



2008

# 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 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 empowered the men and women who serve America and assured the security and freedom of our Nation.

Our team is more than 126,000 strong and possesses a broad spectrum of technical expertise, program skills, and institutional memory. We must not only strengthen the existing team, but build the team of tomorrow. Together, we must shape the future acquisition workforce, and create inspired, high-performing organizations where each person is empowered and expected to make a

difference to improve acquisition outcomes.

A great deal is being expected of the AT&L team. This is why “Take Care of Our People” is one of my four 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 2008 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 has the right skills and expertise to ensure improved acquisition outcomes.

A handwritten signature in black ink, appearing to read "John J. Young, Jr.", written over a faint, larger version of the same signature.

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



# 2008

## USD(AT&L) Workforce Development Award Presentation

*The Department of Defense (DoD) Acquisition, Technology, and Logistics (AT&L) workforce is over 126,000 members strong. It is comprised of civilians and military from the Department of Army, Department of Navy, Department of Air Force, and 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 organizations to adopt.*



# USD(AT&L) Guiding Principles

**Engage the warfighting, requirements, and resourcing communities on behalf of the taxpayer, using collaboration and innovation to develop and deliver joint warfighting tools.**

**Lead the enterprise and drive business success.**

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

**Align with and support the Department's transportation priorities.**





# 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 award 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 2008 USD(AT&L) Workforce Development Award.



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



**Mr. Robert Mosher**  
Global Chief Learning and Strategy Evangelist  
LearningGuide Solutions



**Dr. Michael Echols**  
Executive Vice President and Director  
Human Capital Lab  
Bellevue University



**Dr. Paul Alfieri**  
Program Director  
Research  
Defense Acquisition University



**Mr. Wayne Glass**  
Program Director  
Strategic Partnerships  
Defense Acquisition University



**Dr. Christopher Hardy**  
Director  
e-Learning and Technology Center  
Defense Acquisition University



**Mr. Garry Shafovaloff**  
Special Assistant to the President  
Human Capital Initiatives  
Defense Acquisition University

## ***Award Winners***



### **Gold Winner - Large Organization**

Warner Robins Air Logistics Center

### **Gold Winner - Small Organization**

Fleet and Industrial Supply Center Norfolk  
Contracting Department, Naval Supply  
Systems Command



### **Silver Winner - Large Organization**

Naval Surface Warfare Center,  
Corona Division

### **Silver Winners - Small Organization**

Warner Robins Air Logistics Center,  
Directorate of Contracting

PEO Command, Control, Communications,  
Computers and Intelligence (C4I)



### **Bronze Winner - Large Organization**

Marine Corps Systems Command

### **Bronze Winners - Small Organization**

PEO Missiles & Space

Cost and Systems Analysis Office,  
U.S. Army TACOM Life Cycle Management  
Command





## Gold Winner Large Organization



### Warner Robins Air Logistics Center

**Mission:** Provides combat capabilities for the Department of Defense and allied nation warfighters through superior weapons systems sustainment and deployment of combat-ready forces.

#### **Best Practices:**

- **Middle Georgia Work Ready Aerospace Partnership.** This comprehensive strategy was developed in partnership with the state of Georgia. The center assessed its future workforce needs and designed a workforce development pipeline and road map. To begin implementation, the partnership held a summit in 2007, which produced several initiatives, including expanded co-op hiring, youth apprentice programs, and mentoring programs.
- **Certificate Programs.** These five programs provide customized, accelerated education for knowledge workers in high-demand fields. Permanent employees with three consecutive years of service are eligible and receive equivalent to 30 hours of college credit. The majority of costs are funded by Georgia's Intellectual Capital Partnership Program and Hope Grant.
- **Leadership Development Program (LDP).** This two-week course enhances current leaders' ability to build commitment towards common goals throughout the center. It provides both general leadership skills and center-specific case studies that have affected center leadership.
- **Learning Infrastructure.** The center complements its online learning management systems with a brick and mortar approach to supporting training and development. The center's seven state-of-the-art training support facilities include labs, computer classrooms, and the recently remodeled Distance Learning Center (DLC).

#### **Outcomes:**

- Recruiting efforts led to 100+ engineer and 50+ co-op hires in FY08.
- A retention rate of 90% on the 5,418 personnel hired since January 2005.
- 60 students have received certificates and 44% have been promoted; an additional 50 students are enrolled for FY09.
- 82 leaders completed the LDP in FY08, giving course evaluations of 4.9 on a 5 point scale.
- To date in FY08, employees have taken 264 individual tests, 74 satellite broadcasts, and five local video courses in the DLC.

#### **Point of Contact:**

David Burger, Chief, Civilian Development Management Branch  
david.burger@robins.af.mil, 478-327-4887



## Gold Winner Small Organization



### Fleet and Industrial Supply Center Norfolk Contracting Department, Naval Supply Systems Command

**Mission:** Provide customers with best value supplies and services on a timely basis, resulting in the delivery of combat capability through logistics.

#### **Best Practices:**

- **Contract Knowledge Site (CKS).** This website is subtitled “one stop shopping for contracting personnel.” The site has forms, regulations, policy and instructions, standard operating procedures, tool kits, and copies of training presentations. It strongly reduces time spent searching for information.
- **Intern Hiring.** A shortfall of 1102-series contract specialists led to a concerted effort to recruit interns from a pool of highly qualified individuals on an expedited timeframe. Members of a recruiting team contacted college placement offices, attended job fairs, and made personal contacts to expand the pool of potential candidates.
- **Workforce Enrichment Days.** These events underline the shift away from traditional classroom training and boost employee morale. Featured topics included personal finances and saving, teamwork and organizational identity, and the message that employees make a difference.
- **Workforce Development Coordinator.** This coordinator facilitates various aspects of workforce development programs, including arranging for subject matter experts to lead discussions, keeping variety and balance in the program, monitoring progress of the program, and keeping everyone informed of upcoming events.

#### **Outcomes:**

- CKS usage has grown from several hundred hits per month to 38,043 hits over the last four months.
- Hired 47 interns, representing a 25% increase in staff.
- In survey responses, over 90% said workforce enrichment days were valuable learning experiences. Attrition has decreased from 10% in FY07 to 6% in FY08, partly due to higher workforce morale.
- 100% of acquisition employees have reached or exceeded certification for their position.

#### **Point of Contact:**

Velma Corey, Technical Director, Philadelphia Office  
velma.corey@navy.mil, 215-697-9551



## Silver Winner Large Organization



### Naval Surface Warfare Center, Corona Division

**Mission:** Serve warfighters and program managers as the Navy's independent performance assessment agent throughout systems' lifecycles by gauging warfighting capability of Navy weapons and integrated combat systems, from unit to force level, through assessment of those systems' performance, readiness, quality, supportability, and adequacy of training.

