



2006 USD (AT&L) Workforce Development Award



*Sharing Best Practices...
to develop a High Performing,
Agile and Ethical Workforce*

***Message from the Under Secretary of Defense
(Acquisition, Technology and Logistics)
(USD AT&L)***



To accomplish our mission, DoD AT&L depends on a diverse and knowledge-based workforce comprised of over 132,000 individuals with a broad spectrum of technical expertise, program skills, and institutional memory. Our workforce represents our human capital—our greatest asset—and is critical to our success in serving and protecting our way of life and our nation.

As you know, I have established as my number one goal a “High Performing, Agile and Ethical Workforce.” With your help, we have already developed new ways of accessing knowledge and skills on the job. Given the rapid pace of change with learning concepts and enabling technologies, we are constantly improving ways we help our

workforce learn and be successful on the job.

I want to commend all those organizations who submitted applications for the 2006 USD AT&L Workforce Development Award. This award was established to recognize comprehensive, highly effective workforce development programs. By sharing the best practices contained in these submissions, you are all helping to build and sustain a high performing, agile and ethical workforce.

I congratulate the winners. Your efforts have resulted in innovative human capital initiatives that all should emulate as we work to ensure that our workforce possesses the right skills to operate effectively in the challenging future acquisition environment.

Kenneth J. Krieg
Under Secretary of Defense
(Acquisition, Technology and Logistics)



2006 AT&L Workforce Development Award Presentation

The Department of Defense (DoD) Acquisition, Technology, and Logistics (AT&L) workforce is over 132,000 members strong. It is comprised of civilians and military from the Department of Army, Department of Navy, Department of Air Force, and other defense agencies. The members of this workforce procure the equipment and supplies needed to sustain our world-class military force in its missions around the world.

The USD (AT&L) Workforce Development Award was established May 28, 2004, for the purpose of recognizing those organizations that are achieving excellence in learning and development for their employees. Additionally, the award program identifies best practices for other USD (AT&L) organizations to adopt.

Judges

An expert panel of seven educators and professionals, from academia, industry and corporate learning institutions, conducted the application review and evaluation process. Each application was evaluated and scored independently based on scope and innovation of the organization's learning and development program. The following individuals served as judges for the 2006 USD (AT&L) Workforce Development Award.



Ms. Karen Barley

President and Co-founder, Corporate University Enterprise, Inc.
(CUE)



Ms. Lesley A. Field

Program Analyst,
Office of Federal Procurement Policy
Office of Management and Budget



Ms. Jeanne C. Meister

Author and Independent Learning Consultant



RADM Leonard Vincent, USN (Ret)

Industry Chair
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Dr. Robert Ainsley

Director, e-Learning and Technologies Center
Defense Acquisition University



Dr. Christopher Hardy

Deputy Director,
Policy, Planning & Leadership Support
Defense Acquisition University



Dr. Russell Vacante

Director, Sector Leadership
Policy, Planning & Leadership Support
Defense Acquisition University

Award Winners



Gold Winner - Large Organization

Naval Surface Warfare Center
Dahlgren Division
Dahlgren, Virginia

Gold Winner - Small Organization

Natick Soldier Center
Natick, Massachusetts



Silver Winner - Large Organization

U.S. Army Aviation and Missile Command
Redstone Arsenal, Alabama

Silver Winner - Small Organization

Communications-Electronic Life Cycle
Management Command Acquisition Center
Fort Monmouth, New Jersey



Bronze Winner

Naval Surface Warfare Center
Port Hueneme Division
Port Hueneme, California





Gold Winner Large Organization



Naval Surface Weapon Center, Dahlgren Division (NSWC DL)

Mission: To provide research, development, test and evaluation, engineering, and fleet support for: surface warfare, surface ship combat systems, ordnance, strategic systems, mines, amphibious warfare systems, mine countermeasures, and special warfare systems.

