, a defensible method to justify such budget requests must be developed. This research developed a regression model targeted at the intermediate and depot level maintenance cost trends for Air Conditioning (A/C) units based upon the assumption that the severe weather factors of the Gulf would impact the maintenance of A/C equipment. The model used ship age, deployed operational tempo (OPTEMPO), and temperature factors as explanatory variables in the model. The results of the regression analysis indicate the model does not provide evidence of increased maintenance costs of A/C systems for operations in the Gulf. Based on the inconsistencies in the maintenance data and the limitations of the explanatory variables, it is recommended that this approach be excluded from further research to justify increased budget requests for operations in the Gulf.

KEYWORDS: Maintenance Costs, Arabian Gulf, Regression Analysis, Incremental Costs, Air Conditioning Systems

REDESIGNING THE UNITED STATES MARINE CORPS CONTINGENCY CONTRACTING PROCESS OF KNOWLEDGE SHARING AND TOOL USAGE

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Marine Corps contingency contracting is a critical function of supporting deployed Marine forces. Contingency contracting provides key logistical support for deployed operational forces when normal supply channels cannot. Characterized by a small number of contingency contracting officers, enlisted personnel and high turnover rates, the contingency contracting knowledge base is not being maintained. The purpose of this study is to design a knowledge management system that captures, retains and shares the knowledge that is essential to the deployed contingency contracting process (DCCP). This study builds upon recent work to integrate knowledge management and system design and utilizes knowledge-based organizational process redesign (KOPeR), a measurement-driven redesign knowledge system, for analytical support. Results from this study suggest that DCCP knowledge management and process performance can be improved substantially

KEYWORDS: Knowledge Management, System Redesign, KOPeR, GroupWare, Expert Systems, Intelligent Agents, Contingency Contracting, Deployed Contingency Contracting Process

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POST-REUNIFICATION GERMAN MILITARY INVOLVEMENT IN INTERNATIONAL CRISES; FOREIGN AND SECURITY POLICY COMMENSURATE WITH NATIONAL SOVEREIGNTY

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This thesis examines past and present instances of German military intervention in international crises since national reunification on 3 October 1990 as a basis for evaluating the evolutionary progress Germany has made in addressing issues of international security during the same period. It assesses Germany's accomplishments in context of the challenges posed to German political, social, and military elites in justifying to their constituencies and communities, German leadership commensurate with situational necessity borne out of the new reality Germany faces in light of having regained its national sovereignty, and with German economic, political and military potential. Furthermore, it assesses them in context of the relative "unknowns" associated with the question of how the German parliament and public would respond to the call to assume greater national responsibility for regional and international peace and security. Finally, progress is gauged by reactions from different international audiences. This thesis investigates the course/progress of intense domestic debate associated with Germany's arrival at major decision points/milestones, and uses both objective and subjective evaluation to gain further insight into contemporary German foreign and security interests and policies, future direction, and preparedness to "stay the course."

KEYWORDS: Germany, National Sovereignty, Bundeswehr, International Crises

THE POTENTIAL IMPACT OF REVERSE AUCTIONS ON THE DEPARTMENT OF DEFENSE SUPPLIER BASE

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Acquisition reform has resulted in many changes throughout DoD procurement. The draw down of the workforce and financial constraints demand acquisition professionals conduct business in a smarter, more efficient manner. The technology today provides Internet platforms that allow the commercial marketplace to take advantage of electronic commerce. Consequently, several Federal and State Government agencies have turned to Reverse Auctions for potential cost savings. Reverse Auctions have been conducted by several Government organizations within the past year and according to most reports, they were found to be a huge success. The focus for this analysis is to determine what impact, if any, the new Reverse Auction pricing initiative may have on the DoD Supplier Base. It includes an in-depth review of the Reverse Auction literature as well as a survey of over 40, historical and non-traditional, Government suppliers. The results of the survey uncovered several major concerns in respect to the use of Reverse Auctions within the Government. These concerns were analyzed and conclusions were made as to their validity. Several of these concerns are valid and will be analyzed in Chapter 4. This thesis concludes with recommendations for the Reverse Auction process in the future.

KEYWORDS: Acquisition Reform, Reverse Auction, Pricing

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DYNAMIC PRICING POSSIBILITIES IN THE PURCHASE OF BULK FUEL FOR THE DEPARTMENT OF DEFENSE

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The conclusion of the twentieth century and the beginning of the twenty-first century has seen a tremendous explosion in the use of Information Technology (IT) in the business world. One of the latest IT ventures has combined the centuries old auction marketplace dynamic pricing mechanism with today's nearly instant communications in the IT environment. The result has been the development of price auctions for products and services via the Internet.

United Airlines held a Jet-A fuel reverse auction on February 8, 2001. The auction was for 140,350,000 gallons of Jet-A fuel for delivery to 10 airports and four pipeline terminals.