#### **Best Practices:**

- **Employee Development Program (EDP).** This program provides full-spectrum employee development. It was developed using a 360 degree assessment of the competencies for every position, determination of critical positions, review of the training system, and prototype career path diagrams. A broad cross-section of managers, subject matter experts, and other employees reviewed and refined the program. The EDP contains a detailed Corona Competency Model that provides career path maps with competencies and identifies training and development opportunities for those competencies.
- **Recruiting.** Corona actively partners with local universities and professional student organizations by attending career fairs, hosting site visits, participating on industry advisory boards, and providing speakers for events. Corona hires selected engineering and science students for summer or part-time work.
- **Leadership Development.** Corona supervisors and leadership attended a five-day program with training on The Leadership Circle Profile (TLCP) 360 degree feedback tool. Senior leadership also chose high-potential leaders to attend a Leadership Development Profile (LDP) activity and subsequent one-on-one coaching sessions. Additionally, Corona decided not to fill its vacant Deputy Division Technical Director position, instead detailing department heads through the position. The three-month rotations produced a series of cascading detail positions to the next higher level of management all the way down to the line managers.

#### **Outcomes:**

- 42% of the workforce is college graduates hired within the past nine years. 95% of interns convert to full-time status after graduation.
- Average tenure is 16 years. Attrition rates have averaged 7%, which is well below the DoD average of 13%.
- TLCP program had 133 participants; the LDP activity had 59.

#### **Point of Contact:**

Bruce Galloway, Employee Development Program Manager  
david.galloway@navy.mil, 951-273-4253





## **Silver Winner Small Organization**



### **Warner Robins Air Logistics Center, Directorate of Contracting**

**Mission:** Acquire and support warfighting capabilities through responsive business solutions including flexible and compliant contract policies, a trained and ready workforce, customer-focused systems and metrics support, innovative execution of center-wide programs and pricing, and status as a champion for the contracting workforce.

#### **Best Practices:**

- **Educational Partnership.** This partnership with Defense Acquisition University (DAU), Macon State College, and the Aerospace Industry Committee of the Warner Robins Area Chamber of Commerce addresses the imminent need for contracting professionals. It is a highly effective strategy for creating a pipeline of educated students possessing basic government contracting principles. Students who complete the three government contracting courses offered by Macon State receive DAWIA certification when hired as department interns. This increases the readiness of new employees while giving the department time and cost benefits.
- **JumpStart Training.** All new interns take this 12-week course in the fundamentals of government contracting. Subject matter experts cover more than 50 topics ranging from Small Business Overview to Market Research. Trainees focus on theory and hands-on application as they work through the contracting process. Classroom training is augmented by online courses, including DAU distance learning courses and continuous learning modules.
- **Executive Officer.** Trainees selected for the Advanced Copper Cap program are offered a rotational assignment as an Executive Officer working directly for the Director of Contracting. This shadowing gives the trainees exposure to the senior leadership's experience.

#### **Outcomes:**

- Each intern certified under the Educational Partnership results in a cost avoidance of up to \$14,000 and 12 weeks of training time.
- 76 students have completed at least one of the Educational Partnership curriculum courses, and five have completed the curriculum and joined the contracting workforce.
- More than 50 interns entered JumpStart in August, and more than 100 interns are currently being trained.

#### **Point of Contact:**

Deborah Hall, Chief, Workforce Development and Analysis Branch  
deborah.hall@robins.af.mil, 478-222-4701



## Silver Winner Small Organization



### PEO Command, Control, Communications, Computers and Intelligence (C4I)

**Mission:** Provides integrated communication and information technology systems, delivering end-to-end connectivity and enabling decision superiority to ensure mission success of our Naval forces.

#### **Best Practices:**

- **Acquisition Excellence Award (AEA).** This annual award recognizes exemplary leadership, professional expertise, and excellence in execution of duties by individuals and teams. The AEA also drives innovation and healthy competition. Winners receive a significant cash award, public recognition, and other benefits.
- **Lean Six Sigma (LSS).** PEO C4I uses LSS to align process improvement, workforce development, and strategic planning goals. Two Black Belt positions were established and mentoring and coaching programs were implemented.
- **SharePoint Portal.** This Microsoft portal was deployed during FY08 to boost collaboration and productivity. An integrated suite of server capabilities that can be accessed through the web, its features include comprehensive content management, shared business processes, and facilitating information sharing.
- **Human Capital Strategy Group (HCSG).** This group, chartered in FY08, includes representatives from all programs and organizational levels. It addresses strategic planning, succession planning, and other long-term challenges. It developed the PEO C4I Mentoring Program and Leadership Development Model, a competency-based initiative designed to develop technical, professional, and leadership skills.

#### **Outcomes:**

- AEA recipients accounted for total cost avoidance of over \$15 million; savings from LSS events represent nearly \$12 million.
- 100% of leadership and 95% of staff have received LSS training. In FY08, nine employees received Green Belt certification.
- The ratio of PEO C4I's workforce with DAWIA certification is on track to go from 87% in FY07 to 95% in FY08 to 100% in FY09.
- SharePoint has benefited PEO C4I by expanding opportunities for telework, which contributes to retention and work/life balance.

#### **Point of Contact:**

CAPT Kenneth Ritter, Chief of Staff  
kenneth.c.ritter@navy.mil, 858-537-0286



## Bronze Winner Large Organization



### 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:**

- **Advanced Acquisition Program Course.** The command partners with the Naval Postgraduate School to deliver this introductory class to new project officers and program managers. The 11-week course, delivered through video teleconferencing two days a week, addresses Integrated Product and Process Development, DoD 5000 phases and milestones, and Systems Engineering Plan. Graduates receive a certificate and DAWIA equivalency for DAU courses.
- **Executive Leadership Development Program (ELDP).** This program identifies leaders and develops them for future positions. As a succession planning tool, it uses centralized funding and a process for prioritizing candidate training.
- **Executive Coaching.** The command employs a team of experts to provide executive coaching on team formation and facilitation, Scorecard Measures, and CPI.
- **Command Supervisory Development Program.** This program, mandatory for supervisors, focuses on developing leadership and supervisory skills. It consists of three modules – leadership and management skills, performance management, and human resource elements. Supervisors receive the knowledge and skills they need to be successful leaders.
- **Lean Six Sigma (LSS).** The command offers LSS process improvement training with classes ranging from Yellow Belt and Green Belt to Black Belt and Champion. Command employees have completed four LSS projects and initiated several more.

**Outcomes:**

- The ELDP has doubled to its current total of 73 participants; survey results indicate 90% are satisfied with the program.
- In FY08; more than 132 employees completed LSS training; 13 employees are Green Belt certified and two are Black Belt certified.
- One LSS project reduced initial time period to develop accurate impact statements from seven days to one day; combined with other improvements, its results could save over \$60 million per year.