Best Practices:

- **Supervisory Skills Development Program (SSDP)** – This learning program for Branch Heads provides a comprehensive working knowledge of the organization, policies, practices and regulations that govern administrative/managerial duties for the supervision of personnel, projects, ethics, fiscal matters, equal employment, etc. SSDP is presented in 20, 4-hour modules. SSDP is taught exclusively by content experts thus allowing presenters to interact directly with middle management program participants.
- **Academic Development and Professional Certification Policy** – This policy provides full-time civilian employees incentives to enroll in academic course work, academic degree programs, and professional certification programs. Incentives include time-on-the-clock, as well as, cash awards for course completions and attainment of degrees, professional certifications, and Lean/Six Sigma certification.
- **Explorations in Leadership Program (ELP)** – This program is Dahlgren's first level of formal leadership development in their four-level, leadership learning continuum. ELP operates as a segmented, 10-day workshop in which participants receive 80 hours of instruction. Participants engage in an action learning challenge team workout process to provide experiences working on real problems. Senior leadership has committed to provide the action learning teams with real challenges that need to be solved for the organization, and to implement or seriously consider for implementation by the Laboratory governance structure recommendations made by each challenge team.

Outcomes:

- 65 SSDP participants in 2006 (124% increase over first offering in October 2004).
- 90% of Branch Heads voluntarily enroll in core modules; 75% enroll in non-core interest area modules.
- 83% increase in number of enrollments from FY05 to FY06.
- 120 participants in ELP during FY06.

Point of Contact:

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Gold Winner Small Organization



U.S. Army Natick Soldier Center (NSC)

Mission: To maximize the Warrior's survivability, mobility, combat effectiveness and quality of life by treating the Warrior as a system.

Best Practices:

- **Strategic Planning** – At the center of this approach was a concerted effort to include a broad cross-section of employees in strategic planning. Workforce participation provided hands-on leadership development experience to many non-supervisory employees across the organization.
- **NSC Scientist and Engineers (S&E) Career Development Guide** – This online, easy to use career development guide helps the NSC S&E be his/her own career manager and advocate. The Guide identifies NSC's career paths and lays out a progression of mandatory, highly recommended, and recommended career development activities. The "Roadmap" builds on the acquisition model of developing functional, broadening, and leadership competencies and integrates acquisition workforce requirements as well as technical and professional skills and knowledge. The Guide also provides a Career Building Skills Roadmap for soft skills (e.g., briefing/public speaking, conflict management, team building), provides recommendations for advanced and continuing education, and recommendations for leadership and executive development.
- **Supervisor's Role as a Coach and Mentor** – NSC workforce members wanted more guidance on how to think strategically about their long-term career development plans and enhanced opportunities for open and honest communications with their supervisors. NSC is engaged in an on-going process to support and encourage such interactions through continuing reinforcement of the role of the supervisor as coach and mentor for career development.

Outcomes:

- 46% of NSC's science and engineering workforce hold advanced degrees.
- Funding for career development is a high priority. Every manager budgets 10% of employees' salary for training and development.
- FY06 training budget as a percentage of FY06 payroll is 10%. Additional funding is provided through ACTED, AETE, ATAP and ASC/DAU sponsored training. It's estimated that 15% of the overall payroll is devoted to career development.

Point of Contact:

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Silver Winner Large Organization



U.S. Army Aviation and Missile Life Cycle Management Command (AMCOM)

Mission: Provide sustainment support to joint warfighters and allies, ensuring aviation and missile system readiness with seamless transition to combat operations; support Program Executive Officers/Project Managers to enable the development, acquisition and fielding of superior aviation and missile systems; ensure the integration of aviation and missile technology for sustainment.

Best Practices:

- **AMCOM Leader Development Life Cycle (ALDLC)** – This program was established to enhance the leadership depth of all levels of the workforce.
- **New Employee Orientation Course (NEOC)** – This ensures new employees understand AMCOM’s mission and the roles of each organization.
- **People Empowering People Mentoring Program (PEP)** – This program pairs senior, experienced employees with those younger and less experienced to create a relationship where knowledge and lessons learned are shared.
- **AMCOM Acquisition Center University** – A local, formal on-the-job education center established to provide a focused, practical professional acquisition training program to maximize effectiveness and efficiency and cultivate a well-rounded, multifaceted workforce.

