

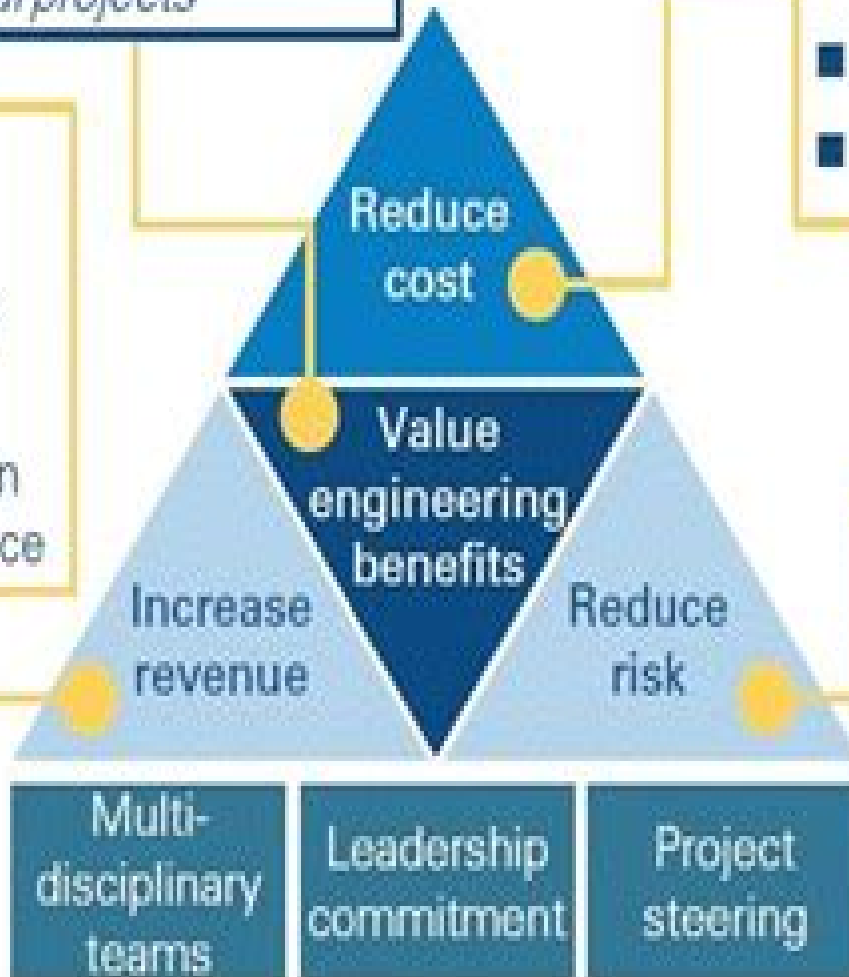
VALUE ENGINEERING

Systematic approach to maximize the value delivered from major capital projects

- Increased throughput
- Optimization of product mix
- Early warning on poor performance

- Capital expenditure
- Operations and maintenance
- Project delivery
- Headcount

- Project schedule
- Operational impact
- Health & safety



Legend:

- ▲ Increase functionality
- ▲ Decrease cost

Dod Value Engineering

**John Ray, Naval Postgraduate School
(U.S.)**



Dod Value Engineering:

The Role of Value Engineering in Support of Defense Management Objectives, 1968 *Value Engineering Guide for DoD Contractors* United States. Defense Supply Agency, 1976 *DoD Value Engineering Conference Report. Value Engineering (VE) - A Tool that Benefits Line Management Held at Leesburg, Virginia on 1-2 November 1984. Part 7. Workshop E: VE in Construction and Architect Engineer Contracts* G. Frank, L. Paulson, DOD PRODUCT ENGINEERING SERVICES OFFICE ALEXANDRIA VA., 1985 This Conference Report summarizes and consolidates the proceedings from the 1984 DoD Value Engineering Conference held 1 2 November in Leesburg VA The findings and recommendations with supporting material from the five workshops are provided in addition to the complete plenary session presentations An Executive Summary is presented in Part I Part VII Workshop E VE in Construction and Architect Engineer Contracts papers include Value Engineering Program Scope of Work for Open End Contract for Value Engineering Services A E Restrictions Things Beyond His Control DoD Directive 4245 8 FAR 52 248 With Recommended Changes 1983 Annual Report of the Deputy Assistant Secretary of Defense Installations Keywords include Value Engineering Conference Report *Value Engineering* United States. Army Management Engineering Training Agency, United States. Department of Defense, 1968

