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## Defense Acquisition: Observations Two Years After the Packard Commission. Volume 2. Background Papers.

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**Corporate Author :** INSTITUTE FOR DEFENSE ANALYSES ALEXANDRIA VA

**Personal Author(s) :** Bicksler, Barbara A ; Fox, J R ; Gilligan, Michael ; Hilton, Robert P ; Transue, John R

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**Abstract :** The 1986 Packard Commission report recommended changes in the defense acquisition process to reduce development times and costs and to produce weapons better suited to war fighters' needs. These recommendations included restructuring the acquisition

organization, improving the work force, overhauling the acquisition decision-making process, and reforming regulations. The Office of the Under Secretary of Defense for Acquisition requested this study to help inform the next administration about the current status of acquisition reform: what has been tried, what is working, and what isn't. It asked IDA to review developments within the Department in the last two years, to provide a progress report on acquisition reform, to make observations on the current status of the acquisition process, and to recommend priorities for further actions. Volume I of this report summarizes IDA's findings and recommendations. IDA provides an assessment of the extent to which DoD has implemented the kind of management that the Packard Commission advocated. It notes several improvements but concludes that DoD has not yet made the fundamental changes required to implement the Commission's basic philosophy. IDA recommended actions in several areas in the next administration: organization, decision-making, personnel and procurement practices. Volume II contains background papers that provide an in-depth examination of selected issues in support of these recommendations.

**Descriptors :** \*ACQUISITION , \*MILITARY PROCUREMENT , DEPARTMENT OF DEFENSE , MILITARY REQUIREMENTS , MANAGEMENT PLANNING AND CONTROL , DECISION MAKING , PERSONNEL MANAGEMENT , RESOURCE MANAGEMENT , PLANNING PROGRAMMING BUDGETING

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