Outcomes:

- Net cost avoidance of \$1,468,896.
- 44 classes offered through AMCOM Acquisition Center University.
- 2,737 Continuous Learning Points awarded in FY06.

Point of Contact:

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Silver Winner Small Organization



Communications-Electronics Life Cycle Management Command (C-E LCMC) Acquisition Center

Mission: To provide our customers value-added acquisition business solutions that support the Joint Warfighter.

Best Practices:

- **The Intern Institute** – Using the Federal Career Intern Program, C-E LCMC Acquisition Center hires as many interns as possible to help offset the aging workforce. This Institute was created for the 104 interns hired in FY03/04 to provide them with technical knowledge and training. The eight-week formal in-house classroom training program includes everything from regulations and fiscal policy to professionalism and ethics and ends with a week-long simulation negotiation.
- **Professional Development Staff** – The staff consists of four full-time Professional Development Counselors, an Intern Coordinator, and an Intern Coordinator Administrative Assistant.
- **Attendance at the Army Management Staff College Sustaining Base Leadership and Management Program (SBLM)** – All GS-13s are required to attend SBLM. The program provides graduate-level advanced professional development across all functional areas.

Outcomes:

- Since FY03 alone, 147 interns have been hired, decreasing average workforce age from 50 to 45, and the percent of workforce eligible to retire in ten years by 14%.
- Since the Institute was created in FY03, retention of interns has increased from 75% to 91%.

Point of Contact:

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Acquisition Workforce Development Group
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Bronze Winner



Naval Surface Weapon Center, Port Hueneme Division (NSWCPHD)

Mission: To provide test and evaluation, in-service engineering, and integrated logistics support for surface and mine warfare combat systems, system interface, weapons systems and subsystems, unique equipments, and related expendable ordnance of the Navy's surface fleet.

Best Practices:

- **Management Succession Program (MSP)** – The MSP was designed to develop a cadre of high potential employees to assume key positions as they become vacant. It improves managerial skills, encourages teaming within the cadre and with current managers through action learning and enhances credibility of the participants in the organization.
- **Pre-Supervisor Development Program (PSDP)** – This program develops a cadre of high potential non-supervisors. Participants are provided a series of core classes designed to develop competencies in personnel management, communications, and basic management skills. They participate in action learning teams and develop IDPs based on the results of 360-degree feedback and leadership assessments.
- **Competency Management System (CMS)** – This system documents developmental needs, evaluates accomplishments of developmental efforts, tracks transference to the job and provides a tentative ROI calculation. Employees walk through a planning experience that identifies long and short-term goals, ties them to competency objectives, and prompts the employee to develop learning strategies.
- **Master of Science in Systems Engineering (MSSE)** – NSWCPHD, in partnership with the Naval Post Graduate School, offers this two-year program designed to provide participants with a broad multi-disciplinary education culminating in a Master of Science in Systems Engineering with two intermediate certificates of completion. Completion also results in level III SPRDE certification.

Outcomes:

- MSP graduates now hold over 30% of the department head and equivalent civilian positions.
- MSP graduates are promoted at a higher rate (50%) than comparable employees who did not complete this program (<20%).
- 32% of PSDP participants are currently in supervisory positions. None were supervisors beforehand.
- 75 MSSE's awarded.

Point of Contact:

Gary Farber, Chief Learning Officer
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Best Practices

Fifteen organizations submitted applications for the AT&L Workforce Development Award. All had best practices worthy of sharing. Through the sharing of best practices, we can increase every AT&L organization's efficiency and effectiveness. The following pages highlight some of those best practices from each applicant in the area of workforce development. It is our hope that as you read, you will find ways of enhancing your organization's workforce development program.