Defense Energy Support Center (DESC) purchases all fuel for the Department of Defense (DoD). DESC's fuel purchase program is similar to United Airlines. To determine the lowest overall laid-in cost for large purchase programs the following must be considered:

- Multiple offers/sources for each product
- Multiple requiring locations/destinations
- Both FOB destination and FOB origin offers
- Multiple distribution cost components and options

This research explores the possibility of using dynamic pricing via online auctions to purchase bulk fuel for DoD in the same manner as United Airlines

KEYWORDS: Reverse Auction, Dynamic Pricing, Bulk Fuel, Bid Evaluation Model, Defense Energy Support Center

ACQUISITION STRATEGIES FOR AGING AIRCRAFT: MODERNIZING THE MARINE CORPS' CH-53E SUPER STALLION HELICOPTER

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This thesis explores various acquisition and contracting issues relevant to the proposed United States Marine Corps' CH-53E Super Stallion helicopter modernization. The research includes a preliminary cost and operational effectiveness analysis that identifies critical requirements issues and potential acquisition and contracting pitfalls. Cost and effectiveness modeling draws on multi-attribute decision analysis and simulation software to capture the complexities and uncertainties inherent in this modernization program. Based upon this analysis, literature research and interviews with acquisition managers and industry professionals, pertinent issues for developing an acquisition strategy are analyzed and discussed.

Some acquisition strategy issues analyzed include risk management, cultural and institutional obstacles to success, competition, integrated contract management, opportunities for tailoring and streamlining, opportunities for exploiting the most recent revision of the Department of Defense 5000 Series, contractor logistic support, operating and support cost reduction and control and finally, political considerations. Various incentive arrangement structures are suggested to ensure programmatic success. Lessons and methodologies that can be extrapolated from this case study to other aging aircraft modernization programs are identified to aid in developing other acquisition strategies.

KEYWORDS: Acquisition Strategy, Modernization, Major Weapons Systems, Helicopter, Cost Effectiveness Analysis, Aging Aircraft

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CASE STUDY OF THE NAVAL POSTGRADUATE SCHOOL'S DISTANCE LEARNING PROGRAM

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Amidst growing pressures of budgetary constraints and an era of downsizing, the Naval Postgraduate School must seek alternative ways of delivering quality education to its customers. NPS has turned to various forms of distance learning to provide education to officers unable to attend its resident programs. A particular challenge NPS faces in developing distance learning programs is determining their cost. While there have been numerous studies attempting to provide some insight into the costs of delivering distance education programs (i.e., *Technology, Open Learning and Distance Education* by Dr. Tony Bates of the Open Learning Agency in British Columbia, etc.), there are still many unanswered questions.

This thesis analyzed available educational literature on costing distance education programs to assist NPS policymakers in making better decisions. This thesis identified numerous variables that should be considered when developing a cost model for delivering distance education programs, using a combination of web-based instruction, video teleconferencing and traveling instructors.

It was quickly learned from the research that costing distance education programs is an extremely difficult task, specifically when considering web-based instruction.

KEYWORDS: Costs of Distance Learning, Distributed Learning, On-line or Web-based Learning, Asynchronous Learning

DEVELOPMENT OF A COMPREHENSIVE PROCESS FOR THE DEPARTMENT OF THE NAVY TO CAPTURE REIMBURSEABLE COSTS AS IT RELATED TO THE USE OF AIRCRAFT PLATFORMS IN SUPPORT OF GLOBAL CONTINGENCIES FROM THE OVERSEAS CONTINGENCY OPERATIONS TRANSFER FUND

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This thesis examines the processes used by the Navy and the Air Force for identifying incremental costs associated with the aircraft platforms used in support of the Noble Anvil campaign, which highlighted the bombing of Kosovo. Examination of these methods was necessary to determine if the Navy was able to properly and completely capture incremental costs in order to receive full reimbursement from the Overseas Contingency Operations Transfer Fund (OCOTF). The thesis begins with an overview of the OCOTF and its intended purpose, and continues with an in depth analysis of the processes implemented by both services to identify and report incremental costs for aircraft platforms to OSD. It further compares the methodologies, highlighting the advantages and pitfalls of each; and assesses the possibility of lost funding to the Navy based on the processes employed.

This research concludes that the Navy did not suffer any loss of funds based on inequity in disbursements from the OCOTF, or based on the methodologies it exercised. However, key factors which potentially prevented greater reimbursement were identified to be: 1) The interpretation of vague guidance for determining incremental costs, 2) Poor record-keeping and accountability of operational missions flown, 3) The use of different methodologies for capturing incremental costs by both services and within the Navy, and 4) The impact of the Navy's forward deployed status on incremental costs.

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Chapters IV and V detail the impact of each of the above areas, and delineates areas of improvement which the Navy may adopt to maximize reimbursement from the OCOTF, as well as recommendations for further research.

KEYWORDS: Contingency Operations Reimbursement, Kosovo Aircraft Operations, Noble Anvil

CONTRACTED LOGISTICS SUPPORT IN OPERATIONAL ENVIRONMENTS: THE LEGAL ISSUES AND THEIR EFFECTS ON THE DECISION TO OUTSOURCE

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Since the birth of the republic, the United States has relied on contractors on the battlefield to meet logistical shortfalls. The use of contractors has proven to be an integral part of the military's warfighting capability. America's forces are now deployed in greater frequency and length than at the height of the Cold War. As a result of this phenomenon and other related factors, the military is now more reliant than ever upon contractors.

