



2007 USD(AT&L) Workforce Development Award



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

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



The AT&L team must continue the legacy we have inherited – a legacy of providing unmatched weapons technology that has assured the security and freedom of our Nation.

Our team is more than 128,000 strong and possesses a broad spectrum of technical expertise, program skills, and institutional memory. The talent and motivation of the people on the team will be the key to our success.

A great deal is being expected of the AT&L team. This is why “Taking Care of People” is one of my three strategic thrusts. We must operate as a neighborhood, collaborating and developing people to strengthen the community.

We must equip everyone with the skills they need to be successful and work together across neighborhoods to ensure the delivery of results.

I commend all those organizations that submitted applications for the 2007 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 take care of our people.

Congratulations to all 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.

A handwritten signature in black ink, appearing to read "John J. Young, Jr.", written in a cursive style.

John J. Young, Jr.
Acting Under Secretary of Defense
for Acquisition, Technology and Logistics



2007 USD(AT&L) Workforce Development Award Presentation

The Department of Defense (DoD) Acquisition, Technology, and Logistics (AT&L) workforce is over 128,000 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, supplies, and services 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.

An aerial, sepia-toned photograph of a city. In the foreground, a large, modern stadium with a curved roof is visible. The rest of the city is filled with various buildings, parking lots, and roads. The text is overlaid on this image.

USD(AT&L) Guiding Principles

Innovate and collaborate to engage the warfighting, requirements, and resourcing communities on behalf of the taxpayer.

Lead the enterprise and drive business success.

Operate as a neighborhood, collaborating and developing people to strengthen the community.



AT&L Goals

- 1. High Performing, Agile, and Ethical Workforce**
- 2. Strategic and Tactical Acquisition Excellence**
- 3. Focused Technology to Meet Warfighting Needs**
- 4. Cost-Effective Joint Logistics Support for the Warfighter**
- 5. Reliable and Cost-Effective Industrial Capabilities Sufficient to Meet Strategic Objectives**
- 6. Improved Governance and Decision Processes**
- 7. Capable, Efficient, and Cost-Effective Installations**

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 2007 USD(AT&L) Workforce Development Award.



Ms. Karen Barley
President and Co-founder
Corporate University Enterprise, Inc.



Ms. Lesley Field
Program Analyst
Office of Federal Procurement Policy
Office of Management and Budget



Dr. Michael Echols
Vice President of Strategic Initiatives
Bellevue University



Dr. Robert Ainsley
Director, e-Learning and Technologies Center
Defense Acquisition University



Mr. Yunhyok (Joe) Chang
Acting Director
Acquisition Workforce Career Management
Defense Acquisition University



Dr. Christopher Hardy
Director
Policy, Planning and Leadership Support
Defense Acquisition University



Dr. Russell Vacante
USD(AT&L) Workforce Development Award Program Manager
Defense Acquisition University

Award Winners



Gold Winner - Large Organization

Defense Information System Agency
Arlington, VA



Silver Winner - Large Organization

Defense Logistics Agency
Human Resources
Strategy & Training Center
Columbus, OH

Silver Winner - Small Organization

J-6 Philadelphia, Information Operations,
Defense Logistics Agency
Philadelphia, PA



Bronze Winners - Large Organization

US Army Aviation & Missile Life Cycle
Management Command
Redstone Arsenal, AL

Air Force Research Laboratory
Wright-Patterson AFB, OH



Gold Winner Large Organization



Defense Information Systems Agency (DISA)

Mission: DISA is a combat support agency responsible for planning, engineering, acquiring, fielding, and supporting global net-centric solutions to serve the needs of the President, Vice President, Secretary of Defense, and other DoD Components, under all conditions of peace and war.

Best Practices:

- **DISA's Executive Leadership Development Program (ELDP)** is a 3-year competitive program supporting development of technical, professional, and leadership talent for workforce and succession planning needs.
- **DISA Emerging Leaders Program (ELP)** is a 1-year program targeted for GS 5-12 to enhance leadership and management capacity.
- **DISA Career Management Program (CMP)** is a competency-based approach to professional development, designed to develop technical, professional, and leadership skills. It directly links employee performance to DISA's mission, vision, and strategy.
- **DISA Talent Management System (DTMS)**. DTMS is the automated tool that supports career management by assessing an employee's proficiency level and prescribing learning and performance resources.

Outcomes:

- Using intern talent, DISA increased the number of excellent full-time employees and developed future leaders, while keeping civilian pay levels within target.
- ELDP - of the 134 individuals selected for the program in its five-year existence, 37% were promoted including four promotions to SES positions.
- ELP - 39% of the 41 participants have been promoted.

Point of Contact:

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Silver Winner Large Organization



Defense Logistics Agency Human Resources Strategy & Training Center (DTC)

Mission: Ensure the DLA workforce develops the necessary skills and knowledge required to support the Agency's attainment of its strategic goals and objectives. Provide centralized workforce development support for all DLA activities.