**Point of Contact:**

Jim Irwin, Director, Workforce Management and Development  
james.d.irwin@usmc.mil, 703-432-4468





## **Bronze Winner Small Organization**



### **PEO Missiles & Space (M&S)**

**Mission:** Provides overall direction and guidance for the development, acquisition, testing, product improvements, fielding, sustainment, and demilitarization of assigned systems/programs.

#### **Best Practices:**

- **Internships.** PEO M&S works to develop its 33 Student Temporary Employment Program (STEP) employees, 25 Student Career Experience Program (SCEP) employees, and 33 Federal Career Intern Program (FCIP) students. To recruit interns, PEO M&S has partnerships with over 25 colleges and also conducts Road Shows at local high schools. FCIP students participate in a three-year training program that leads to DAWIA Level II certification and includes 30-60 day rotations throughout each PEO M&S staff element. All interns participate in a quarterly brown bag luncheon where they are mentored by the PEO. SCEP and FCIP students receive tuition assistance and are considered for student loan repayment.
- **Partnership with University of Alabama in Huntsville (UAH).** PEO M&S and UAH partner to develop courses for the PEO M&S workforce, including Greening I and II and Coaching I and II. Greening courses teach the knowledge needed to lead and support project management of Army programs and technology. The year-long coaching program enhances coaching skills through participation in a practical, hands-on format. The partnership extends to the SCEP and the Students Working at the Army in Parallel (SWAP) Program.
- **Department of the Army System Coordinator (DASC) Training Course.** PEO M&S initiated this training course for the Army's system coordinators. Two courses have been offered with 25-30 participants in each class.

#### **Outcomes:**

- 75% of the PEO M&S workforce is certified for their position in accordance with DAWIA; 58% hold multiple certifications; and 61% have achieved DAWIA Level III certification.
- Since 2007, PEO M&S employees have achieved 110 course completions of Greening courses. The first coaching program class of 12 students graduated in October 2008.
- Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology (OASA(ALT)) has requested that PEO M&S teach the DASC course to OASA(ALT) action officers.

#### **Point of Contact:**

Beverly Fuller, Assistant PEO Business Management  
beverly.fuller@us.army.mil, 256-876-0875



## **Bronze Winner Small Organization**



### **Cost and Systems Analysis Office (C&SA), U.S. Army TACOM Life Cycle Management Command**

**Mission:** To manage the tools and databases to support cost and systems analysis processes and to provide general independent analytical support for the Warren site of the TACOM Life Cycle Management Command.

#### **Best Practices:**

- **Professional Analyst Development Plan (PADP).** This plan was developed to boost the effectiveness of the workforce after losing a high number of senior analysts. The goals of the plan are to: 1) have information readily accessible; 2) share acquired knowledge; 3) establish pockets of excellence; and 4) mentor analysts on a project basis. To meet these goals, C&SA: established the Project Archive & Reference Retrieval System (PARRS) to serve as an overarching information repository; conducts monthly Round Tables where employees and guest speakers discuss topics of professional interest; created Resource Centers focusing on specific areas; and conducts project reviews led by an Advisory Board composed of leadership, project officer, and guests.
- **Recruiting.** To recruit for co-op and intern positions, C&SA initiated partnerships with local universities by developing contacts with their career coordinators and participating in their annual career days.
- **Master Intern Training Plan.** New employees complete this program, which helps them achieve DAWIA Level II certification. The plan consists of administrative orientation, general skills training, courses on leadership and management, classroom and web-based courses in the employee's functional area, on-the-job training, and rotational assignments.

#### **Outcomes:**

- 1,336 documents totaling 222,042 pages have been scanned into the PARRS; the Advisory Board has held three reviews on highly visible projects; and the Round Table has held 15 sessions with 45 briefings.
- Since implementing the PADP, there has been a noticeable growth in the organization's analytic capability and talents. The office has seen a 25% increase in demand for its analytic services since implementing its workforce development strategies.
- Career day participation has led to nine co-op and intern hires, all of whom are still with C&SA.

#### **Point of Contact:**

Richard Bazy, Chief, Cost and Systems Analysis  
richard.bazy@us.army.mil, 586-574-6665

## **Best Practices**

*Forty-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.*

## **554th Electronic Systems Group (554 ELSG), Air Force Electronic Systems Center (ESC)**

**Mission:** Develop, operate, and sustain combat support information systems across force projection and readiness, human resources, finance, contracting, business, medical and HQ AFMC support domains that form a foundation for sovereign operations for the defense of the United States of America – to fly and fight in air, space, and cyberspace.

### ***Best Practices:***

- ***Continuous Learning.*** 554 ELSG provides 24 sessions of two-hour acquisition courses each year. The sessions are taught by internal and external subject matter experts who instruct free of charge. Recent topics include the Clinger-Cohen Act, metadata environments, and risk management. When new DoD-wide development efforts are published, 554 ELSG provides just-in-time training sessions. Power Workshops are used to address knowledge gaps and recent technological advances. Quarterly Integration Weeks, provided through the ESC, focus on current acquisition shortfalls, knowledge gaps, and themes of interest. Recent topics include enterprise resource planning, source selection policies, and architectures.
- ***Mentoring.*** 554 ELSG partnered with an academic expert on mentoring to formalize mentoring relationships. Partners and mentors were carefully matched to share technical expertise and a developmental relationship. Mentor/partner teams met regularly and attended a series of seminars on leadership, work/life balance, and professional goals.
- ***Job Rotation Planning.*** Students and acquisition career employees receive rotational assignments throughout 554 ELSG to be exposed to the entire organization and become well-rounded. Interns specifically participate in job rotation plans to familiarize them with 554 ELSG and provide opportunities for informed career decisions.

### ***Outcomes:***

- Employees are on track to collectively earn more than 2,800 continuous learning points in FY08, at no cost to the government.
- A backlog of mentors and partners have already signed up to participate in the next mentoring session.
- Five students have been placed in permanent positions in 554 ELSG and all have excelled in the intern job rotation plan.

### ***Point of Contact:***

Marcella Caldwell, Director, Group Operations  
marcella.caldwell@wpafb.af.mil, 937-257-8213

## **Acquisition Center, U.S. Army CECOM Life Cycle Management Command**

**Mission:** To provide our customers value-added acquisition business solutions that support the joint warfighter.

### **Best Practices:**

- **Continuous Learning.** The center emphasizes continuous learning to ensure its contracting personnel stay abreast of the constantly changing rules and regulations that govern its profession. The center also encourages personnel to be cross-certified in other career fields, ensuring the workforce is trained and engaged in looking at the acquisition process from more than just the contracting perspective.
- **Intern Institute.** The cornerstone of the center's intern training program, this institute is a six-week formal in-house classroom training program with four full-time instructors/facilitators augmented by several subject matter experts from across the command. Instruction addresses topics from regulations and fiscal policy to professionalism and ethics. The institute also features sessions where former and current interns meet to discuss challenges and share experiences.
- **First-line Supervisor Development.** The center emphasizes relevant and timely leadership and technical training to help develop first-line supervisors. All supervisors at the GS-13 level and above are required to attend the appropriate Army Civilian Education System (CES) courses.