This thesis analyzes the legal issues associated with using Contracted Logistics Support in operational environments. These issues are that the military does not possess the authority to discipline contractors that the military cannot command and control contractors that commanders must ensure contractors maintain their noncombatant status, and commanders must consider the risk of contractor non-performance. This thesis also analyzes the decision process of employing contractors using the Recognition-Primed Decision Model. This research offers recommendations and conclusions on improving the use of Contracted Logistics Support from a legal standpoint. Recommendations include revising U.S. law to address the current jurisdictional gap, redefining contractors that accompany the force as combatants, and revising doctrine to reflect the recommended changes to U.S. law and the Law of War.

KEYWORDS: Contingency, Contracting, Contingency Contracting, Contracted Logistics Support, Law of War, Recognition-Primed Decision Model, United States Code

A NEW APPROACH TO PROPERTY DISPOSAL WITHIN THE FEDERAL GOVERNMENT

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This research evaluates the issues associated with a new property management concept for the use of DoD/Federal agencies to exchange serviceable, non-excess, used equipment for new equipment through a commercial exchange program that utilizes internet auctioning to assess fair market value for such property and provide credit at internet stores for future agency needs. The concept will enable agencies and Program Offices to recycle past appropriated funds back into their programs where Congress has already determined the critical need for such resources, and lessen the burden to Defense Reutilization and Marketing Office (DRMO), where such equipment generally returns pennies on the dollar at scrap value, to the Treasury Department.

KEYWORDS: Procurement, Property Disposal, E-Commerce

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PERFORMANCE BASED SERVICES ACQUISITION: AN ANALYSIS OF PERFORMANCE BASED LOGISTICS SERVICES

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Performance Based Services Acquisitions (PBSA) has recently garnered a significant amount of attention in the realm of Federal procurement. The procurement of services accounts for nearly half of the Federal dollars spent annually and a portion of that is spent for logistics services. Obviously, this is a dynamic time for acquisition reform and as acquisition professionals, each of us needs to manage PBSA contracts in a manner that applies sound business judgment. This can be accomplished by employing strategies that rely on our education, training and lessons learned from the shared past experiences of the acquisition community. The purpose of this thesis was to determine the essential features of a classification system for logistics services. For selected logistics services from the OMB Circular A-76 the researcher applied an existing model (Allen, 1991) in order to evaluate logistics services. The methodology employed to gather data was a survey distributed to a select group of acquisition professionals. The survey data were analyzed to identify key issues associated with evaluating a classification system for logistics services. The thesis concludes with recommendations for implementing a classification scheme for logistics services within the Federal Government.

KEYWORDS: Performance Based Services Acquisition (PBSA), Classification, Logistic Services, Contracting, Performance Metrics

ANALYSIS OF THE MEDIUM TACTICAL VEHICLE REPLACEMENT (MTVR) CONTRACTOR LOGISTICS SUPPORT (CLS) CONTRACT

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Many systems developed over the last twenty years are surpassing their originally planned life cycle, as well as, the DoD's. In many cases, the systems have been subjected to at least one service life extension. Because of this, the logistics support concepts used to maintain and to service these systems play a significant factor in determining the overall life cycle cost for a system. If the DoD can find a more efficient and effective logistics support concept, substantial cost savings may be realized. Under the appropriate conditions, Contractor Logistics Support (CLS) is an effective means to support Marine Corps ground equipment. DoD Regulation 5000.2R, *Mandatory Procedures for Major Defense Acquisition Programs (MDAP) and Major Automated Information Systems (AIS)*, and congressional statutes mandate the consideration of CLS in the acquisition process. The purpose of this study is to assess the Marine Corps' new Medium Tactical Vehicle Replacement CLS contract and its effectiveness to incentivize the contractor to perform within the requirements of the contract. Results from this study suggest that substantial improvements can be made in the way the Marine Corps contracts for CLS.

KEYWORDS: Contracting, Contracting Incentives, Contractor Logistics Support (CLS), Contractor Logistics Support Decision Planning and Decision Process, Medium Tactical Vehicle Replacement (MTVR), and Ground Vehicle Systems

MANAGEMENT

CRITERIA FOR EVALUATING UNITED STATES MARINE CORPS INSTALLATION STRATEGIC MANAGEMENT

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Post Cold War cuts have left the defense budget at its lowest levels since the late 1970s. Further complicating this problem has been the fact that the cuts have come from the defense tooth. The Department of Defense cannot continue to do business as usual. These economic realities and recent Government reform initiatives require a Government that costs less and works better. In early 1999, the United States Marine Corps began to implement activity-based cost and activity-based management initiatives at all Marine Corps installations. The Corps has been successful in identifying areas for cost savings. However, these efforts are limited without an overall strategic framework. A system is needed to evaluate overall strategic management of Marine Corps installations. This thesis discusses performance measurement and strategic management concepts and examines performance management systems. The thesis proposes an evaluation system based largely on the Malcolm Baldrige National Quality Award. The proposed system attempts to balance leadership, strategic planning, customer and human resource focuses, information management, process management and business result outcomes. The proposed system provides installations a tool for self-assessment, a means of furthering organization learning and growth, and a system that can be used Marine Corps-wide to evaluate installation strategic management.