Best Practices:

- **Enterprise Leader Development Program (ELDP).** This provides a structured roadmap for supervisors at all stages of their careers. It is a competency-based program providing a continuum of assessment, developmental, and continuous learning activities for leaders at all levels of the organization.

Tier I – Non-supervisors and Team Leads

Tier II – The first 2 years of a DLA supervisory appointment

Tier III – First-level supervisors with 2 to 10 years of experience

Tier IV – Managers and first-level supervisors with more than 10 years of experience

Tier V – Executives (supervisors of managers) and members of the SES

At each level, DLA provides a tier-specific program guide listing mandatory and self-selected developmental activities. ELDP builds high-performing leaders by providing a structured program to fill the gap between the technical expertise a new manager brings when promoted into a management position and the leadership competencies they need to excel in their new role.

Outcomes:

- Multisource Feedback (a 360° instrument) ratings for supervisors have improved by over 10 % since January 2005. During this time, all supervisors have participated, with over 30,000 feedback surveys completed. DLA uses the Denison Culture survey to measure what employees think of the Agency. First conducted in 2003 and repeated every 24 months, this survey measures DLA's performance in 4 traits and 12 management practices. There has been improvement in scores for 10 of the 12 management practices relative to the other organizations. DLA also has seen improvements in cost recovery rates, decreases in backorders, and increases in supply availability.
- Other agencies have contacted DTC to benchmark their leadership development strategies against this program.

Point of Contact:

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Silver Winner Small Organization



J-6 Philadelphia Information Operations, DLA

Mission: To provide a secure IT infrastructure and reliable IT solutions to the Defense Supply Center Philadelphia (DSCP) and the Defense Logistics Agency (DLA) enterprise in support of our logistics mission to America's Armed Forces.

Best Practices:

- **J6P Strategic Direction Integrated Process Team (IPT).** Composed of all of the J6P managers, at all levels, as well as the Climate Culture Team, this IPT has been instrumental in the clarification of the J6P Strategic Plan. Aligning it to the DLA Strategic Plan, setting specific goals geared to benefit the workforce, and providing oversight and tracking of the completion of objectives to achieve the goals. As action officers develop draft plans, they are presented to the IPT for comment/approval. Approval by the IPT then moves the initiative forward for approval by the Site Director and execution of the plan. The Strategic Direction IPT process represents a best practice that has been followed during the development of such plans/initiatives as the J6P Mentoring Plan and the J6P SMART Plan.
- **Climate Culture Team.** This team of 3 workforce employees was formed to assist management supporting the Strategic Direction IPT, capturing decisions, documenting plans and assisting with the execution of plans as required.

Outcomes:

- An infrastructure (Strategic Direction IPT) is in place to develop, approve and execute programs that provide the workforce with the tools, expertise, certifications and training necessary to provide the most effective, state-of-the-art, knowledge base, able to support the IT needs of the J6P customers. The process provides the J6P workforce with the capabilities necessary to, not only meet the immediate and future needs of the customer, but additionally, have the capability for upward mobility.

Point of Contact:

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Bronze Winner Large Organization



US Army Aviation & 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).** ALDLC was established to enhance the leadership depth of all levels of the workforce. The life cycle is a roadmap of workforce development opportunities from both inside and outside AMCOM. Numerous AMCOM-specific programs such as the New Employee Orientation Course, People Empowering People Mentoring Program, Tomorrow's Army Civilian Leaders Program and Leadership Investment for Tomorrow (LIFT I and LIFT II) were developed to complement the Army-wide training.
- **AMCOM Learning Resource Center.** The AMCOM Learning Resource Center (ALRC) is an internal training center, staffed by contractor instructors and facilitators, which offers instructor-led workshops for development of the AMCOM workforce.
- **AMCOM Acquisition Center University (ACU).** ACU was chartered in April 1999 to facilitate training needs of Acquisition Center personnel. Functional training courses are based on procurement disciplines. In addition to functional training classes, the ACU implemented the AMCOM acquisition intern Boot Camp.
- **5-Year Individual Development Plans (5-year IDP).** Recognizing the importance of preparing the workforce for future requirements, AMCOM developed and deployed a new tool in its Training Information Program (TIP), the 5-year IDP. It provides employees with an automated tool to develop a roadmap of their career.

Outcomes:

- In FY07, ALDLC yielded a net cost avoidance of \$1.6M, (5.8% [approx. \$85,000] increase over net cost avoidance for FY06).
- 265 participants in Lean Six Sigma events in FY07.
- 2,542 CLPs awarded from ACU courses in FY07.

Point of Contact:

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Bronze Winner Large Organization



Air Force Research Laboratory (AFRL)

Mission: To lead the discovery, development and integration of affordable warfighting technologies for America's aerospace forces. As a full-spectrum laboratory, responsible for planning and executing the Air Force's science and technology program, AFRL leads a worldwide government, industry and academia partnership in the discovery, development and delivery of a wide range of revolutionary technology.