Use of Value Engineering in Defense Acquisitions Katherine V. Schinasi, 2003 Value engineering VE is a recognized technique for reducing costs while maintaining or improving productivity and quality The Department of Defense s DOD VE program consists of both government and contractor developed cost reduction projects designed to reduce a system s life cycle costs In response to Congress request we agreed to provide information on 1 the role the VE program has played in supporting cost reduction in DOD weapons system programs and 2 the alternative measures program managers take to reduce costs and or incentivize contractors In summary we found that the VE program has made a minimal contribution to cost reduction in DOD Value engineering is only one of a number of approaches used by the services to control costs and its use varied significantly from project to project In part its limited use is attributable to new cost reduction initiatives introduced by the department since the 1990s and in part due to the cumbersome processes required to implement the program Perhaps more importantly VE projects are typically undertaken during production or after a system has been fielded At this point opportunities for substantially reducing costs are more limited Our work on commercial best practices suggests that the opportunities to significantly influence costs occur earlier in the life cycle of a system Generally we found significant variance in both the use and support of value engineering throughout the services For example neither the Air Force or the Navy have full time staff resources dedicated to the VE program and consider VE just one of many tools available to reduce costs At one Navy buying activity we could not identify any VE projects while at other Air Force and Navy buying activities we identified isolated instances where VE projects were being undertaken In contrast the Army has a more structured program with staff resources committed to managing the program and developing VE projects However even within the

Army there were variances in management emphasis from command to command For the 11 weapons system programs we examined we found that DOD program managers use a variety of strategies as alternatives to or in conjunction with VE But how or when VE or other strategies are used varies by project Like VE other strategies often seek to motivate contractors to submit cost reduction ideas and sometimes provide opportunities for contractors to share in the savings Some program managers said they consider the VE tool or methodology but said they use other approaches better suited to their programs or integrated into their management approach The limited use of the VE program has been the result of a changing acquisition environment and the administrative burdens associated with the program DOD introduced a variety of new cost reduction initiatives in the 1990s as it looked for ways to reduce costs and create a more efficient acquisition environment DOD also changed its procedures and processes to foster greater efficiency and cost effectiveness For example DOD encouraged programs to replace military specifications and standards with performance specifications giving contractors configuration control and resulting in less need for contractors to submit changes to DOD for approval Administrative requirements also contributed to limited contractor participation in the VE program The proposal process is seen as complex and resource intensive

Department of Defense Value Engineering Program Needs Top Management Support

United States. General Accounting Office,1977 **Value Engineering in the DOD Acquisition Process** Michael Gluck,DEFENSE SYSTEMS MANAGEMENT COLL FORT BELVOIR VA.,1976 The report describes Value Engineering from its conception and introduction into the defense systems acquisition process The Value Engineering discipline the emphasis interest and image is described together with its interrelationships with other recent developed cost reduction techniques Finally the issue of revitalizing Value Engineering from top Government officials is addressed and recommendations offered The data and narrative in the report is based on interviews with key personnel in the Value Engineering Office of OSD DA and DOD components The revitalization and renewed interest is supported with copies Appendices C through I of memoranda and letters among OSD and DOD level Author

Barriers to More Active Contractor Participation in the Department of Defense Value Engineering Program John Ray,Naval Postgraduate School (U.S.),1998-06-01 The purpose of this thesis is to determine the barriers to more active contractor participation in the DOD Value Engineering VE program A review of professional literature such as DOD Inspector General General Accounting Office and other research reports provide the background information necessary to explain potential barriers to more active contractor participation in the DOD VE program Thirty telephone surveys were conducted with Government and contractor personnel to solicit the opinions of these acquisition professionals concerning barriers to more active contractor participation in the DOD VE Program The results and analysis of the interviews are reported It was concluded that there are four significant barriers preventing more active contractor participation in the DOD VE program The four significant barriers to more active contractor participation in the DOD VE program are insufficient funding the VECF submission and approval process a low level of VE awareness among

acquisition professionals and a lack of support for the VE program among top level DOD management Recommendations to improve contractor participation in VE are establishment of a centrally managed VE fund streamlining the VECP process increased VE awareness training additional VE personnel resources enforcement of VE savings goals and greater top level management support