KEYWORDS: Performance Measurement, Strategic Management, Baldrige

A STRATEGIC PLAN FOR THE CRUSADER HOWITZER

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The purpose of this thesis is to evaluate the current state of development of the Crusader Self Propelled Howitzer and the current threat of having its funding ended. The objective is to determine what actions are being taken by the Office of the Program Manager-Crusader (OPM-Crusader), in conjunction with the TRADOC System Manager, Cannon (TSM-Cannon) and the prime contractor, United Defense Limited Partnership (UDLP), in order to keep the program's funding uninterrupted, bring the program into production, and deploy the system to the field. This thesis will present a well know management approach known as strategic planning and apply it to the efforts being made within the Crusader program.

KEYWORDS: Crusade Howitzer, Strategic Planning

AWARD TERM INCENTIVE: HOW IT MIGHT BE IMPLEMENTED AT U.S. NAVAL PROCURMENT ACTIVITIES

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In this day of acquisition reform, Government contracting officers are continually urged to "think out of the box" for ways to deliver better contracting products and services to customers. Award term incentive, a variation of the award fee incentive described in FAR 16.405-2, was first used in Government contracting

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in 1997. It has been used in those situations where a long-term business relationship is seen as being advantageous to both the contractor and the Government. The purpose of this thesis is to evaluate the critical issues associated with establishing strategic long-term purchasing relationships between U.S. Naval procurement activities and their suppliers through the use of the award term incentive. The thesis considers the elements of the award term incentive in order to identify the barriers to successfully implementing this best commercial practice. The methodology employed to gather data was a survey distributed to Navy contracting activities. The survey data was analyzed to identify the key issues of effectively utilizing the award term incentive. The thesis concludes with recommendations for implementing the use of award term at Naval procurement activities.

KEYWORDS: Award Term Incentive, Commercial Best Practices, Contract Incentives

COST ANALYSIS OF THE UNITED STATES MARINE CORPS FEDERAL EMPLOYEES' COMPENSATION ACT (FECA) PROGRAM

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The Federal Employees' Compensation Act (FECA) provides workers' compensation benefits to approximately 14,000 United States Marine Corps (USMC) civilian personnel at an annual cost of about \$19M. An analysis of the USMC FECA Program was performed to discover ways to better manage and reduce these costs. This analysis identified the main cost drivers of the Marine Corps FECA Program over the past five years. Total FECA costs from 1996 through 2000 were broken down by the top five most recurring injuries; total cases and costs were traced to activities/installations and groupings of units that share similar missions to provide useful information for commanders and FECA Program Managers across the Marine Corps; and, all cases for 2000 were broken down by case age distribution. Recommendations were then provided for implementation throughout the major USMC commands to reduce FECA costs across the Marine Corps.

KEYWORDS: FECA, Federal Employees' Compensation Act, Injury, Partial Disability, Total Disability, Civilian Employee Compensation

NEED FOR QUALIFIED CONTRACTING OFFICERS IN THE ARMED FORCES OF THE PHILIPPINES (AFP) MODERNIZATION PROGRAM

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The purpose of this thesis is to determine the need for qualified Contracting Officers in the execution and administration of contracts formulated under the Armed Forces of the Philippines (AFP) Modernization Program. This 15-year Program is mandated by Republic Act (RA) 7898, otherwise known as the AFP Modernization Act, which was passed into law by the Philippine Congress in 1995. This law, which prescribes the restructuring of the AFP into a more capable military force, is implemented through Department of National Defense Circular (DC) No. 1 dated 06 March 2000. The Circular provided adequate guidance for the conduct of major system contracting, but barely touched on the process of contract execution and administration by Contracting Officers, except for assigning this function to the Major Services under the supervision of the Chief of Staff, AFP (CSAFP). Apparently, it assumes that the parties involved would infer the process of contract administration from the terms and conditions of the contract itself. Contract administration, as handled by qualified Contracting Officers, is a vital process in

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government acquisitions. It ensures the successful completion of the contract according to the satisfaction of the parties involved. Without this system in place, the AFP risks failure in its Modernization Program (AFPMP). This thesis ascertains the need for qualified Contracting Officers to handle the complex contracts that are sure to come out of the AFPMP. To do so, it first evaluates the existing contract execution and administration structure in the AFP vis-à-vis existing guidelines to determine whether the position of “Contracting Officer” needs to be established. Once established, the thesis expounds on the envisioned role of Contracting Officers as they handle the various contracting activities in the AFPMP. It also recommends the associated career paths, education, training and certification programs needed to establish the said “Contracting Officer” position.

KEYWORDS: Contracting Officer, Contract Administration, AFP Modernization Program

MACROECONOMIC SCENARIO BUILDING FOR STRATEGIC NATIONAL DEFENSE PLANNING

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A variety of uncertainties make defense planning a difficult task even under the best of circumstances. The more varied threat environment in the post-Cold War era, the high price of replacing aging weapon systems and other uncertainties make contemporary planning even more problematic. There is a clear need for more and better tools to address the uncertain variables in the planning equation.

This study explores such tools. It deals explicitly with two levels of uncertainty. The first level is captured with the method of scenarios (from Peter Schwartz). The second level is the “usual” variability of economic affairs within each scenario. This second level is captured using standard econometric and simulation methods. The benefit of this approach is mainly insights for planners – primarily into the sources of uncertainty and their effects (as opposed to point estimates).