### **Outcomes:**

- 100% of the center's contracting workforce received at least 40 hours of technical and/or leadership training in FY08. Of the center's contracting personnel, 98% are certified at the appropriate level and 49% are cross-certified in other career fields.
- In FY08, more than 100 interns were hired, decreasing the percent of the workforce that is eligible to retire in ten years by 15%.
- Since the Intern Institute was created in FY03, the center's intern retention rate has increased from 75% to 85%.

### **Point of Contact:**

Danielle Oglevee, Procurement Analyst  
danielle.oglevee@us.army.mil, 732-532-5388



## **Acquisition Management and Integration Center (AMIC), Air Combat Command**

**Mission:** Provide strategic acquisition facilitation, integration, and management for Air Combat Command, U.S. government agencies, and allies through integrated program management and contracting support that produce mission-focused solutions while meeting emergency challenges.

### ***Best Practices:***

- ***ESI-GWU Certificate Programs.*** Center employees participate in two certificate programs offered by ESI International in conjunction with George Washington University: Government Contracting and Project Management. Upon completing one of the programs, employees receive a master's certificate in that area.
- ***Source Selection Training.*** In 2007, the center's Acquisition Branch added scenarios to technical team training, which is one component of its source selection training. Team members are given mock proposals featuring specific performance work statements and evaluation criteria to study and evaluate.
- ***Project Management Approach for Major Acquisitions.*** When an acquisition is complete, post-project reviews are held and lessons learned collected. This helps AMIC develop improved and streamlined processes to achieve repeatability, consistency, and transparency of all acquisition activities.
- ***Employee Orientation Program.*** The center conducts monthly orientations for new employees. The orientations are designed to give new employees a first-hand experience of how the center operates, where they can obtain assistance, and how they will collaborate within the center to meet the demands of its mission.

### ***Outcomes:***

- In the last year, AMIC completed six Air Force PEO for Combat Missions-level acquisitions collectively valued at more than \$1.63 billion. All were on time, inside of government estimates, with no protests, and were brought in at more than \$150 million in savings over prior contracts.
- Of the center's 92 acquisition personnel, 90 are over a year ahead and 45 are over two years ahead of DAWIA continuous learning requirements.

### ***Point of Contact:***

Ernest Sanchez, Plans and Programs Division Chief  
ernest.sanchez@langley.af.mil, 757-764-9162

## **Acquisition Workforce Development Branch, Procurement Process Support Directorate, Defense Supply Center, Richmond (DSCR)**

**Mission:** To provide best value aviation weapons systems and environmental logistics support to America's armed forces—on land, at sea, and in the air.

### ***Best Practices:***

- ***Intern Programs.*** The branch handles recruiting and training new employees, especially those hired through the Defense Logistics Agency (DLA) Corporate Intern Program, Student Career Experience Program (SCEP), and Student Temporary Employment Program (STEP). Interns take a 12-16 week program featuring classroom instruction and hands-on learning, then move to on-the-job training, sometimes through rotating assignments. Interns must perform at a satisfactory level before moving out of initial training and receive quarterly evaluations during on-the-job training; remedial training is offered to those whose work is not satisfactory.
- ***Monthly Seminars.*** The branch educates the DSCR workforce by holding monthly procurement seminars covering policy changes and the results of procurement management reviews. Recent specific topics include processing of surge requirements, should-cost analyses, and the Truth in Negotiations Act. The seminars are also used to survey the workforce to determine training needs.

### ***Outcomes:***

- DSCR has 136 DLA interns, 32 SCEP interns, and 40 STEP interns. The DLA Corporate Intern Program has a 99% success rate.
- In 2008, the branch recruited and hired 60 SCEP and STEP students in record time to help reduce a backlog of micro purchases. After doing so, the students remain employed at DSCR in various roles.
- Monthly seminars average attendance of more than 450 employees, fourth quarter excluded.
- DSCR has 100%, 96%, and 100% rates for employees required to be DAWIA Level I, II, and III certified, respectively.

### ***Point of Contact:***

Patricia McGillen, Business Process Analyst  
patricia.mcgillen@dla.mil, 703-767-2312

## **Air Armament Center (AAC), Air Force Materiel Command**

**Mission:** Develops, acquires, tests, and deploys conventional weapons. Applies advanced technology, engineering, and budgeting efficiencies across the entire product life cycle to provide superior combat capability.

### **Best Practices:**

- **Air Armament Academy.** The Academy capitalizes on the expertise of AAC's workforce to provide training and knowledge sharing throughout the enterprise in a timely, efficient, and cost-effective manner. The Academy's catalog includes more than 500 technical and general development courses. An online Community of Practice hosts the catalog, registration, links to other training resources, and automated personnel record updates.
- **Leadership Development Program (LDP).** This program provides targeted courses to supervisors based on an on-going needs assessment. Each course, taught by a senior leader, includes discussion and exercises. Recent topics: communication basics, generational diversity dynamics, and feedback and coaching.
- **Defense Acquisition University (DAU) On-Site Campus.** The DAU satellite campus at Eglin Air Force Base provides AAC and tenant personnel with a convenient resource for taking mandatory, assignment-specific, and continuing education acquisition courses.
- **Intern Programs.** AAC actively participates in the Palace Acquire (PAQ), Copper Cap, and Science, Mathematics, and Research for Transformation (SMART) intern programs. AAC holds monthly intern forums that include training sessions and guest speakers.

### **Outcomes:**

- The Academy is on track to provide more than 2,000 courses to 30,000 students in FY08. 79% of respondents said the training has enhanced their personal and professional development.
- Approximately 360 students will complete an LDP course in FY08.
- Through FY08, AAC will have 4,477 graduates from 146 DAWIA courses, resulting in TDY savings of approximately \$4.1 million.
- Two PAQ interns have become lead cost analysts for two important programs; every Copper Cap intern has entered a permanent position upon graduation; in FY08, AAC hired 8 PAQ and 4 SMART interns.

### **Point of Contact:**

Jeffrey Donovan, Training Coordinator  
jeffrey.donovan@eglin.af.mil, 850-882-1366

## **Aircraft Instrumentation Division, Ranges Department, Naval Air Systems Command**

**Mission:** Design, develop, build, install, calibrate, and provide operational support of flight test aircraft instrumentation and telemetry systems in support of major test ranges.