Best Practices:

- **Junior Force Council.** This council exists at each of the command's centers and is composed of civilian and military employees under age 30 with fewer than 8 years of government service. The Council allows junior workers to identify areas of concern to them, research topics, and make suggestions for improvement.
- **Personnel Policy Boards (PPB).** Established to identify and groom the best leadership team both now and for the future, PPBs consider and approve requests for rotational assignments, and other training for directorate employees. PPBs have also been involved in identifying core technical competencies and forecasting demand for these competencies as well as methods for obtaining them.
- **Innovation and Collaboration Workshop.** This workshop, based on the strategy to increase cross organizational innovation, brings together laboratory researchers and leaders through simulations and activities designed to improve tools for lab management. Additional training focused on supervisors was developed based on an analysis of 360° feedback inputs, which found that supervisors needed help in managing conflict and in essential communications. Courses in these areas were acquired and tailored to specific laboratory situations.

Outcomes:

- An additional junior force innovation is our commander's challenge competition. Two teams comprised of junior officers, civilians (less than 5-years experience), and enlisted personnel were given a small budget and six months to study the problem of providing persistent surveillance and communications in a local area during military operations and then develop and demonstrate innovative solutions to this urgent need. Mentorship, oversight and facilities support were provided. This offers an opportunity for our junior force to put their technical training to good use in a nontraditional setting.
- Over 20 offerings of Innovation and Collaboration Workshops have been conducted for over 400 laboratory supervisors and team leads.

Point of Contact:

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Best Practices

Twenty-one organizations submitted applications for the USD(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.

412 Test Wing

Mission: To retain, engage, enrich and inspire engineers and project managers through education, development and flight test outreach. The mission of the Electronic Warfare (EW) T&E University is to develop the best EW expertise in the world based on in-depth knowledge of the threat and EW systems.

Best Practices:

- **Engineer Development Flight (EDF).** The EDF is the heart of education, recruiting and engineering workforce retention for the 412 Test Engineering Group (TENG) and the 412 Test Wing. It provides technical education and workshops; professional development programs and courses; educational flight test outreach for grades K-12; and engineering recruiting and retention.
- **EW T&E University.** EW T&E University was established in 2000 to provide comprehensive technical training to the 412 Electronic Warfare Group (EWG) engineering workforce. New engineers typically arrive with sound technical background (an engineering or other technical degree) but little to no EW knowledge. The EW T&E University provides a focused, comprehensive curriculum of engineering level short courses to train EW T&E engineers.

Outcomes:

- The EDF maintains the pipeline of scientists and engineers by developing, participating in and leading educational outreach programs for students in grades K-12 and college, which includes more than 100,000 students in more than 144 schools.
- EDF developed the Program Manager Strategic Technical and Professional Development Plan to be used as a roadmap to develop PM curriculum. EDF has taught PM 101 twice in FY07 and is developing PM 201.
- Because of EW T&E University, newly assigned engineers quickly learn complex EW T&E skills and make significant contributions early-on. It has also allowed experienced engineers to receive focused technical training. A highly complex F-22A performance issue was found during a flight test phase of the program. Using skills and methods learned from EW T&E University, a 412 EW engineer diagnosed and determined the cause. This contribution from a 412 EW engineer directly resulted in problem resolution and successful completion of the F-22A test program.
- Since the program's inception, more than 100 courses have been offered serving more than 2000 students. The program has received wide recognition.

Point of Contact:

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Air Armament Center (AAC), Eglin Air Force Base

Mission: Deliver war-winning technology, acquisition, test and sustainment expeditionary capabilities to the warfighter...on time, on cost.

Best Practices:

- **Air Armament Academy.** The Academy is organized into 4 “colleges”: Acquisition, Science & Technology, T&E, and Installation Sustainment and Management. The Academy uses organic resources to teach courses, thereby sharing knowledge efficiently and cost-effectively.
- **Training Days/Training Weeks Policy.** Each year, the AAC Commander designates specific training days and weeks during which all personnel are to focus on training.
- **Force Development (FD) Gateway.** In 2006, AAC/DP (Directorate of Personnel) unveiled the FD Gateway Community of Practice (CoP), designed to provide one-stop shopping for AAC personnel’s force development needs.
- **Acquisition Advisory Committee of Logisticians, Engineers, and Program Managers (AACLEAP).** AACLEAP is an advisory organization created to foster professionalism and to facilitate integrated development of logisticians, engineers, and program managers across AAC and includes tenant organizations at Eglin.
- **AAC Systems Engineering Plan Guide.** Recent OSD policy mandated that all ACAT programs have a Systems Engineering Plan (SEP) by the end of FY07. AAC/EN (Directorate of Engineering) developed a consolidated Center-level guide. Once approved, a comprehensive Academy class was developed to ensure understanding of the guide and the SEP material.