The People’s Republic of China (2001-2021) is offered as an illustrative exercise. Within that case, uncertainty is addressed among three scenarios for China’s economic future, as well as sources of variance within those scenarios.

KEYWORDS: National Defense Planning, Scenarios, Macroeconomics, Econometrics, Modeling, Monte Carlo Simulation, Risk Management, Strategic Planning, China, PRC

INCREASING THE UTILIZATION OF COMMERCIAL OR COMMERCIAL-OFF-THE-SHELF ITEMS IN ACQUISITION PROGRAMS: PROBLEMS, ISSUES AND BEST PRACTICES

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Department of Defense policies mandate an increase in the utilization of commercial items. A great deal of study, writing and analysis has gone into the utilization of commercial item software products but not a great deal of study or analysis has gone into the utilization of commercial item equipment, which this thesis will primarily address.

It is generally accepted that the utilization of commercial equipment will substantially reduce cost and lead times necessary to get major acquisition program systems fielded. However, there may be significant downsides and drawbacks to the utilization of commercial items that should be recognized, analyzed and for which corrective actions should be planned in order to mitigate commercial item implementation risks.

This thesis identifies many of the program manager and industry “issues” associated with implementing and integrating commercial items into a DoD program. It also proposes methods and process

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solutions that will alleviate many of the implementation problems, thereby mitigating the implementation risks.

KEYWORDS: Commercial Items, Commercial-Off-the-Shelf, COTS, Nondevelopmental Items, NDI, Best Practices, Acquisition Problems, Acquisition Issues, Problems, Issues, DoD Acquisition Requirements, DoD Acquisition Goals, Acquisition Requirements, Acquisition Goals

AN IMPROVED INVENTORY CONTROL MODEL FOR THE BRAZILIAN NAVY SUPPLY SYSTEM

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Inventory managers in the Brazilian Navy for decades have faced the difficult task of establishing policies and controls to maintain readiness at the highest possible level. The task is difficult because the inventory system contains more than 500,000 items, and many of these items must be procured from overseas. Every year, inventory managers must allocate millions of dollars to buy inventory to support the fleet, and until recently the process has been almost entirely devoid of algorithmic support. A new method is proposed for allocating a budget to buy inventory items in the Brazilian Navy. The method is compared with the current one and with an improved version of it. The results suggest that the method could significantly improve supply readiness in the Brazilian Navy.

KEYWORDS: Inventory Management, Forecasting Model, Decision Making Support

PERFORMANCE-BASED PAYMENTS: WHY HAVE THEY NOT BEEN ADOPTED AS THE PREFERRED METHOD OF CONTRACT FINANCING?

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The objective of this thesis is to provide a comprehensive analysis of the issues surrounding the use of performance-based payments (PBP) as a form of contract financing and to determine the major reasons why PBP have not been readily adopted in Department of Defense (DoD) contracts. In order to fully research, analyze, and evaluate the issues surrounding PBP and the reasons why they have not been readily adopted, two separate online surveys were developed and distributed. One survey was disseminated to DoD acquisition workforce personnel such as contracting officers and program managers. The second survey was distributed to contracting, program management, and acquisition personnel within the defense industrial base. Additionally, interviews were conducted with DoD personnel and defense contractors involved with PBP. Analysis led to concluding: training in PBP is inadequate, a lack of coordination exists between the Procuring Contracting Officer (PCO) and Administrative Contracting Officer (ACO) in establishing PBP terms, the PBP payment process needs immediate improvement, and a culture change is still needed within DoD. Recommendations to expand the use of PBP are: develop a comprehensive training program on PBP, encourage the use of Integrated Product Teams (IPTs) in the PBP process, improve the payment process for PBP, and continue the strong push for the expansion of PBP usage.

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KEYWORDS: Performance-Based Payments, Contract Financing, Contract Management, Contract Administration

COMPARISON OF ENVIRONMENTAL REMEDIATION CONTRACTING APPROACHES BETWEEN THE DEPARTMENT OF DEFENSE AND THE PRIVATE SECTOR

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With the price tag for environmental remediation over the past twenty years exceeding \$1 trillion and the costs expecting to exceed \$500 billion over the next twenty years, there is a tremendous need to study the area of environmental remediation contracting. The concurrent tracts of increasing environmental scrutiny, a down-sizing defense industrial base, and a major effort to reform the Government acquisition system has generated an opportunity to review how the private sector contracts for environmental remediation and apply any applicable best practices to the Department of Defense contracting system. Key findings of this study are (1) there is no readily available process from either the commercial sector or the Department of Defense that will suffice as a template for all environmental remediation efforts, (2) the Department of Defense has no centralized repository of environmental remediation contracting knowledge, (3) Legislative and regulatory hurdles exist which impede assimilation of new initiatives in the remediation of former the Department of Defense facilities, and (4) the utilization of incentive type contracts for environmental remediation is not producing the expected innovation and improvements in contractor performance.