554th Electronic Systems Group (ELSG)

Mission: To acquire and deliver fully integrated information technology (IT) solutions and capabilities to airmen and commanders. The 554th ELSG is responsible for acquiring and delivering fully integrated, agile combat support information solutions that enable operators to project military force and achieve mission success in support of U.S. national interests.

Best Practices:

- **Competency Framework / Skills Matrix** – The skills framework for the information age provides a common reference model for the identification of the skills needed to develop effective information systems and professionals with the proper skills to manage IT programs using DoD 5000 and IT Lean frameworks. Skills management enables enterprises to balance work, identify sourcing options, create learning portfolios and develop top performers.
- **IT Lean Training** – The 554th developed two of the first IT lean programs for the Air Force.

Outcomes:

- Since 2000, 60% of the workforce has been re-skilled during re-shaping efforts to increase career broadening potential as acquisition professionals.

Point of Contact:

Ms. Jeanette Robinson, Ph.D., Director Acquisition Analyst
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Marine Corps Systems Command - Workforce Development

Mission: To develop acquisition and training policy as well as implementing guidance. Coordinate and resource the developmental needs of all civilian employees and Marines assigned to Marine Corps Systems Command. Ensure continued improvement of a highly skilled workforce that delivers weapons systems to the Fleet Marine Forces and performs Systems Life Cycle management.

Best Practices:

- **Community of Practice Approach** – The command has adapted the community of practice approach through the Functional Integration Teams (FITs). By being the subject matter experts and providing oversight to respective communities, functional managers are able to provide guidance to command employees that fall within their career field group.
- **Training Information Management Database (TIMS)** – This internally developed database allows the Career Development team to be able to quickly track information for the customer and support reporting requirements. TIMS can produce budget reporting and data reports on a daily, weekly, monthly or ad hoc basis.

Outcomes:

- Ranked by Office of Personnel Management survey in top 10 places to work among federal agencies by employees under the age of 40 years old.
- Only a 5% turnover rate compared with a government average of 12%.
- \$1M training budget representing 1.25% of payroll (not including military).

Point of Contact:

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National Geospatial-Intelligence Agency (NGA) Acquisition Contracts DoD Policy and Business Resources (ACP) Division and NGA Acquisition Center (ACN)

Mission: To procure critical systems and services that transform geospatial intelligence capabilities and enable warfighters and end-item users to support wartime, emergency, and crisis situations around the world.

Best Practices:

- ***Matrix Program*** – ACP’s Matrix Program is designed to achieve Acquisition’s Now, Next and Afternext vision. The purpose is to improve acquisition management, to ensure the workforce develops skills and competencies necessary to make corporate decisions and adapt to fundamental changes in the acquisition environment; and to develop program managers, contracting officer representatives, business managers and leaders. The Matrix Program traverses organizational and functional lines, leveraging the work of personnel across NGA organizations.
- ***Acquisition Contracts (AC) Leadership Development Journey Program*** – This program promotes individual leadership and professional development as well as networking “best practices” among peers and the AC Senior Leadership Group. The class is conducted over a 6-month period, annually. The course aids NGA Program Manager, COR, and CO Technical Representative communities in improving acquisition planning skills and competencies necessary to execute major NGA programs.

Outcomes:

- The Matrix Program has been so well received that the NGA College adopted its curriculum for training and developing a professional acquisition workforce.
- The AC Leadership Course produces leaders who are driven to improve the agency, programs, and processes by cross-utilizing available human resources from all career fields.

Point of Contact:

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Assistant Secretary of the Navy (Research, Development, and Acquisition) Director Acquisition Career Management (DACM)

Mission: To develop, implement and oversee the career management program for the Navy and Marine Corps acquisition workforce. Major features of the program include training and education, career field certification, acquisition corps membership, continuous learning, tuition assistance, and a centralized intern program.