Outcomes:

- More than 500 Academy classes, modeled after the DAU curriculum guide, currently address the most critical training needs. 91% of students found access to training via the Academy CoP training delivery system easy to use.
- Since its stand-up, the Academy has held 6,065 classes with 119,996 students. Assuming 25 students per class and \$2,000 instructor costs, AAC avoided approximately \$9.6M in training costs.
- In 2002, 82% of AAC workforce felt favorably about AAC’s training and development. By 2005, after stand-up of the Air Armament Academy, favorable rating had increased to 88%.

Point of Contact:

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C-E LCMC Acquisition Center

Mission: To provide our customers value-added acquisition business solutions that support the joint warfighter. Our vision is to be the Acquisition Center of choice where innovative people provide exceptional C4ISR capabilities to the joint warfighter.

Best Practices:

- **Automation initiatives to streamline administrative process time.** Several electronic automation initiatives have been implemented to streamline the administrative time associated with processing, reporting, and tracking information. Some examples include: Project Contract Folder (PCF), a Lean Six Sigma Initiative providing the ability to electronically create, view, manage, edit, review and approve, and archive as official records, acquisition related documents in one central location, all from the comfort of your own personal computer; Acquisition Resource Center (ARC), providing automated tracking and reporting of all business data in real time, including contracting, personnel, and training data.
- **2007 Summer Technical Training Series.** This was a series of eight courses at three locations in the following subject areas: Source Selection, Negotiations, and Cost and Price Analysis. Close to 300 employees were trained by some of the nation's renowned experts.
- **Acquisition Process Flow Game.** This electronic tool begins with a detailed road map of the acquisition process, from the point when a requirement is defined and developed to when a contract is awarded. An interactive gaming piece is currently being added to this tool that quizzes employees in various stages of the process.

Outcomes:

- PCF has resulted in an 89% reduction in reproduction costs, a 33.8% reduction in cycle time, and nearly a 100% reduction in postage costs.
- Automation, streamlining, and data reporting initiatives have yielded an overall reduction of 22 labor years of effort.
- The results: While the Acquisition Process Flow Game is still under development, initial pilot testing has been positive. Employees will be able to receive just-in-time training on the topics they want, when they want it, and at their own pace, delivered in a method that appeals to them.

Point of Contact:

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Fleet and Industrial Supply Center (FISC) Sigonella Detachment Bahrain (including Dubai Site)

Mission: A front-line unit of acquisition professionals. We strive to deliver integrated logistics, business management, and acquisition solutions to the US 5th Fleet, in support of their mission.

Best Practices:

- ***In-house training.*** Evacuation of military dependents and non-essential civilians in July 2005, closing of the local base offices of the University of Maryland, and the regional issues of being duty stationed in the Middle East, led to an almost impossible recruitment and retention situation. As such, it was virtually impossible to find qualified instructors willing to teach a class in Bahrain. So the remaining staff turned inward, and started to research, develop, and provide quality in-house instruction. Every month, at least one, or as many as four, training topics are covered. These classes were developed by the staff of professionals within the office, and were presented in both Bahrain and Dubai offices. In addition to meeting internal training and development objectives, the courses were often shared with other offices, such as NAVFAC and SDDD, who also have procurement shops in Bahrain, and were impacted by staffing and retention issues. Examples of the courses covered included: (a) JWOD (Javits-Wagner-O'Day) Mandatory Sourcing, (b) Buy American Considerations, (c) Overseas TITLE 10 Exemptions in Ship Repair, (d) FAR 12 Procedures for Commercial Items Buys, and numerous GAO cases, selected for their high relevancy to the local workload and issues.

Outcomes:

- The workload has steadily increased in complexity over the last 5 years, requiring more of the workload be placed on developing staff, with virtually no prior contracting experience. This effort has been an extraordinary challenge. Through collective team effort, wide support, and dedication to mission, both of these small field offices have become a highly dynamic, responsive, and ethical workforce. The process action lead times we are given often average less than 2 days, yet the team of acquisition professionals in Bahrain and Dubai make it happen, and continually go the extra mile to support the mission of our customers.

Point of Contact:

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Marine Corps Systems Command

Mission: To serve as the Commandant's principal agent for acquisition and sustainment of systems and equipment used by the Operating Forces to accomplish their warfighting mission.

Best Practices:

- **New Employee Orientation Program.** The General attends this program in person, to communicate to new employees how much the command values each employee. This program ensures that all new employees receive the information they need such as: command vision, strategic goals, history, intranet instructions, web based tools; and human resource programs and workforce development opportunities.
- **Equipping Process Roadmap (EPR).** The EPR is available through the command intranet Web site and was designed to provide Command acquisition workforce members with a tool to increase their knowledge of 6 core acquisition processes. The user is able to go directly to a specific core process and obtain interactive instructional files, related acquisition documents and references, a guidebook, and related acquisition policy. The EPR now includes four Web-based Training modules.
- **Acquisition Excellence (AE) Day.** AE Day is an annual event and focuses on the professional and personal development and growth of the entire workforce. It brings together civilians, Marines, joint services, and support contractors for an entire day. The conference includes speakers from industry and government and exposes the workforce to new ideas, motivates and teaches, and imparts methodologies and practices to support a high-performing, team-based organization.