KEYWORDS: Environmental Remediation, Best Practices, Commercial Practices, Environmental Contracting, Environmental Cleanup

THE USE OF DECISION SUPPORT SYSTEMS TO INNOVATE THE PROCESS OF CONTRACTING FOR GOODS AND SERVICES AT THE MARINE CORPS EASTERN RECRUITING REGION REGIONAL CONTRACTING OFFICE

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Process innovation combines a process view of business with the application of innovation to effect order-of-magnitude improvement in performance. In order to gain the order of magnitude change that is required for process innovation, the key processes must be redesigned from beginning to end using all the innovation techniques and resources available to an organization. A knowledge-based decision support tool called KOPeR-Lite was developed to assist Business Process Re-engineering (BPR) novices in process innovation. KOPeR-Lite utilizes knowledge gained from BPR experts and the literature to perform measurement-driven inference. Such inference is used to interpret empirical measurements, diagnose process pathologies and match such diagnoses with appropriate transformations. This research assesses the effectiveness of process innovation techniques by examining the relative performance of BPR novices who use KOPeR-Lite with that of novices who do not use this system. Based on the results this research then employs KOPeR-Lite along with Davenport's innovation framework to redesign the process of contracting for goods and services at the Marine Corps Eastern Recruiting Region Regional Contracting Office. If implemented, the proposed redesigns offer considerable promise to improve the efficiency and effectiveness of the contracting process.

KEYWORDS: Process Innovation, Contracting, Knowledge-Based Decision Support Systems

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WOMEN IN COMBAT: ATTITUDES AND EXPERIENCES OF U.S. MILITARY OFFICERS AND ENLISTED PERSONNEL

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This study examines the attitudes and experiences of a selected group of U.S. military members regarding the service of women in combat. A survey was administered in October 2001 to enlisted personnel at the Defense Language Institute and to officers at the Naval Postgraduate School in Monterey, California. A total of 276 enlisted personnel and 550 officers participated in the survey, with response rates of 69 percent and 55 percent, respectively. Focus groups were also convened. Respondents represented all military services, but were concentrated in certain pay grades and occupational areas (especially for enlisted personnel). Generally, four out of five respondents felt that women should serve in some capacity in military combat. Further, one-third of all respondents believed that qualified women should be allowed to volunteer for combat units, while one-third said they were satisfied with the policy in effect at the time of the survey (allowing women in all units except infantry, armor, submarines, and special forces). Differences in attitudes and experiences were found between men and women, officers and enlisted personnel, and members of the different branches of service. It is recommended that further research explore the use of gender-neutral standards in assigning military personnel to combat units.

KEYWORDS: Women in Combat, Women in the Military, Gender Integration

FUTURE WARFARE AND THE SPECIAL OPERATIONS COMMAND BUDGET

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This thesis will first suggest that future military intervention for the United States will primarily revolve around low intensity conflict, guerrilla warfare and other irregular military involvement. The paper will then segue into describing how the Special Operations Command (SOCOM) is the force of choice in order to meet many of the upcoming challenges that the United States will face if the above assertion holds true.

Having established the link between future military intervention and Special Operations Forces (SOF), the study will then analyze prior years SOCOM budgets, unclassified strategic guidance as well as evidence of the demand for SOF in an effort to answer two questions.

The first question asks whether or not SOCOM's budget would be able to support an increase in employment of SOF at an acceptable readiness level. The second question asks if SOCOM requires more funding to remain capable and effective in the future. The answers to these questions are the thrust of this study.

KEYWORDS: Special Operations Command, Special Operations Command Budget, Special Operations Command Readiness

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LOGISTICS AND MAINTENANCE CONCEPTS FOR A FUTURE NAVAL FORCE

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The CROSSBOW project is an attempt to assess the threat scenarios in the year 2020 and create a conceptual weapon system that provides U.S. naval superiority throughout the 21st century.

Given the operational characteristics defined in the Mission Needs Statement, this thesis will examine the potential applications of new technologies and emerging logistics and maintenance concepts that will enhance the capabilities and readiness of the CROSSBOW weapon system. This analysis will include an Arena simulation model comparison between the current depot level repairable (DLR) replenishment process and a proposed logistics and maintenance system utilizing the suggested CROSSBOW sustainment concepts.

This analysis will also assess the inherent cost savings of the CROSSBOW weapon system through a Life Cycle Cost Analysis (LCCA) of the CROSSBOW Unmanned Combat Aerial Vehicle (UCAV) utilizing the F/A-18C Hornet as a baseline for comparison. A LCCA will also be performed on a notional *SEA QUIVER* logistics ship.

A current maintenance issue, aging weapon systems, will be assessed within the context of the suggested CROSSBOW sustainment concepts, for potential mitigation of impact. In contrast, Navy culture will be discussed and its impairment on the acquisition, fielding, and sustaining of any new weapon systems.

KEYWORDS: Logistics, CROSSBOW, Maintenance, Life Cycle Cost, Simulation, Culture

ADVANTAGES OF APPLICATION OF ELECTRONIC COMMERCE IN PROCUREMENT FOR THE ARMED FORCES OF BRAZIL AND SOUTH KOREA

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This thesis examines the prospects for international implementation of e-Commerce (EC) in the contexts of the armed forces of Brazil and South Korea. It describes the functions, roles and infrastructure of EC technology. It weighs the advantages and disadvantages of e-Commerce. Particular attention is paid to legal issues, electronic funds transfer and on-line reverse auctions. An e-Commerce implementation plan is

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presented, benchmarked on the experience of the United States military in using EC to reduce costs and enhance readiness. This plan includes measures of organizational outcomes to evaluate the success of an EC implementation.