DoD Value Engineering Conference Report. Value Engineering (VE) - A Tool that Benefits Line Management Held at Leesburg, Virginia on 1-2 November 1984. Part 5. Workshop C: VEP/VECP Administration, Negotiation, and Implementation, 1985 This Conference Report summarizes and consolidates the proceedings from the 1984 DoD Value Engineering Conference held 1 2 November in Leesburg VA The findings and recommendations with supporting material from the five workshops are provided in addition to the complete plenary session presentations An Executive Summary is presented in Part I Part V Workshop C VEP VECP Administration Negotiation and Implementation Keywords Value Engineering Conference Report

Government Management of Contractor Submission of Value Engineering Change Proposals Gary George Given, NAVAL POSTGRADUATE SCHOOL MONTEREY CA., 1985 The purpose of this thesis is to determine how the Department of Defense value engineering policies and processing procedures affect a contractor s motivation to submit value engineering change proposals A comparative analysis of the DOD Value Engineering Program with private industry s value analysis program and also an examination of how the Hughes Aircraft Company has used the DOD Value Engineering Program resulted in three conclusions The first conclusion is that the incentives offered by the DOD Value Engineering Program have been found by private industry to be ineffective in attracting supplier participation in value analysis The second conclusion is that delays in incorporating the VECP in the end item significantly reduces a contractor s motivation to submit future VECPs The third conclusion is that the contractor s perception of the government buying activity s willingness to fairly evaluate VECPS is the most significant influence on a contractor s motivation to submit VECPs Author

DoD Value Engineering Conference Report. Value Engineering (VE) - A Tool that Benefits Line Management Held at Leesburg, Virginia on 1-2 November 1984. Part 2. Plenary Session G. Frank, L. Paulson, DOD PRODUCT ENGINEERING SERVICES OFFICE ALEXANDRIA VA., 1985 This Conference Report summarizes and consolidates the proceedings from the 1984 DoD Value Engineering Conference held 1 2 November in Leesburg VA The findings and recommendations with supporting material from the five workshops are provided in addition to the complete plenary session presentations An Executive Summary is presented in Part I Plenary Session Moving Value Engineering Conference The Hughes Aircraft Company Approach to Value Engineering E 3A Value Engineering FMC Value Engineering Program FAR DoD FAR Supplement VECPs the IG View Collateral Savings The Real Challenge Where s the Map and A Value Engineering Coordinator s Preception of the D0D Value Engineering Program Keywords Value Engineering Conference Report

Summary Audit Report on DoD Value Engineering Programs, 1997 This report summarizes the results of the joint audit of the DoD Value Engineering Programs The audit was requested by the Office of the Under Secretary of

Defense for Acquisition and Technology to satisfy the requirement in Office of Management and Budget Circular No A 131 Value Engineering May 21 1993 that agency value engineering programs be audited 2 years after issuance of the Circular During the audit the Inspector General DoD and the Army and Air Force Audit Agencies issued 12 audit reports on DoD Value Engineering Programs Office of Management and Budget Circular No A 131 requires Federal agencies to use value engineering as a management tool where appropriate to ensure realistic budgets to identify and remove nonessential capital and operational costs and to improve and maintain optimum quality of program and acquisition functions The DoD Value Engineering Program involves both in house and contractor programs The DoD has reported more value engineering savings than other Federal agencies For FY 1994 the DoD reported value engineering savings of 855 million and investment costs of 248 million For FY 1995 DoD reported value engineering savings of 734 4 million and investment costs of 43 9 million The audit objective was to determine whether DoD value engineering policies procedures and implementation of the revised Office of Management and Budget Circular No A 131 were adequate and the reported value engineering savings for FY 1994 and FY 1995 were valid The audit also assessed how extensively value engineering was included in contracts whether contractors believed they were encouraged to participate in the value engineering program and how value engineering related to other streamlining or savings initiatives The audit also evaluated the adequacy of management control programs applicable to the VE programs

DoD Value Engineering Conference Report. Value Engineering (VE) - A Tool that Benefits Line Management Held at Leesburg, Virginia on 1-2 November 1984. Part 1. Executive Summary G. Frank,L. Paulson,DOD PRODUCT ENGINEERING SERVICES OFFICE ALEXANDRIA VA.,1985 This Conference Report summarizes and consolidates the proceedings from the 1984 DoD Value Engineering Conference held 1 2 November in Leesburg VA The findings and recommendations with supporting material from the five workshops are provided in addition to the complete plenary session presentations An Executive Summary is presented in Part I Proposed actions include Up Front Funding VECP Processing Time VECP Approval Disapproval VE Training Improvement of Communication Accounting for VE Savings and VE as Performance Review Item Keywords Value Engineering and Conference Report

