



ACQUISITION AND  
TECHNOLOGY

OFFICE OF THE UNDER SECRETARY OF DEFENSE

3000 DEFENSE PENTAGON  
WASHINGTON DC 20301-3000



29 DEC 1995

Mr Daniel F. Sturdivant, II  
Department of Treasury  
1500 Pennsylvania Avenue, N.W.  
Annex Building, Room 1600  
Washington, DC 20220

Dear Mr. Sturdivant:

This letter further relates to your participation in the 1995 Pentagon conference to consider the future of the Department of Defense Area Councils. In our letter to you of September 28, 1995, we provided DoD Policy Guidance on Department of Defense Regional Councils for Small Business Education and Advocacy (Part 1 of 3). This policy addressed the geographic restructuring of twelve area councils into eight regional councils. In our letter to you of November 27, 1995, we provided Policy Guidance (Part 2 of 3), which explored a series of key issues derived from the conference. These key issues were sequenced to fit under four basic building blocks which need careful attention if all regional councils are to be successful.

Policy Guidance (Part 3 of 3) is enclosed. This policy guidance addresses certain processes that need to be examined by regional councils, names the team leaders who will spearhead the five strategic process action teams, and urges the cooperation of all regional councils in furthering the orderly and timely completion of these reviews.

I genuinely appreciate your energetic support of the Department of Defense Regional Councils for Small Business Education and Advocacy. Happy Holidays to you!

Sincerely,

DANIEL R. GILL  
Director, Office of Small and  
Disadvantaged Business Utilization

Enclosure





DEPARTMENT OF DEFENSE



OFFICE OF SMALL AND DISADVANTAGED BUSINESS UTILIZATION

Policy Guidance  
on  
Department of Defense Regional Councils  
for  
Small Business Education and Advocacy  
(Part 3 of 3)

December 20, 1995

## FOREWORD

Policy Guidance (Part 3 of 3) represents the culmination of a series of details associated with key issues raised during the course of a seminal conference held at the Pentagon during January 10-11, 1995. The purpose of the conference was to review the state of twelve area councils and to develop a course of action for the future. As a result of that conference, the twelve area councils were restructured into eight regional councils. In this regard, refer to Policy Guidance (Part 1 of 3) of September 29, 1995. Further, issues raised during that conference have been thoroughly reviewed and implementing instructions have been released to all of the participants in Policy Guidance (Part 2 of 3) of November 27, 1995.

Policy Guidance (Part 3 of 3) concerns the establishment of five strategic process action teams, each of which will concentrate on a subject vitally affecting the operations and well-being of regional councils. Rather than providing direct guidance now to regional councils on these five subjects, it was considered propitious to engage the regional councils directly in coming to consensus on how best to chart the future in these five subject areas. Note that the numbering of the process action teams from 16 through 20 relates merely to a broader list of some 25 process action teams that have or may be chartered to address vital aspects of the Department of Defense Small and Disadvantaged Business Utilization Program



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**Department of Defense Regional Councils  
for  
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**Strategic Process Action Team No. 16 (Set of By-laws for Regional Councils)** - Recently, the twelve area councils were reduced to eight regional councils. The reduction necessitates that an essential similarity exist among the new councils. Although temporary fixes will automatically be developed by inventive councils, there is a need to provide general guidance that will facilitate the healthy growth of councils without overly restrictive guidance that would thwart local creativity. To that end, an idealized set of by-laws needs to be promulgated for council adaptation. Consider the following:

- . Examine area council by-laws.
- . Extract necessary essentials in developing a set of model by-laws for a regional council.
- . Stress simplicity.
- . Consider DoD policy guidance.
- . Encourage regional councils to provide constructive input.
- . Prepare Process Action Team Report.

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**Strategic Process Action Team No. 17 (Recognition for Individuals Within Regional Councils)** - DoD recognition of individuals who have served well and faithfully is a necessary step for the continuing growth of regional councils. Though formal recognition by certificate or letter (or both) has been discussed from time to time, the mechanism has not been developed to make this a reality. The proposed recognition would certainly apply to council officers, but should also apply to other individuals, on occasion, who have contributed mightily in strengthening the regional councils. Consider the following:

- . Consider the merits of recognition.
- . Who should be recognized?
- . At what point should recognition be considered?
- . What form should the recognition take?
- . What about a recognition letter?
- . What about a recognition certificate?
- . Construct a recognition letter, as appropriate.
- . Construct a recognition certificate, as appropriate.
- . Develop letter/certificate criteria, as appropriate.
- . Can the proposed process be guided by simplicity of execution?
- . What conclusions can be drawn?
- . What recommendations should be made?
- . Prepare Process Action Team Report.

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**Strategic Process Action Team No. 18 (Periodic Reporting Mechanism for Regional Councils) - Develop an ideal reporting mechanism from regional councils to OSD SADBUE based on records that need to be maintained by regional councils. Consider the following:**

- . What records should be maintained by regional councils?
- . What needs to be included in reports submitted to OSD SADBUE?
- . What should be the frequency of reports (monthly, quarterly, semiannually, annually)?
- . Should all regional councils be placed on distribution?
- . Determine what obstacles there would be in submitting reports directly following certain events (election of officers, a spectacular outcome, sudden good/bad news).
- . Prepare Process Action Team Report.



