

## Gary R. Bliss

**Director, Performance Assessments and Root Cause Analyses**



Mr. Gary R. Bliss is the Director, Performance Assessments and Root Cause Analyses (PARCA), in the Office of the Assistant Secretary of Defense for Acquisition. PARCA carries out performance assessments of Major Defense Acquisitions Programs (MDAPs) and conducts root cause analyses for MDAPs with Nunn-McCurdy breach status or when requested by senior Department of Defense (DoD) officials.

Mr. Bliss previously held the position of Deputy Director, Enterprise Information and Office of the Secretary of Defense (OSD) Studies in the Office of the Undersecretary of Defense for Acquisition, Technology and Logistics (AT&L). His responsibilities included oversight of the five OSD-funded Federally Funded Research and Development Centers, the OSD's university research program, as well as review and development of innovations to overhaul the AT&L enterprise management systems.

Earlier in his career, Mr. Bliss served 13-years as the Director of Office of the Director, Program Analysis & Evaluation Weapon System Cost Analysis Division (WSCAD). WSCAD's ten staff members constitute one of the two offices dedicated to OSD Cost Analysis Improvement Group (CAIG) functions, and is responsible for the preparation of independent development and procurement cost estimates for major systems that range from munitions (e.g., tactical missiles) through platforms (e.g., helicopters, submarines, fighter aircraft, tanks, etc.). As such, Mr. Bliss has been a key player in DoD's most important system decisions by the Services, OSD and the Congress.

Generally recognized in both industry and government as a leading authority on the economics of defense procurement, Mr. Bliss has an established track record in institutional reform/reengineering. He is often asked to speak to varied audience on these topics, to include:

- Management information system governance and reengineering
- Manufacturing enterprise reengineering
- Acquisition institutional reform

Gary has a BA, Mathematics and Economics (Highest Honors in Economics) from College of William and Mary.