Best Practices:

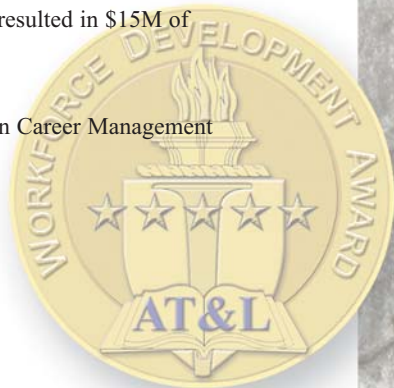
- **Naval Acquisition Intern Program** – Initially for contracting interns, the DACM team expanded this program to include systems engineering; life-cycle logistics; business, cost estimating and financial management; information technology; and facilities engineering. The team initiated a series of cost-cutting measures such as targeted recruiting, reduced travel and registration costs, registering for DAU courses online, and setting all starting salaries at GS-7, step 1 equivalent.
- **Acquisition Career Management Program Expansion** – In order to ensure a greater pool of resources for surge requirements, the DACM Team expanded the Department's Acquisition Career Management Program to include Selective Reserve Officers and senior enlisted personnel.

Outcomes:

- The intern program has grown to 900 interns in six acquisition career fields working at 87 naval activities in 24 states.
- Intern program cost-cutting measures resulted in \$15M of cost avoidance over six years.

Point of Contact:

Ms. Carolyn Bean Willis, Director, Acquisition Career Management
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Naval Air Warfare Center, Weapons Division China Lake H-1 Weapons Systems Support Activity (WSSA)

Mission: To equip the warfighter with what is needed to get the job done, the first time and every time, by improving and strengthening each H-1 helicopter platform configuration for use by the Fleet.

Best Practices:

- ***Comprehensive Training Program*** – The training plan states: “H-1 WSSA’s success is built on the effectiveness of its people. It’s not tools or processes that make us successful, it’s the people we have thinking through the problems, and coming up with innovations to meet the need.” Training includes classroom training to build knowledge, skills and process abilities within the team. This training approach accommodates other techniques including facilitated video, computer-based instruction, mentoring and apprentice programs, guided self-study, directions for use on forms and templates, etc. The primary goal of the training program is to use whatever form of training makes sense to ensure team members possess the knowledge, skills, and abilities necessary to perform their responsibilities. A training coordinator is assigned to support the team in achieving the specific goals of the training program.

Outcomes:

- The team has achieved a common understanding of requirements and processes, open communication with other team members and strategic partners, and has contracts in place that effectively support the mission objectives.

Point of Contact:

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Contracts Department
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Naval Undersea Warfare Center – Keyport In-Service Engineering Department, Interactive Systems Engineering Branch

Mission: The Interactive Systems Engineering Branch is focused on engineering of interactive systems applications in support of Fleet readiness, training devices and simulators, electronic classrooms, learning resource centers, Fleet training devices, video tele-training, and other interactive systems.

Best Practices:

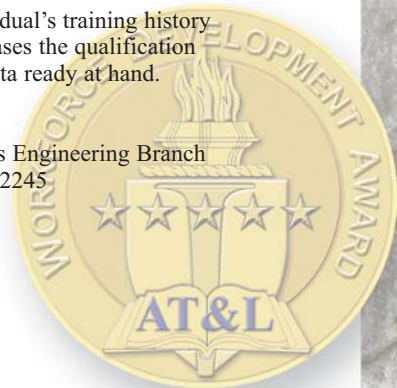
- **Aviation Maintenance Training Continuum Systems Software Module (ASM)** – This is an automated software management tool designed to track technical training exposure across an individual's career, validate knowledge/skill in job related procedures, and provide a feedback system to better manage the individual and workforce training process for more effective planning and decision-making for future organizational needs. This highly intuitive web-based application operates on a web server, on shipboard (NFSA) or as a stand-alone system. It replaces the complex paper-based Navy training data management process. ASM is currently deployed to 46 Naval Air Squadrons, and other support organizations.

Outcomes:

- ASM provides organizational cost avoidances estimated at over \$3 million for each of the next several years.
- Monthly maintenance plan reports and metrics are now generated automatically and immediately, with greater confidence in data quality.
- ASM simplifies maintaining an individual's training history over a long career and significantly eases the qualification and certification process by having data ready at hand.