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**Strategic Process Action Team No. 19 (Speaker List and Sources of New Speakers)** - Regional councils need to be concerned with recruiting speakers who can further the educational and advocacy goals of the organization. Speakers are sometime hard to come by, in part, as a result of schedule, insufficient travel funds, or, perhaps, wrong topic for the speaker, or other constraints. It can be affirmed with confidence that the principal small business offices of DoD, Army, Navy, Air Force, Defense Logistics Agency, and other defense agencies are willing to support and participate to the extent practicable. Caution must be exercised in making certain that redundancies are minimal; for example, inviting multiple speakers from the same office or similar offices. Consider the following:

- . Develop a speakers list.
- . Develop a source list of new speakers to support the council.
- . Request OSD SADBUD support in seeking certain specialized speakers (research and development, EC/EDI, procurement reform, dual-use in the world of cryogenics, or DERA funding in FY 1997).
- . Examine the prospects of recruiting speakers from other federal agencies or major defense prime contractors.
- . Develop ways to meet speaker requirements based upon educational and advocacy needs of the council.
- . Exhaust other prospects.

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**Strategic Process Action Team No. 20 (Educational Topics for Regional Councils)** - Educational topics appearing on the agenda of a regional council will be diverse and represent the needs of the council. Some councils have had extensive experience in developing a wide range of topics over many years; other councils have not had that exposure and perhaps will find it difficult to change in this desired direction. Councils with considerable experience should serve on this PAT and help to provide the necessary guidance to other councils seeking assistance. Consider the following:

- . Develop a representative list of topics that should prove useful over the next several years.
- . Discuss the techniques used in assuring exposure to a wide range of topics.
- . Discuss the driving forces for topics.
- . Discuss the use of training certificates as an integral part of council meetings.
- . What additional special guidance can be provided?
- . How best can a council develop or relate topic to speaker?
- . To what extent can council members recommend topics?
- . What conclusions can be drawn?
- . What recommendations should be made?
- . Prepare Process Action Team Report.



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**Basic Rules for Process Action Teams**

1. A Guide and Not a Definitive Statement - Use the offered description as a guide and not as a definitive statement on the scope of what needs to be done. The description may partially or fully suffice for the team's consideration.
2. Expand or Contract the Description Offered - The team may wish to expand or contract the description offered.
3. Recruit Team Members - The team leader needs to recruit team members from both his/her own region and other regions.
4. Inputs from all Regions - Inputs should be sought from all regional councils, as practicable.
5. Conservation of Funds - In the interest of conserving TDY funds, each team should use mail, telephone, and facsimile to facilitate the completion of its work.
6. Keep Team Members Informed - The team leader needs to keep his/her team members informed of progress, to seek consensus, and to assure orderly completion of necessary effort.
7. Seek Clarification - Team leaders should feel free to seek clarification on any aspect of these process action teams from OSD SADB, ATTN: George T. Schultz (Voice: (703) 697-2493; FAX: (703) 693-7004); E-mail gschultz@acq.osd.mil
8. Submit a Report - After completion of effort by the process action team, submit a report to OSD SADB, including recommendations.

9. Action by OSD SADB - Upon receipt of the final report, OSD SADB will review and provide guidance in the form of concur (implement), non-concur (do not implement), or partially concur (Implement partially).

10. Duration of Team Review - Most of the subjects are straightforward and should not take an extended period to conclude. The controlling elements will probably be those associated with seeking inputs, comments, and resolving differences among conflicting points of view among the eight regions. All process action teams should conclude their work and submit a report in about six months (June 30, 1996) of the date of this guidance. It is conceivable that some teams will be able to conclude their work within three to four months.

11. Report Presentations - Perhaps the leaders of process action teams will be able to brief the recommendations of their teams at the next national meeting of key council officials which may be held as a part of the 1996 annual training conference of small business specialists. Note that a firm date or site for the annual training conference has not been established.



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**Team Leaders for Strategic Process Action Teams**

The following members of DoD regional councils have agreed to serve as team leaders for the five strategic process action teams described in this policy guidance. They were selected on the basis of their keen interest in the various subjects, their proven ability to get a job done well, and their dedicated service as past chairpersons of their councils. Beyond a doubt, these regional council members are among many within the regional councils that have proven themselves as productively solid doers. Each team leader will need to draw upon other regional councils to complete the staffing of his/her process action team. The team leaders are:

Strategic Process Action Team No. 16 (Set of By-laws for Regional Councils) - John T. McDonough (Northeast Regional Council), Defense Logistics Agency

Strategic Process Action Team No. 17 (Recognition for Individuals Within Regional Councils) - Marcia Kline (Western Regional Council), Department of the Navy

Strategic Process Action Team No. 18 (Periodic Reporting Mechanism for Regional Councils) - C. Lee Thompson (Southeastern Regional Council), Department of the Air Force

Strategic Process Action Team No. 19 (Speaker List and Sources of New Speakers) - Diane Sisson (District of Columbia Regional Council), Department of the Army

Strategic Process Action Team No. 20 (Educational Topics for Regional Councils) - Otto Murry, III (North Central Regional Council), Defense Logistics Agency

In the event that a regional council would like to recommend a member or member(s) to serve on one or more of the process action teams, suggest contacting one or more of the team leaders cited above.