KEYWORDS: Electronic Commerce, Procurement, Armed Forces, Government

DEVELOPING THE BEST METHODS OF INTERNAL CONTRACTING SUPPORT FOR DEPLOYED MARINE EXPEDITIONARY UNITS (MEU)

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The Marine Expeditionary Unit (MEU) is the Marine Corps' forward deployed force in readiness and as such advertises that it is self-sustaining for 15 days. The MEU Commander has latitude as to what personnel and assets he wants to deploy. Because of this, each of the MEUs is different. This is especially the case involving internal contracting support. This research explores the differences in contracting support commonly provided to the MEUs and the external support available to the MEUs in their Areas of Responsibility (AOR). Based on this research, the author provides conclusions and recommendations that will optimize the internal support to the MEUs while deployed.

KEYWORDS: Contingency Contracting, Deployed Contracting, Marine Expeditionary Units, Enlisted Contract Specialist

THE COST EFFECTIVENESS OF WEST COAST DISTRIBUTED SIMULATION TRAINING FOR PACIFIC FLEET

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Emerging technologies are changing the way the Navy trains its people. The former Director of Naval Training (N7) has stated that the Navy needs to incorporate this new technology into training plans. Furthermore, Navy leadership must evaluate different technologies such as multiple ship simulated combat systems training to determine which training methods provide the best value while maintaining high training and readiness standards. This thesis examined whether simulated in port training is a suitable supplement to underway training exercises. The conclusion was that the West Coast Distributed Simulation Network (WCDSN) was an effective Battle Group training tool. Two research approaches were used to arrive at this conclusion. First, post simulated exercise survey results indicate multi-ship training exercises provide valuable training prior to underway fleet exercises. Data from these surveys provide insight into the quality of training received through multi-ship simulated training and suggests courses of action that may improve current training. Next, an evaluation of the estimated cost and savings from simulated in port training was performed. In 2001, six Middle East Force, Amphibious Ready Group, and Battle Groups used the WCDSN to train, prior to underway exercises. The variable, recurring and fixed infrastructure costs incurred while using the network were compared to the fuel, utility, and manpower costs and the range savings realized by reduced underway training. Research findings indicate that an estimated net savings of approximately \$9 million was achieved by conducting these six exercises in 2001. The greatest benefits of training using the WCDSN are the manpower benefits realized by keeping sailors in port and the net fuel savings from decreases in underway training.

KEYWORDS: Cost Effectiveness, Simulation, Training, Third Fleet, CINCPACFLT, BFTT, TACDEW, Combat Systems, Manpower, Fuel, FCTCPAC

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CAREER ANCHORS: UNDERSTANDING DIFFERENCES AMONG DEMOGRAPHIC GROUPS AT THE NAVAL POSTGRADUATE SCHOOL

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Career anchor theory, initially conceptualized by Edgar Schein, is used in an exploratory analysis of demographic sub-groups of military officers attending the Naval Postgraduate School. Demographic sub-groups were broken out by service affiliation (Marine Corps and the Navy), years of service (5-11 years and 12 or more years), and occupational type (operational occupation and support occupation). The data from the sub-groups shows that there are differences based on these demographic variables.

A web-based survey of 34 items was taken by a sample of 130 students. Cronbach's coefficient alpha, Pearson's correlation, and factor analyses were used to estimate the convergent and discriminant validity of the scales. Survey items were chosen to represent the following nine career anchors: technical-functional, security/stability, autonomy/independence, managerial, creativity, ideology, challenge, identity and warrior. Items also were included to measure willingness to leave the organization and career satisfaction.

Career anchor theory was chosen for its potential benefits in recruiting and retention efforts. The discussion section of this thesis focuses on the implications of career anchor theory for the military based on the differences with the demographic sub-groups, constraints on the current study, and suggestions for future research.

KEYWORDS: Career Anchors, Recruiting and Retention, Career Development

COST-EFFECTIVENESS ANALYSIS OF RADAR UPGRADES TO THE MARINE CORPS F/A-18 HORNET (U)

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This thesis examines the cost-effectiveness of various radar upgrades to the Marine Corps F/A-18 Hornet. Until the Joint Strike Fighter is fully operational, Marine Corps tactical aviation faces significant risk to force structure and capability. The Marine Corps may pursue upgrades to their F/A-18A/C/D Hornets to reduce that risk. Research methodology included a review of the history the current radar, the APG-65/73, its preplanned product improvements, and its possible upgrades. Active electronically scanned array radars are introduced, their advantages and disadvantages reviewed, and applications to the F/A-18C/D are discussed. A survey determined which advanced capabilities would be important to the Hornet's future warfighting relevance. Survey results were coupled with capability analysis of various radar upgrades to determine the effectiveness of each option. Based on first order cost estimates and effectiveness analysis, the research concludes a currently available hardware upgrade to the APG-73, with accompanying software development, is the most efficient use of development capital. Finally, the thesis identifies other studies that may further define an advantageous upgrade and recommends a rigorous study of capability requirements and life cycle cost estimates of radar upgrade options.