Outcomes:

- Our survey results show that more than 92% of participants felt that the program met or exceeded their expectations and more than 82% of participants rate the program above average or exceptional.
- Survey results showed that 100% of participants felt the course was very good or excellent. 75% felt it was excellent and all attendees said they would recommend this course to other supervisors.
- This year, AE Day had the largest participation rate ever with more than 1,100 people attending.

Point of Contact:

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Naval Sea Systems Command (NAVSEA)

Mission: To design, engineer, integrate, acquire, and maintain ships, shipboard weapons, combat systems, and ordnance for the US Navy.

Best Practices:

- **Career Planning Guide.** NAVSEA has developed the Career Planning Guide to assist in workforce development. This guide covers not only the details of competencies at each proficiency level needed in each of the 55 defined career paths but also details decision points in a career, the mentoring process, role of a coach, role of a mentor, how to select a mentor, and details of leadership as described by the Office of Civilian Human Resources. The FY07 NAVSEA Career Planning Guide is the inaugural version of a single source document that describes all of the career opportunities within the NAVSEA Enterprise in a 5 vector model (5VM) framework. These opportunities are described in the context of career paths within each competency domain. The guide is designed as a first generation tool for planning and managing employee career roadmaps. The guide is envisioned to be the national level document for all NAVSEA activities. It is expected that activities will extend this guide with details about local career development activities.

Outcomes:

- NAVSEA develops and maintains an efficient, effective workforce by assisting its employees in achieving personal growth within their chosen career path consistent with the organization's mission and strategic goals. This is accomplished through mentoring and coaching as well as providing opportunities to acquire the necessary job competencies through formal, informal, and nontraditional learning; on-the-job training; and rotational assignments.

Point of Contact:

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Naval Surface Warfare Center Port Hueneme (NSWC PHD)

Mission: To integrate, test, evaluate and provide life-cycle engineering and logistics for today's and tomorrow's warfare systems.

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° feedback/leadership assessments.
- **Knowledge Management.** The Command embarked on a Knowledge Management program using tools to assist with each step in the process of planning, capturing, transferring, and managing critical knowledge to ensure continuous Fleet support. As part of the overall Command Knowledge Management program, NSWC PHD has implemented a standard process for managing intellectual capital.

Outcomes:

- Employees who have completed the MSP received promotions at a much higher rate (50%) than comparable employees who did not complete this program (<20%). 56% of MSP I graduates and 43% of MSP II graduates have been promoted. MSP graduates now hold well over 50% of the department head and equivalent civilian positions. An impact questionnaire plus interviews, showed an ROI of 422% for the MSP.
- PSDP participants identified several areas of success in development of attributes. Most notable were: Leadership Concepts (81%); Building Coalitions (81%); Team Effectiveness (81%); Relationships with Sponsors/Customers (79%).
- 68% of the first PSDP class and 25% of the second class are currently in supervisory positions or have acquired more responsible positions since completing this program. This is a rate of promotion eight times greater than the average rate experienced by eligible employees at comparable levels.

Point of Contact:

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Naval Undersea Warfare Center Division, Keyport

Mission: Provide test and evaluation; in-service engineering, maintenance, and repair; fleet readiness; and industrial-base support for undersea warfare systems, countermeasures, and sonar systems.

Best Practices:

- **Customer Procurement Familiarization Handbook.** This handbook provides general information regarding the major elements of the life of a procurement action, some guidance in preparing statements of work and correct information required. Training is prepared and delivered using procurement experts, examples and application discussion. Subsequent to the training, procurement packages have improved dramatically.
- **Use of Metrics.** After the training was completed, metrics were established and documented. These metrics are reviewed within the Acquisition Division and the line departments. Data collected includes received and rejection percentages from submitters who were trained and those who are non-trained. This detailed data analysis identifies specific submitters (or specific codes) that need additional training to improve individual procurement personnel and decrease rejected packages.

Outcomes:

- Four classes of the Technical Data Package Training were held with a total of 92 participants. Training was given both on-site and with VTC capability. As a result, Keyport's procurement specialists are better trained, their packages are more complete, and purchasing is expedited.
- Annual training and quarterly metrics analysis will continue to improve the procurement process and procurement personnel at Keyport. To date, this training initiative has resulted in a nearly 50% increase in the quality of technical data packages and purchase requests.

Point of Contact:

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NAVSUP HQ

Mission: Provide sourcing solutions and contracting support for NAVSUP customers.