**Best Practices:** To backfill for personnel losses and prepare for future advanced weapon system workload, the division set out to aggressively recruit engineering professionals. Recruiting was successful, but created a need for an internal training program coupled with a formal mechanism to guide novice personnel. The division created a three-pronged approach:

- **Technical Review Board (TRB).** The TRB was created to serve the division's primary mission and provide guidance, counsel, and training to managers and team members. Consisting of four senior engineers, it meets with personnel to review proposed designs, cost, schedule, and other aspects of project estimates. It provides valuable support throughout the planning and review project phases.
- **Training Program.** An in-house training program is the key ingredient in the division's workforce development efforts. Almost 60 individual courses directly related to the division's work are offered, and courses are taught four to five times a month. Training is offered as classroom training or as hands-on, and recorded DVDs and PowerPoint presentations are available. Anonymous quizzes are given to ensure the training was effective. The training is also made available to employees, customers, and industry on the division's section of the MyNAVAIR website.
- **Standard Operating Procedures (SOPs).** Technical and Administrative SOPs formalize new and older technical and operational processes. They boost the workforce's professionalism and help personnel of all experience levels. SOPs are located in division labs and workspaces and are available on the division's section of the NAVAIR website.

### **Outcomes:**

- Since December 2004, the TRB has held 536 formal sessions with employees.
- The current division workforce has attended 5,033 hours of training, an average of 37 hours per division employee. This calendar year, nearly one-fifth of employees have been selected to move up at least one performance grade level after demonstrating increased performance due to training.

### **Point of Contact:**

Michele Martin, NAVAIR Awards Program Administrator  
michele.martin@navy.mil, 301-757-7813

## Arnold Engineering Development Center (AEDC)

**Mission:** Provides a national aerospace test facility to conduct preflight tests, engineering analyses, and technical evaluations for research, system development, and operational programs of the Air Force and Department of Defense, other government agencies, and industry.

### **Best Practices:**

- **Operations Standards and Evaluations Program.** Designed for AEDC's key facility operators, this program defines required training and experience, tests for skills learned, and assures currency of skills through regular evaluations of performance. System engineering/configuration management personnel receive training and certification. Other elements include monthly technical forums, an accelerated master's degree, on-site engineering master's degree classes through the University of Tennessee Space Institute, and Design of Experiments (DOE) methodology training.
- **Integrated Maintenance Improvement Program.** This program encourages maintenance personnel to attain certification through the Society of Maintenance and Reliability Professionals (SMRP). AEDC also developed a quality assurance program to ensure personnel are properly trained and evaluated and that their work is inspected for compliance.
- **Intern Programs.** AEDC runs active intern/co-op programs, including Palace Acquire and Science, Mathematics, and Research for Transformation (SMART). Students are rotated through several jobs, receive mentoring through AEDC's Junior Force Council, and are recruited for full-time employment upon graduation.

### **Outcomes:**

- Average attendance of 125 at monthly forums; 16 personnel participating in the accelerated degree program and nine in the on-site program; 25 participants in the two-day DOE leadership course and 16 in the three-week practitioner course.
- AEDC has 113 maintenance personnel certified through the SMRP; test asset availability has increased 10% since last year due to improved maintenance.
- Intern programs consist of more than 40 participants annually.

### **Point of Contact:**

Tom Best, Technical Director, Plans and Programs Directorate  
tom.best@arnold.af.mil, 931-454-5868



## **Defense Contract Management Agency (DCMA), Hartford**

**Mission:** Provide customer-focused acquisition life cycle and combat support to ensure readiness, worldwide 24/7.

### **Best Practices:**

- **Tier II Leadership Development Program.** DCMA Hartford developed this program to identify and encourage highly motivated and high-performing employees, grow its next generation of leadership, and instill a leadership culture throughout the organization. This three-year program, based on DCMA's Tier II guidelines, requires an application and includes these components:
  - Participants visit local colleges and universities to recruit for DCMA intern and student programs.
  - Participants take Skillsoft online courses on leadership and management.
  - Each participant must job shadow five days per year.
  - A mentor is paired with each participant, meeting quarterly.
  - The Tier II class completes a multi-functional project together, and each participant works on at least one project in their office.
  - In their third year, small groups within a class will complete large-scale capstone projects affecting the entire organization.

As participants graduate, they are prepared to assume leadership posts and encourage leadership throughout the organization, including recruiting employees to participate in the Tier II program.

### **Outcomes:**

- Tier II candidates have led or participated in 11 work teams or improvement efforts in DCMA Hartford (e.g., contract receipt and review process). These efforts have led to recommendations for improving work processes.
- The first class of four candidates entered the program in 2006, followed by 13 candidates in 2007 and an estimated ten candidates for 2008.

### **Point of Contact:**

Nicole McConville, Management Analyst  
nicole.mcconville@dcma.mil, 860-291-7837

## Defense Distribution Depot, San Joaquin (DDJC)

**Mission:** To receive, store, and ship materiel in support of America's armed forces around the clock, around the world.

### **Best Practices:**

- **DDC System.** This comprehensive business system is designed to achieve operational excellence, develop the workforce and leadership, and encourage a culture of continuous learning and improvement. Originally called the Lean Team, its participants were designated as future trainers and learned teaching techniques. Defined competency goals and scheduled training are used to build standardization and stabilization into processes, identify performance levels, determine required resources, and equip the workforce with the agility to succeed in any area, at any time, and in any situation.
- **New Hire Training.** DDJC created a comprehensive, 12-week, entry-level training program for new employees involving classroom and on-the-job training to provide journeyman-level skills in each of its mission functions. Participants also receive mandatory training, administrative briefings, Lean and CPI training, and attend the Defense Distribution Management Course. Employees who have training in all functional areas regularly participate in job rotations and even assist sister depots to meet workload requirements.
- **Training Database.** This comprehensive database helps DDJC identify and track training and certifications, review training needs, develop plans, determine the budget, and link Individual Development Plans (IDPs) to DDJC's business plan goals and objectives. IDPs are fully automated within the database.

### **Outcomes:**

- DDJC has trained 1,350 employees in Lean principles, 550 employees in Lean foundations, and 800 employees in Plan Do Check Act and Supplier Input Process Output Customer processes.
- To date in FY08, DDJC has loaned personnel to nine different agencies; participants in the new hire training have a retention rate of 80%; within two years of receiving training, 46% have been promoted beyond their target grade.
- DDJC's in-house training programs have led to a cost avoidance of more than \$55,000.

### **Point of Contact:**

Kathy Brown, Chief, Performance Excellence Office  
kathy.brown@dla.mil, 209-839-4022

## **Defense Energy Support Center (DESC)**

**Mission:** Provides the Department of Defense and other government agencies with comprehensive energy solutions in the most effective and economical manner possible.

### ***Best Practices:***

- ***Recruiting Strategy.*** This proactive effort is designed to strategically and systematically address current and potential vacancies. DESC attends recruiting events at colleges and universities, industry events, Hiring Heroes career fairs, Military Transition Program events, and other targeted recruiting events. DESC recruits for competitive positions, intern candidates, and Student Career Experience Program (SCEP) candidates.
- ***Telework Program.*** This program offers telework opportunities designed to meet both organizational and employee needs. The program includes periodic/intermittent telework and regular/recurring telework, depending on the employee's position. DESC coordinates with the General Services Administration (GSA) so employees can use GSA Telework Centers.
- ***Student Loan Repayment Program.*** This program is designed as a recruiting and retention incentive for qualified employees. DESC provides repayment for outstanding federally insured loans made by educational institutions, banks, or other private lenders as authorized by statute.