Point of Contact:

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PEO Combat Support and Combat Service Support (PEO CS&CSS)

Mission: To equip our joint warfighters with the world's best capability. . . today and tomorrow.

Best Practices:

- **Benchmarking Campaign** – In FY06, PEO CS&CSS conducted a large-scale, coordinated benchmarking campaign to determine the current state of the organization's workforce development program. Elements of this campaign include: certification analysis, education analysis, and leadership training analysis.
- **Proactive Campaign to Address Challenges** – This ongoing campaign includes: Lean/Six Sigma Black Belt training, succession planning, leadership development, focus on multiple career certifications, and structured mentoring program among others.
- **Workforce Development Plan** – PEO CS&CSS has developed and executed a workforce development plan. The workforce development strategy is to develop the people and organization structure for long-term program successes for PEO CS&CSS missions for all services. The focus is on developing internal core competencies. Important components include: systems acquisition manager development program, mentor program, succession planning, educational partnerships, developmental assignment programs, officer development program, engineer pilot program, supervisor's meetings, and assistant product/project manager brown bag sessions.

Outcomes:

- Increase of employees who have current certifications from 73% to 81% (from 1st quarter FY06 to 3rd quarter FY06).
- The number of associates who have taken basic leadership courses has grown from 13% to 25% from the 1st quarter FY06 to 3rd quarter FY06.

Point of Contact:

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U.S. Army Installation Management Agency, Europe U.S. Army Garrison Giessen

Mission: To manage the real property assets entrusted to the U.S. Army Garrison Giessen (USAG Giessen) in an efficient, effective, and sustainable way, while giving appropriate consideration to the imposed constraints resulting from this base's upcoming closure.

Best Practices:

- **Empowered Learning and Performance** – This program establishes learning and performance objectives, links course content to organizational objectives (Individual Development Plans), and provides a shared learning context that facilitates implementation and performance improvement.
- **Virtual Classrooms** – A state-of-the-art computer system was set up to achieve training goals. This system can be utilized by an individual, subject matter groups, or as a team.
- **Communities of Practice** – O&M Division has embraced communities of practice as a way of improving organizational performance.
- **Counseling, Coaching, and Mentoring** – Coaching and combining counseling with informal, but structured, feedback helps team members become better leaders by enhancing their understanding of their strengths and weaknesses.

Outcomes:

- This inclusive, cross-functional approach to learning effectively fosters teamwork, including cross-divisional teams; empowerment; flexibility, such as job rotation; and involvement.

Point of Contact:

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U.S. Army Tank-automotive and Armaments Command (TACOM) Acquisition Center

Mission: Provide exceptional, comprehensive acquisition, contracting, and business advisory services in acquiring, fielding, and sustaining ground combat, automotive, marine, armaments and ammunition technologies and systems in support of the warfighters, joint commanders, allies and other customers.

Best Practices:

- **Workforce Development Plan** – This plan focuses on five areas of employee development: hiring, training/education, developmental opportunities, leadership development and promotion process.
- **Acquisition Education Center (AEC)** – The AEC ensures journeymen contract specialists have sufficient training to keep current in their professional field. The AEC draws on available resources, both internal subject matter experts and external classes or subject matter experts, to bring relevant classroom training to the contracting workforce.
- **Buyer Boot Camp (BBC)** – A seven-week “Buyer Boot Camp” begins the first day of an intern’s employment and is taught by subject matter experts from within TACOM. Specific mission-related contracting sessions on subjects like writing a draft synopsis, J&A, acquisition planning, service contracting, Buy American Act, and pricing are taught.
- **Job Rotation** – In addition to rotating interns throughout the Center to provide a broad on-the-job training experience, we use job rotation on a routine basis as a significant tool to develop our careerists, team leaders, managers, and leaders.

Outcomes:

- TACOM has gone from 0 interns in FY01 to 165 in FY06 (20% of the workforce) with a retention rate of 95%.
- By investing \$200,000 in Buyer Boot Camp, an equivalent of 30 work years of productive, mission related effort was saved. This equates to \$1 million in the equivalent of a six month period. 105 interns have graduated from the BBC.
- 57% of the workforce has received development via the use of job rotation.