DoD Value Engineering Conference Report. Value Engineering (VE) - A Tool that Benefits Line Management Held at Leesburg, Virginia on 1-2 November 1984. Part 3. Workshop A: VE in the Program Office G. Frank,L. Paulson,DOD PRODUCT ENGINEERING SERVICES OFFICE ALEXANDRIA VA.,1985 This Conference Report summarizes and consolidates the proceedings from the 1984 DoD Value Engineering Conference held 1 2 November in Leesburg VA The findings and recommendations with supporting material from the five workshops are provided in addition to the complete plenary session presentations An Executive Summary is presented in Part I Reports in PT III are Value Engineering VE Program Managers and VE and the R D Engineer Keywords Value Engineering Conference Report

Defense Industry Value Engineering Program Review ASSISTANT SECRETARY OF DEFENSE (MANPOWER INSTALLATIONS AND LOGISTICS) WASHINGTON DC.,1968

Significant opportunities appear to exist for increasing defense industry participation and effectiveness in the DoD Value Engineering Program through stimulating a much greater exploitation of the savings sharing potential of industry initiated Value Engineering Change Proposals VECPs It is concluded that defense industry will probably increase its VECP activity significantly 1 When it is generally convinced that its DoD customer is receptive to industry initiated VECPs 2 When DoD VECP processing time is reduced and the quality and quantity of VECP feedback information are improved 3 If the DoD closely monitors experience and problems under the current VE Armed Services Procurement Regulation provisions and makes timely corrections as necessary to maintain strong industry motivation 4 If all concerned DoD and defense industry personnel have a thorough understanding of the intent objectives and procedures of the DoD VECP Program

DoD Value Engineering Conference Report. Value Engineering (VE) - A Tool that Benefits Line Management Held at Leesburg, Virginia on 1-2 November 1984. Part 4. Workshop B: VE on Spare Parts ,1985 This Conference Report summarizes and consolidates the proceedings from the 1984 DoD Value Engineering Conference held 1 2 November in Leesburg VA The findings and recommendations with supporting material from the five workshops are provided in addition to the complete plenary session presentations An Executive Summary is presented in Part I Part IV Workshop B VE on Spare Parts includes papers Talking Paper on Spare Parts Spare Parts Acquisition Buy Our Spares Smart BOSS Contracting and Manufacturing DLA Value Engineering VE and Competition Advocate Interface Reverse Engineering Standardization of 440 Volt Input Power Cables and GIDEP VEDISARS Keywords Value Engineering Conference Reports

Value Engineering ,1986 This Handbook provides an understanding of the DoD value engineering VE program in order to encourage broad participation and achieve maximum benefits

DoD Value Engineering Conference Report. Value Engineering (VE) - A Tool that Benefits Line Management Held at Leesburg, Virginia on 1-2 November 1984. Part 6. Workshop D: VE Training/Orientation G. Frank,L. Paulson,DOD PRODUCT ENGINEERING SERVICES OFFICE ALEXANDRIA VA.,1985 This Conference Report summarizes and consolidates the proceedings from the 1984 DoD Value Engineering Conference held 1 2 November in Leesburg VA The findings and recommendations with supporting material from the five workshops are provided in addition to the complete plenary session presentations An Executive Summary is presented in Part I Part VI Workshop D VE Training Orientation Keywords Value Engineering Conference Report

Value Engineering Handbook ,2006 In today s environment of reduced budgets and staffing the Department of Defense DoD can no longer afford the extensive time delays and increased costs that programs have experienced in the past When one program costs more than planned decisionmakers are forced to delay or cancel other programs Such actions result in criticisms and may prompt outside involvement by the Government Accountability Office the Inspector General or even Congress Value Engineering VE can play a key role in ensuring programs stay within budget or even save money This document updates information in DoD Handbook 4245 8 H Value Engineering last published in March 1986 and Army Pamphlet 11 3 Value Engineering undated both of which were

used as sources of information It shows how VE can be an effective mechanism for generating cost savings or cost avoidance for contractors and the U S Government It is intended for multiple audiences For Government practitioners it gives details on the basics of the VE methodology and discusses how to establish a VE program For Government program office personnel it explains the impact VE can have on their success For Government contracting officers and industry it describes best practices for applying VE on Government contracts For both Government and industry management it provides an overview of the benefits of a strong VE program Effect of Value Engineering Changes on Reliability of Equipment in Service United States. Office of the Assistant Secretary of Defense (Installations and Logistics),1969

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