### ***Outcomes:***

- 83% of interns, 10% of competitive position recruits, and 60% of SCEP recruits in 2008 were hired as a result of the DESC recruiting strategy.
- Participation in the Telework Program is 37% of eligible positions.
- DESC is repaying student loans worth \$729,054 for 26 employees; an additional 9 employees' student loans totaling \$63,059 have been fully repaid.

### ***Point of Contact:***

Darcy Hall, Director, Manpower/Training Analysis Office  
darcy.l.hall@dla.mil, 703-767-9474

## Defense Information Systems Agency (DISA)

**Mission:** Responsible for planning, engineering, acquiring, fielding, and supporting global net-centric solutions to serve the needs of the President, Vice President, Secretary of Defense, other DoD components, and the warfighter, under all conditions of peace and war.

### **Best Practices:**

- **Career Management Program (CMP).** The foundation for developing the DISA workforce, the CMP is a systematic, competency-based approach to managing training and development. The CMP contains master development plans for each career field, providing employees with a step-by-step process to chart, map, and plan their short- and long-term careers at DISA. The CMP is augmented by consultation services provided by DISA's human resources development specialists.
- **Senior Champions Forum.** This forum consists of senior leaders who serve as chairs for DISA's career fields. The forum establishes policies and working groups to provide direction for professional development programs, identifies succession planning requirements, reviews and approves selections for certain positions, defines goals for rotational assignments, and nominates candidates for key developmental assignments.
- **Telework.** DISA's telework program allows eligible employees to telework up to three days a week. Participation has increased tenfold since 2001. The program may play a key role as DISA's headquarters function moves to Fort Meade as part of the Base Re-alignment and Closure (BRAC) process.

### **Outcomes:**

- DISA's turnover rates are below average, even though 21% of the workforce is eligible to retire as of FY08.
- Climate survey results show satisfaction rates have increased from 52% in FY05 to 61% in FY08; rates have increased every year.
- The percentage of employees answering will move/won't move/uncertain to a BRAC survey has shifted from 29/52/19 initially to 40/20/40 as of 2008.

### **Point of Contact:**

Rebecca Polansky, Program Analyst  
rebecca.polansky@disa.mil, 703-882-1035

## **Defense National Stockpile Center (DNSC), Defense Logistics Agency**

**Mission:** Functions as the principal advisor to the Department of Defense in the development and implementation of policies, procedures, and guidance for the execution of responsible and commercially sound sales programs for strategic and critical materials authorized for sale by Congress.

### ***Best Practices:***

- ***Workforce Recruitment Program.*** DNSC used this program to hire three employees to support its contract closeout effort and its Titanium Symposium. From their efforts, DNSC significantly reduced its old accounts payable backlog and conducted a successful symposium whose attendees form an impressive list of sources for future business opportunities. DNSC also participates in the Student Career Experience Program and the Career Intern Program.
- ***New Contracting Vehicle.*** Through creative and innovative procedures, DNSC is standing up a prototype contracting vehicle that will help meet surge requirement needs by making materiel more readily available to support critical repair parts. This effort is a direct result of the workforce's expert knowledge of commodities markets and sales.

### ***Outcomes:***

- DNSC de-obligated approximately \$300,000 from old accounts in one month; the Titanium Symposium had 140 attendees.
- Implementation of the contracting vehicle will reduce the lead-time of supplying materiel for repair parts to the manufacturer from 100 weeks to 36 weeks.

### ***Point of Contact:***

Cheryl Deister, Contracting and Marketing Director  
cheryl.deister@dla.mil, 703-767-5500



## Defense Technical Information Center (DTIC)

**Mission:** To provide essential research, development, test, and evaluation information rapidly, accurately, and reliably to support our customers' information needs.

### **Best Practices:**

- **New Employee Programs.** The New Employee Orientation Program was established to quickly orient employees to DTIC and to help them make a successful transition to their new workplace. Orientation sessions occur quarterly and include a welcome from the DTIC Administrator, several briefings, and a tour of the DTIC industrial area. The New Employee Sponsorship Program was designed to support new employees during the first three months of employment by pairing them with trained sponsors.
- **Centralized Training Program.** This program offers on-site training sessions in common skill areas identified by supervisors. The training provides convenient, low-cost training that helps employees constantly update their skills to meet DTIC's mission needs.
- **Project Management Certification.** To enhance the project management skills of the staff, a series of seven classes leading to a Project Management Professional (PMP) certificate was identified three years ago and staff members were encouraged to attend.
- **Lean Six Sigma (LSS) Training.** DTIC is strongly committed to training staff in the LSS methodology for process improvement. Project teams have identified ways to reduce process times and improve process quality. Building a core of employees with this training will increase DTIC's efficiency and ability to respond quickly to new mission requirements.

### **Outcomes:**

- 40 employees have participated in the New Employee Orientation Program. Online survey responses indicate 95% satisfaction rate.
- The Centralized Training Program, started two years ago, offered 23 classes attended by 130 students this year.
- 100% of the project management staff has participated in project management courses and two have been certified.
- Eight staff members have taken the LSS Green Belt course. Of those, five have also completed Green Belt projects and achieved certification. One project team identified steps to reduce processing time for recruiting new employees from 120 to 90 days or less.

### **Point of Contact:**

Shelley Ford, Senior Technical Information Specialist  
sford@dtic.mil, 703-767-9164

## **Detachment 1 (Det 1), Spacelift Range Group, Space and Missile Systems Center (SMC)**

**Mission:** To provide services, facilities, and range safety control for the conduct of DoD, NASA, and commercial launches at the east and west coast launch bases.

### ***Best Practices:***

- ***Training and Professional Certification.*** Det 1 personnel participate in acquisition professional development, specialized space industry training, operational training, and leadership/teamwork training. Det 1 leadership use weekly staff meetings and mentoring sessions to encourage personnel to take advantage of training opportunities and to share information and experiences with each other.
- ***Career Enhancement.*** Mentoring sessions are held weekly and include leadership and teamwork discussions. Mentoring also occurs through the unit's physical training and team building outings. Personnel are encouraged to rotate jobs every 18 months to two years in order to maximize experience, training, and entry-level certifications.

### ***Outcomes:***

- Ten personnel attended specialized industry training for the Delta IV and Atlas V launch programs.
- The unit is supporting three Det 1 members as they work towards graduate degrees in engineering; another member has completed a master's degree in business administration.

### ***Point of Contact:***

Lt. Col. Stacy Exum, Commander  
stacy.exum@patrick.af.mil, 321-494-4575

## DoD Office of Small Business Programs (OSBP)

**Mission:** Advise the Secretary of Defense on all matters related to small business, represent the Secretary of Defense on major small business matters addressed at the OSD level, develop DoD-wide small business policy and provide oversight, provide training and tools to foster an environment that encourages small business participation in defense acquisition.