KEYWORDS: Airborne Radar, Aircraft Upgrades, AESA Radar, F/A-18 Hornet

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PAST PERFORMANCE INFORMATION: ANALYSIS OF OPINIONS FROM THE COURT OF FEDERAL CLAIMS AND THE GENERAL ACCOUNTING OFFICE

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This thesis identifies the case principles and trends involving past performance issues brought before the Court of Federal Claims and the General Accounting Office. It reviews the background, history, issues and current methods of using past performance information in the Department of Defense acquisition process. It then categorizes and analyzes the past performance protest decisions handed down from the Comptroller General from July 1, 2000 to September 30, 2001 as well as the rulings handed down by the Court of Federal Claims from February 1, 1997 to September 30, 2001. Following the review and analysis, the interpretations of the statutory requirements by the Comptroller General and the Courts are examined to determine if they allow acquisition professionals more or less discretion in carrying out the tasks required to conduct fair and reasonable procurements. It also examines protest decision trends to determine what changes are needed to mitigate the risk of past performance information claims and protests.

KEYWORDS: Past Performance Information, Federal Acquisition Process, GAO Comptroller General Decisions, U.S. Court of Federal Claims Decisions

IMPROVING THE TURKISH NAVY REQUIREMENTS DETERMINATION PROCESS: AN ASSESSMENT OF DEMAND FORECASTING METHODS FOR WEAPON SYSTEM ITEMS

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Requirements determination is the process the Inventory Control Center Command (ICCC) uses to forecast future customer demands and to set levels of inventory to satisfy those demands. Demand forecasting is the essence of the Requirements Determination Process, which uses a forecasting model to predict demand. Then inventory models use this information to determine stock levels for every material. If forecasts and subsequent purchases are higher than actual usage, the result is excess inventory. If forecasts are lower than actual usage, the result is excessive backorders. Since excess inventory ties up money that could be used modernizing weapon systems, and since inadequate inventory can hamper critical systems as they wait for spare parts or repairs, forecasting future demands appropriately and setting inventory levels accordingly is highly important for an inventory management system. In order to determine whether alternative methodologies offer better performance, we evaluate the Turkish Navy's current forecasting model is evaluated and compared with other forecasting methodologies

KEYWORDS: Inventory Management, Requirements Determination Process, Demand Forecasting, Forecast Performance Measures, Turkish Navy Inventory Control Center Command, Stochastic Forecasting Models

MANAGEMENT

AN ECONOMIC ANALYSIS OF COMMERCIALLY BASED TACTICAL VEHICLES ACQUISITION FOR THE DEPARTMENT OF DEFENSE

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As defense budgets decline and traditional defense industry supplies downsize and consolidate, many believe that the Department of Defense (DoD) must continue to increase its business activities in the commercial marketplace. This thesis is an examination of one such venture, as a result of acquisition reform, that explores the viability of using commercially produced vehicles for military use in the Department of Defense as light tactical trucks.

The National Automotive Center (NAC) has initiated a program called Commercially Based Tactical Truck (COMBATT) that identifies dual-need/dual-use automotive technologies within the Defense Department and commercial automotive industry. This innovative approach is to adapt a modified commercial pick-up truck to perform some of the missions now assigned to the High Mobility Multipurpose Wheeled Vehicle (HMMWV).

An economical analysis is presented to determine if the procurement of COMBATTs would be cost effective in augmenting the current light tactical vehicle fleet of HMMWVs. Research includes analyzing production cost and anticipated operation and support costs. Additionally, a cost-effectiveness analysis is performed on the program. COMBATT is shown to reduce the cost of developing and procuring and maintaining a light tactical wheeled vehicle. Recommendations are made for the Army's future buying strategy for its Light Tactical Vehicles. It is concluded that the services should meet their Light Tactical Vehicle needs with an appropriate mix of HMMWVs and COMBATTs.

KEYWORDS: Commercial Item Acquisitions, Acquisition Reform, High Mobility Multipurpose Wheeled Vehicle (HMMWV), Light Tactical Vehicle (LTV), Commercially Based Tactical Truck (COMBATT)

USING EVOLUTIONARY ACQUISITION IN THE MANAGEMENT OF MAJOR DEFENSE ACQUISITION PROGRAMS

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This thesis analyzes the issues that must be addressed before the Department of Defense (DoD) can successfully utilize the Evolutionary Acquisition (EA) approach in major weapon system programs. Such programs have often taken over 10 years before the user receives a weapon system based on the original mission need. EA is an acquisition reform measure and is intended to reduce fielding time of Major Defense Acquisition Programs (MDAP) to 3-5 years or less.

This thesis looks at the historical aspects of EA and analyzes how the traditional and EA approach differ under the DoD acquisition model. Surveys on the subject of EA were completed by DoD acquisition managers and provide the data for this research. These data are used to identify and explore the issues DoD must address to successfully utilize this acquisition approach.

KEYWORDS: Evolutionary Acquisition, Acquisition Strategy, Traditional Acquisition, Life-cycle Reduction, Major Defense Acquisition Programs