Best Practices:

- **Contracting Community Management Plan.** This plan is designed to attract, develop, and retain a diverse civilian workforce that meets the DoN's evolving mission requirements and provides individuals the opportunity to develop to their fullest potential. The plan provides an on-going strategic approach to the continuous shaping of the contracting workforce. It provides for a sense of community, career paths within the community and opportunities to build skills and experiences for successful mission accomplishment and career development. The plan includes a clearly defined vision and mission, along with goals and strategies designed to ensure that effective workforce planning, workforce development and workforce performance efforts.
- **Civilian Contracting Career Road Maps.** These road maps are designed to facilitate the development of NAVSUPSYSCOM contracting personnel. The Career Road Maps, which are similar to the Navy's Five Vector Model, allow NAVSUPSYSCOM personnel to become more proficient, both personally and professionally, and enable them to take charge of their career. The Career Road Maps also contain a Skills Assessment Tool that is designed to aid contracting personnel and their supervisors in identifying skill/competency gaps and providing a means to address those gaps via meaningful development/training opportunities.
- **Self-assessment Plan.** NAVSUPSYSCOM Contracting Management Directorate's Strategic Development Team helped develop the NAVSUPSYSCOM policy requiring that Navy Field Contracting System (NFCS) activities implement a robust self-assessment plan. This policy provides a standardized oversight process by which NFCS activities ensure efficient oversight at the local level via continuous self-monitoring and review.

Outcomes:

- With the Contracting Community Management Plan, the contracting community has created a framework from which workforce strategies and initiatives can be formulated across multiple organizations within the contracting community to adequately address concerns of all parties. An effective self-assessment plan enables contracting activities to effect on-going process improvement, identify potential problems in their infancy and regularly monitor contracting processes.

Point of Contact:

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PEO C4I

Mission: To acquire, integrate, deliver and support interoperable C4I capabilities enabling seamless operations for fleet, joint, and coalition warfighters.

Best Practices:

- **Strategic Partnership with DAU.** In April 2006, DAU West and PEO C4I signed an MOA to establish a strategic partnership to provide tailored training, catalog courses, and additional workshops and courses to PEO C4I personnel. In 2007, another MOA was signed, which included the framework to establish PEO C4I as an Acquisition Learning Organization to enhance its ability to anticipate and respond to the knowledge and skill requirements of its personnel.
- **Communities of Practice.** Knowledge sharing is a key component of anyone who strives to achieve the USD(AT&L) vision of a “high-performing, agile, and ethical workforce.” To support this, PEO C4I has assembled several Communities of Interest to ensure that acquisition knowledge is shared throughout all levels of the workforce. The key communities are Acquisition, Technical, Financial, and Modernization/Installation.

Outcomes:

- Acquisition Program Managers (APM) Workshop is a prime example of DAU and PEO C4I’s ability to anticipate and respond to the requirements of its personnel. The course has been offered 12 times since its inception in March 2005, with a total of approximately 350 attendees. The course is custom tailored and it is dynamic enough to be modified as the needs of our APMs shift. For instance, when Earned Value Management became a top priority, we added it in place of a less relevant module. This ensures that the course is always on point.
- As a result of acquisition training and development, PEO C4I has instituted numerous financial controls to ensure that we are always developing our product at the right cost. In 2005, only 53% of our efforts (68% of TOA) had controls. As of July 2007, 96.6% of efforts had controls (99.61% of TOA).
- Program successes due in part to the training partnership with DAU include: Deployable Joint Command and Control (DJC2) IOC; Assured Internet Protocol (AIP) initiative, enabling annual cost avoidance of over \$12 million per year; initial delivery for Automatic Identification System (AIS) in under two years.

Point of Contact:

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SPAWARSYSCEN Charleston

Mission: To enable knowledge superiority for naval and joint warfighters through the development, acquisition, and life cycle support of effective, integrated Command, Control, Communications, Computer, Intelligence, Surveillance and Reconnaissance (C4ISR) Systems, Information Technology (IT), and Space Capabilities.

Best Practices:

- ***New Professional (NP) Program.*** In 2003, SPAWARSYSCEN Charleston launched the NP program to hire talented new professionals to replace senior engineers and scientists on a planned, systematic basis. These NPs are college engineering and science graduates hired to fill engineering or scientific positions within a year of receiving their undergraduate or graduate degrees. Through a series of classroom and on-the-job training specified in a master development plan, NPs become skilled in a particular engineering or scientific subspecialty based on performance, interest, and overall needs of the command. After successfully completing a two-year internship, NPs receive a certificate of achievement and may be noncompetitively converted into the permanent workforce.
- ***Innovation Program.*** Started in 2006, this program has accelerated innovation and experimentation while tapping the tremendous creative capital possessed by our workforce. Grants of \$10,000 to \$99,999 totaling \$1 million annually.

Outcomes:

- One 2006 innovation, an inflatable antenna for UHF SATCOM and Mobile User Objective System (MUOS) developed by a former new professional, has been well received by the warfighter and resulted in the individual's selection as a Top Navy Engineer of the Year by the Assistant Secretary of the Navy (Research, Development and Acquisition).
- The success of the Innovation Program is also evident by the number of proposals received: 26 in the program's first year, 59 in 2007, with more leading edge concepts expected in 2008.
- By focusing on training courses beyond traditional fields like engineering or contract management and on process disciplines such as Lean Six Sigma and the Capability Maturity Model, we were able to go from customer request to completed C4I design for the Up-Armored HMMVEE (UAH) in 4 months and from "full-rate production approval" to shipment of 1,732 completed UAHs to Afghanistan and Iraq in 10 months, while driving down cost per vehicle and managing 14 vehicle configurations.