### **Best Practices:**

- **Annual Conference.** This training event, targeted specifically to small business specialists, raises awareness of “hot issues” such as strategic sourcing, market research, data integrity, and contracting with service-disabled veteran-owned small businesses. This year, Defense Acquisition University (DAU) taught the CON 260 course in conjunction with this training event.
- **Webcasts.** The program office delivered an instructional presentation through a DAU-sponsored webcast. The goal was to inform the acquisition community how to use Small Business Innovation Research (SBIR) throughout the acquisition program life cycle for leap-ahead capability or enabling technology development to address program needs. OSBP also conducted a webcast to provide training on the transition to Electronic Subcontract Reporting System (eSRS). Following the success of this webcast, OSBP implemented a Community of Practice on the DAU website that provides information on all aspects of eSRS transition.
- **DoD SBIR Community Events.** OSBP organizes two events each year. Beyond SBIR Phase II Conference is a DoD-wide event for SBIR-funded technology transition/commercialization, which brings together over 600 stakeholders. The DoD SBIR/Science and Technology Transfer (STTR) Training Workshop is attended by over 250 DoD SBIR/STTR management, administrative, legal, and contracting personnel and ensures successful implementation of the \$1.3 billion SBIR/STTR programs.

### **Outcomes:**

- Approximately 700 people participated in the SBIR webcast, including members of the defense acquisition workforce, support contractors, and private industry.

### **Point of Contact:**

Joseph Misanin, Deputy Director, Program Operations  
joseph.misanin@osd.mil, 703-604-0022

## **In-Service Support Center (ISSC), Fleet Readiness Center East, Cherry Point**

**Mission:** To provide objective and independent program management, logistics, and research and engineering products and services to Naval aviation program managers, fleet operating units, fleet support teams, and the Fleet Readiness Centers (FRCs).

**Best Practices:** ISSC uses the Joint Engineering Training Team Engineering Scientist Development Program (JETT ESDP) to facilitate the recruitment, training, and retention of new hire engineers and scientists. The program develops them towards journeyman-level status within two to three-and-a-half-years in the areas of technical, management, leadership, and team skills objectives. JETT ESDP includes the following:

- **Mentoring.** Participants establish a peer and a senior mentor relationship to encourage guidance from two different organizational entities. After graduating, employees may continue with the same mentors or choose new ones for continued development.
- **Job Shadowing and Rotations.** JETT ESDP participants shadow various technical and managerial positions within ISSC and rotate to each applicable competency to give them a comprehensive view of the organization and its various products, processes, and customers.
- **Developmental Training.** Training activities include subject matter expert forums, coursework, on-the-job training, specific work assignments, reading assignments, and self-directed development. Training is given in each of the four JETT ESDP objective areas: technical, management, leadership, and team training.
- **Master Development Plan.** This plan contains required and recommended activities and training for each participant. The JETT ESDP also uses progress reports and rotation summary reports to assess and evaluate participants' performance and progress.

### **Outcomes:**

- Rate of retention since JETT ESDP program implementation in May 2006 is 94%.
- Supervisors receiving program graduates have indicated 100% satisfaction.
- Since JETT ESDP implementation, ISSC has observed a 10% increase of on-time completion for assigned tasks, even as overall task volume increased 7%.

### **Point of Contact:**

Sheila Schneider, JETT Technical Team Manager  
sheila.l.schneider1@navy.mil, 252-464-8430

## **Integrated Logistics Support Center (ILSC), U.S. Army TACOM Life Cycle Management Command**

**Mission:** Provide weapon systems management and life cycle logistics support to the soldier and ground systems enterprise.

### **Best Practices:**

- **ILSC Boot Camps.** These sessions orient, train, and develop new members of the workforce. There are three phases:
  - Phase I (1 week) on-boards new employees and focuses on the ILSC organization, mission, customers, career development model, expectations, and administration.
  - Phase II (1 week) offers new employees a “Logistics 101” overview including Life Cycle Model, item introduction, ILS concepts, and basic functions/processes of ILSC functional areas.
  - Phase III (2-3 weeks) provides interactive, hands-on training for employees in several career areas including item managers, maintenance specialists, and technical writers.
- **Leadership Training.** Survey responses indicated employees had communication concerns about their supervisors regarding expectations, performance, and career development. In response, ILSC worked with a contractor to deliver a focused two-day training session that addressed the areas needing improvement.
- **Influential Leadership for Aspiring Leaders Program.** ILSC partnered with other TACOM organizations to develop this program and completed the pilot in July 2008. Focused on preparing individuals well in advance of assuming leadership positions, this program addresses topics including: essentials of leadership, resolving conflict and working with difficult team members, and influencing behavior and actions of teams.

### **Outcomes:**

- Since the Boot Camp program began in November 2007, ILSC has trained over 200 employees at its primary sites.
- Since leadership training was given to supervisors, survey results have demonstrated improvement in several areas of concern.

### **Point of Contact:**

Christopher John Harris, Workforce Development Manager  
christopher.john.harris@us.army.mil, 586-574-5401



## Naval Facilities Engineering Command (NAVFAC) Southeast

**Mission:** To enhance our supported commanders' readiness by serving as their facilities and installation engineers and planning and delivering innovative, technology-leveraged solutions and alternatives to meet their needs.

### **Best Practices:**

- **Intern Workforce Development Program.** NAVFAC Southeast participates in the Professional Development Center – 44 interns; the Naval Acquisition Intern Program – five interns; the Financial Management Trainee Program – two interns; and the Student Career Experience Program – 15 interns. The command also participates in a Department of Defense and Department of Labor program to recruit college students with disabilities. Interns conduct quarterly rotational assignments and field visits to almost two dozen field offices. They receive challenging assignments and have participated in focus teams to analyze and improve NAVFAC Southeast's leadership, strategic planning, career development, and other areas.
- **Leadership Development Initiative.** This initiative provides developmental opportunities for qualified, permanent command employees. Participants work with mentors to design a meaningful Individual Leadership Development Program focusing on competencies. The program uses the Navy's 360 degree assessment tool as means to evaluate specific leadership competency needs.
- **Business Management System.** This system offers an online library of best practices of processes throughout the command. Individuals have access to the most efficient practices and can make suggestions to current documented processes or propose new ones.

### **Outcomes:**

- 100% of eligible interns have been permanently placed within the command.
- Over the past two years, interns have increased from zero to 5% of NAVFAC Southeast's workforce.

### **Point of Contact:**

Diana Shider, Community Manager  
diane.shider@navy.mil, 904-542-5140 x1114

## Naval Supply Information Systems Activity (NAVSISA), Naval Supply Systems Command

**Mission:** Deliver information technology/information management solutions with specific emphasis on logistics and financial related products and services.