Point of Contact:

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Warner Robins Air Logistics Center (WR-ALC) Force Training Directorate

Mission: To sustain weapons systems and deliver ready combat capability to the warfighter through robust product support, purchasing and supply chain management, and depot maintenance activities.

Best Practices:

- **Occupational Series Training Template** – This template is a document that identifies all required and job-related training associated with a particular occupational series. Each civilian employee is required to have a training template.
- **PK University** – Established in FY06, PK University provides training for personnel who are new to the contracting career field as well as refresher classes for current PK contracting professionals. PK University consists of the Force Development Academy, Buyer’s Institute, College of Pricing, Contingency/Deployment Academy, and Contracting Information System School. Each of these schools provide specialized hands-on training.
- **Acquisition Professional Development Program (APDP)** – To be able to easily identify the training requirements, there is an APDP Status Spreadsheet on the Robins AFB Home Page. Organizations can easily track their members by sorting the spreadsheet in the variety of categories.

Outcomes:

- 85 training templates have been developed.
- 2,500 employees have acquired training through the PK University.

Point of Contact:

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The Honorable James I. Finley *Deputy Under Secretary of Defense* *(Acquisition and Technology)*

James I. Finley is the Deputy Under Secretary of Defense for Acquisition and Technology. He is responsible for advising the Secretary of Defense and the Under Secretary of Defense for



Acquisition, Technology and Logistics on matters relating to acquisition and the integration and protection of technology. He is responsible for Department policies and procedures governing the Department's procurement and acquisition process.

Prior to joining the Department of Defense, Mr. Finley spent over 30 years in the private sector. He held a variety of operational and management positions with General Electric, Singer, Lear Siegler, United Technologies and General Dynamics. His business experience spans air, land, sea and space programs for the Department of Defense and also includes the Federal Aviation Administration's Automatic Surface Detection Radar systems and the National Aeronautics and Space Administration Space Shuttle Program.

Systems and subsystems experience includes mission analysis, design, development and deployment of weapon delivery, flight control, navigation, information management, C4ISR, battle space management and chemical/biological defense systems. He has over two decades of Joint Program experience.

Leadership examples of Performance Awards include the Boeing Gold Certification Award, Honeywell Preferred Supplier Award, Northrop Grumman Blue Achievement, Lockheed Martin Best In Class Rating, Defense Security Service "Outstanding" Achievement Award and the George Westinghouse Award.

In 2002, Mr. Finley formed his own consulting company, The Finley Group, LLC, that provided business assistance and advice for all facets of the business cycle including start-up, growth, acquisition and divestiture. Those market initiatives focused on information technology, retailing and golf.

Mr. Finley received his Bachelors of Science in Electrical Engineering from the Milwaukee School of Engineering and his Masters of Business Administration from California State University, Fresno.

AT&L Performance Learning Model



The AT&L Performance Learning Model (PLM) is a learning and development architecture that provides each member of the AT&L community with more control over his or her career-long learning opportunities. The PLM extends the learning experience from traditional classroom instruction to a variety of learning solutions that are available anytime, anywhere.

- **Training** through web-enabled and classroom courses with case-based instruction aimed at developing critical thinkers
- **Continuous Learning** with self-paced, relevant training modules, available 24/7, to help meet continuous learning requirements and improve job performance
- **Performance Support** with rapidly delivered program, technical and business solutions offered to the Defense AT&L workforce through on-site consulting, targeted training, and rapid deployment training
- **Knowledge Sharing** through the AT&L Knowledge Sharing System and the Acquisition Community Connection, where the workforce can connect with experts, peers, and acquisition resources

"Our workforce represents our human capital—our greatest asset—and is critical to our success in serving and protecting our way of life and our nation."

***The Honorable Kenneth J. Krieg
Under Secretary of Defense
(Acquisition, Technology and Logistics)***