Point of Contact:

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US Army PEO Combat Support & Combat Service Support (CS&CSS)

Mission: Deliver mission-critical products to US Army, Navy, Marine Corps, and Air Force servicemen and women in Iraq, Afghanistan, and throughout the world.

Best Practices:

- **Career Certifications.** PEO CS&CSS places a high priority on those employees in senior leadership positions being certified in three career fields: their primary career field, program management, and a third career field that complements their current responsibilities.
- **Education.** PEO CS&CSS offers college tuition, internships, and opportunities to earn advanced degrees and has written agreements with four Detroit Metro-area higher education institutions. Currently, PEO CS&CSS is financially supporting 52 college students. In FY07, PEO CS&CSS partnered with other local Life Cycle Management Command (LCMC) organizations, Lawrence Technical University, and DAU to sponsor a Senior Service College Fellowship Program.
- **Leadership Development.** Beginning in FY06, PEO CS&CSS focused largely on identifying and raising awareness for all of our employees of the importance of leadership development, including training and experience. PEO CS&CSS has incorporated metrics into tracking systems for measuring progress in leadership development.

Outcomes:

- 91.4% of core acquisition workforce personnel is appropriately certified.
- Of employees in senior leadership positions, 91.4% are certified Level III in their primary career field, and 48.8% are certified in program management.
- Of the acquisition workforce 82.4% have a bachelor's degree and 41% have master's or doctorate degree. Of those in leadership positions, 96.6% have a bachelor's degree and 54.5% have a master's or doctorate degree.
- More than 46% of the acquisition workforce now has at least 24 hours of leadership training, which is double the amount since implementing metrics in this area in FY06.
- Of current leaders (GS-14 equivalent and above), 67% have had at least 40 hours of leadership training. Over 37% of current leaders are graduates of leadership development programs.

Point of Contact:

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US Army PEO STRI

Mission: To provide responsive interoperable Simulation, Training and Testing Solutions and Acquisition Services for the Warfighters and the nation.

Best Practices:

- **Total Employee Development (TED).** PEO STRI's administrative process for training is paperless, via the TED program. The entire request, approval, and scheduling process is completed online and can be accessed by the supervisor or employee anytime, anywhere.
- **Creativity Day Camp.** This program is for managers, supervisors, and team leaders. They are challenged to think outside-the-lines and learn how to establish productive working relationships with subordinates and how to encourage improvement in employee's performance.
- **Knowledge Center (KC).** This is a web-based tool that enables sharing of information via a user-friendly environment.
- **Share Point site.** This is a collaborative Web site location for PEO STRI's organizations, teams and employees to support management and sharing of data and project information in a real-time environment.

Outcomes:

- TED has reduced the use of DD Form 1556s from about 2,100 a year to 50.

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US Army TACOM LCMC Acquisition Center

Mission: Develop, acquire, field, and sustain soldier and ground systems for the warfighter through the integration of effective and timely acquisition, logistics, and cutting-edge technology.

Best Practices:

- **Acquisition Education Center (AEC).** AEC was created to develop and institutionalize a curriculum to assure careerists are adequately kept up-to-date in the contracting career field. The AEC draws on available resources, both internal subject-matter experts, and external classes or subject-matter experts.
- **Buyer Boot Camp (BBC).** This is an 8-week intensive new intern training session, which begins on the first day of an intern's employment and is taught by subject-matter experts from within the TACOM LCMC organization. Specific mission-related contracting sessions on subjects like writing a draft synopsis, Justification & Approval for other than full and open competition (J&A), acquisition planning, service contracting, Buy American Act, and pricing are taught.

Outcomes:

- In FY07, the AEC provided contracting training sessions developed and presented by in-house subject-matter experts for 2,079 students via 110 courses, culminating in the award of 6,480 continuous learning points (CLPs).
- Over the last 6 years interns have increased from 0 to interns encompassing 20% of the workforce.
- By using a variety of hiring options, the retention rate for interns is now 95%.
- Since February of 2005, 176 new interns have been trained at 2 different sites using the Buyer Boot Camp sessions.

Point of Contact:

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USSTRATCOM/J82

Mission: USSTRATCOM is a globally-focused warfighting command with a breadth of missions across Space Operations; Information Operations; Integrated Missile Defense; Global Command and Control; Intelligence, Surveillance and Reconnaissance; Global Strike; Strategic Deterrence; and the integration and synchronization of DoD activities in combating weapons of mass destruction.

Best Practices:

- **Intern Workforce Development Program.** This program fosters excellence in performance and integration into the Command's permanent workforce. Interns bring the knowledge of emerging technologies and methodologies and have been given challenging opportunities to lead projects and explore new subject areas vital to the command. An "Intern Introduction Session" is held between interns and senior leaders in the Command to give interns first-hand knowledge of the Command's mission and values from the perspective of the most senior executives. Quarterly rotational assignments for interns ensure diversity and breadth of professional development and help identify the best permanent placement. A Web page, specifically for interns, provides them easy access to everything pertaining to the program. Quarterly intern information-exchange sessions with senior leaders broaden the background of each intern.

Outcomes:

- The upgrade of the Command's computer operating system and technical refresh was handled and managed in large part by selected gifted interns who have moved on to vital management roles within the Headquarters.
- Interns have been responsible for breakthrough efforts, such as the development of the Strategic Knowledge Integration Web (SKIWeb) that has become the Command's primary information sharing and knowledge management tool.
- Interns have been at the forefront of moving the Command into the 21st Century information age by leading and educating the workforce in cutting edge techniques, such as Web-blogging, to make the information flow more agile and interactive.
- 100% of eligible interns have been permanently placed (the majority of them locally). Since 2002, 41% of the USSTRATCOM Junior Civilian-of-the-Quarter Awards were won by interns.

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Warner Robins Air Logistics Center/XP (WR-ALC/XP)

Mission: To provide career guidance and formalized career programs to enhance the capability of the acquisition workforce to accomplish their mission in a constantly changing environment

Best Practices:

- ***Centralization of APDP certification status.*** As the single point of responsibility for LCL (Life-Cycle Logistics) and PM APDP (Program Management Acquisition Professional Development Program) status for each employee, the PM functional office develops statistics to advocate for additional course schedules at local facilities. The statistics also provide rationale for leadership to push for training by individuals as well as emphasize awareness of the skills and knowledge of our PM workforce across the enterprise. The ability to relate certification information directly to the Center Senior PM and Center Senior Logistician pinpoints for management those employees who are seriously interested in maintaining current knowledge in their acquisition field. Those individuals compliant with requirements of their current positions are offered opportunities for additional local career broadening; non-compliant personnel are required to provide an "APDP compliance plan" on which they will be tracked for progression and plan completion.

Outcomes:

- The centralization of APDP certification status tracking on all acquisition personnel within the training division at WR-ALC and the maintenance of metrics for the PM and LCL managers by the functional office has resulted in a stronger emphasis being placed on the knowledge base of the acquisition personnel.
- In addition to tracking of compliance, the data retrieved allows the PM functional office to determine if positions are correctly APDP coded. In a recent initiative by the PM functional office, all 0346 and 1101A positions were reviewed by the Wings and the PM functional office for verification. Positions determined to be incorrectly coded were highlighted, reclassified and appropriate acquisition coding assigned. Since the PM functional office has been tracking position coding, numbers of positions now acquisition coded have increased thereby opening doors for additional training classes for mid-level leadership. DAU course attendance has increased proportionately with the increased number of coded positions.

Point of Contact:

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The Honorable James I. Finley *Deputy Under Secretary of Defense for 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.

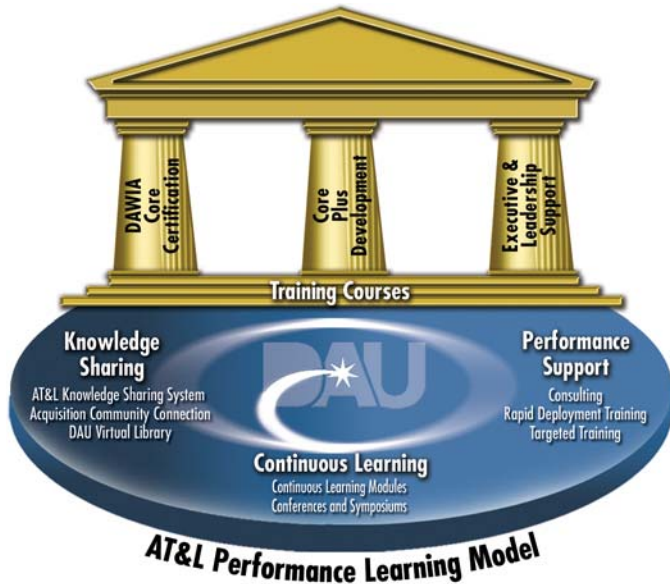
Prior to joining the Department of Defense, Mr. Finley spent over 30 years in the private sector. He held a variety of operational and management positions with General Electric, Singer, Lear Siegler, United Technologies and General Dynamics. His business experience spans air, land, sea and space programs 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 Bachelor's of Science in Electrical Engineering from the Milwaukee School of Engineering and his Master's of Business Administration from California State University, Fresno.



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 DoD 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

“The AT&L team must continue the legacy we have inherited – a legacy of providing unmatched weapons technology that has assured the security and freedom of our Nation. Talented, motivated people will be the key to our success.”

***The Honorable John J. Young, Jr.
Acting Under Secretary of Defense
for Acquisition, Technology and Logistics***