### **Best Practices:**

- **Civilian Mentoring Program.** NAVSISA implemented this program in 2008. A nine-month pilot was conducted, allowing a trial team of mentors and protégés to undergo training and provide regular status reports to the program coordinator.
- **Retention.** To retain a highly effective workforce, NAVSISA creates an environment that capitalizes on talent, develops expertise, advances professional careers, and improves quality of life. Retention programs emphasize benefits including flexible scheduling and telework, networking activities, leadership development, and tuition reimbursement.
- **New Employee Guide.** NAVSISA uses this guide to welcome new employees and provide them with the tools to succeed and flourish. It seeks to develop positive perceptions about NAVSISA, set the stage for training, and put the employee at ease. It is an on-going process with responsibilities and participation at all levels of the organization.

### **Outcomes:**

- At the end of the mentoring pilot, participants completed an assessment instrument and 91% rated the program successful.
- Over 80% of a large group of NAVSISA hires from 2000 are still employed by the organization or partner DoD activities.
- NAVSISA has provided the New Employee Guide to other area activities as a best practice for introducing new employees to the work environment.

### **Point of Contact:**

Kathleen Chastain, Director, Business Management  
kathleen.chastain@navy.mil, 717-605-9172

## Naval Surface Warfare Center, Port Hueneme Division

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

### **Best Practices:**

- **Action Learning.** The division embraced the Action Learning concept after it observed development program graduates finding few opportunities to apply theory from their training to practice on the job. It leverages the social aspect of learning and leads to experiences and work relationships that transcend the duration of training. By bridging the gap between the classroom and the real-world trade-offs facing managers, Action Learning enhances participants' post-course learning retention. In one area, the division established a corporate master's program in systems engineering with the Naval Postgraduate School that required an Action Learning capstone project involving work-relevant technical investigations.
- **Leadership Programs.** The Pre-Supervisor Development Program (PSDP), for first-line supervisors, and the Management Succession Program, for higher-level managers, are components of the division's succession planning. They stress both theory and application of knowledge to real organizational issues. While focusing on individual skills, the programs emphasize Action Learning; participants collaborate with the senior management team.
- **Leadership Symposium.** This annual two-day managers' forum includes all supervisors. Nationally recognized speakers and senior government officials cogently discuss emerging trends affecting leadership. In addition to reducing costs compared to training managers individually, the division benefited from the synergy of training the management team as a group.

### **Outcomes:**

- The corporate master's program has graduated five cohorts totaling more than 120 employees; 38% to 50% of participants in each class have been promoted, compared to less than 20% of non-participants.
- 71% of the first and 34% of the second PSDP class graduates have received promotions to supervisory positions or more responsible positions, a rate eight times greater than that of their peers.
- 80% of managers attended this year's symposium; evaluations showed a high degree of satisfaction with the event.

### **Point of Contact:**

Gary Farber, Chief Learning Officer  
gary.farber@navy.mil, 805-228-0335

## Naval Undersea Warfare Center, Division Newport

**Mission:** To provide the technical foundation that enables the conceptualization, research, development, fielding, modernization, and maintenance of systems that ensure our Navy's undersea superiority, today and tomorrow.

### **Best Practices:**

- **Technical Health Assessment.** In this annual process, technical departments project workload requirements and needed expertise, based on strategic forecasts, discussions with customers, current and projected workforce composition, and current and project workforce attrition. These projections serve as the basis for strategic human capital decisions in hiring, development, and redeployment.
- **Career Planning.** The Career Path Planning Guide, developed in 2006, provides all employees with the necessary foundational material to help them plan their careers. The guide defines the knowledge, skills, and abilities needed to advance their careers.
- **Educational Partnership Agreements (EPAs).** These formal agreements provide a mechanism by which students undertake research projects at the division. The arrangement encourages students' interest in undersea technology, pre-develops future employees, and introduces students to careers in government.
- **K-12 Math and Science Outreach.** This effort increases awareness of science and engineering and develops a pipeline of future scientists and engineers for the workforce. The division's comprehensive approach reaches out to elementary students with simple hands-on science experiments and to middle and high school students with more complex problems and real-world applications.

### **Outcomes:**

- The percentage of the division's 200+ technical programs that are at risk has dropped from approximately 25% to less than 10%, showing the benefits of a well-developed workforce.
- Currently, the division maintains more than 17 active EPAs with universities across the country.
- Division volunteers have given the "Super Submarine Science" presentation to more than 2,700 local elementary school students; more than 1,100 local middle school students have attended division presentations at career fairs.

### **Point of Contact:**

David Sanders, Public Affairs Officer  
david.sanders2@navy.mil, 401-832-3611

## Navy Exchange Service Command

**Mission:** To offer our customers quality goods and services at a savings, and to support quality of life programs by providing dividends to morale, welfare, and recreation (MWR).

### **Best Practices:**

- **Executive Skills Development (ESD).** This program for mid-level managers uses a competitive process to select participants from across the organization to attend four learning labs over a five-month period. It includes a multi-rater assessment with one-on-one coaching, online courses, classroom learning with leadership perspectives, and a “key business challenge” (KBC) process improvement project.
- **New Supervisor Training.** The New Manager Orientation program instructs managers with retail industry experience on Navy Exchange processes, procedures, and standards. Subject matter experts share information with managers and answer questions. The Performance Management Fundamentals (PMF) program teaches first-level supervisors how to be effective in basic management functions.
- **Continuous Learning for Associates.** In the Individual Development Planning (IDP) process, high-potential associates partner with managers to assess their functional and interpersonal competencies and develop IDPs using customized competency-based development profiles based on the nature of their position within the command. The same process is used for associates selected to participate in the Manager in Training program.

### **Outcomes:**

- Since 1999, the ESD program has produced 255 graduates; 90% have been retained and at least 67% have been promoted; one recent KBC project has produced estimated savings of over \$1 million.
- About 1,500 store supervisors and managers have completed the PMF program, representing over 90% of eligible participants.
- In 2007, the organization’s exempt position turnover rate was 10%, compared to the commercial retail industry figure of 26%.
- Since 1998, the command’s customer satisfaction survey overall rating has increased from 61 to 80, a very high figure for retail.

### **Point of Contact:**

Geoffrey Klein, Director, Human Resources (Continental U.S.)  
geoff\_klein@nexweb.org, 757-440-4670

## **PEO Simulation, Training and Instrumentation (STRI)**

**Mission:** To provide responsive interoperable simulation, training, and testing solutions and acquisition services for the warfighters and the nation.

### ***Best Practices:***

- ***Acquisition Academy (A2).*** To combat the declining number of 1102-series contracting personnel due to retirements, PEO STRI established the A2, a concentrated program designed to attract and retain new employees and to develop the essential knowledge and skills necessary for successful acquisition management. The A2 integrates training and development with experiential learning assignments to ensure that well-rounded interns are quickly immersed into the organization.
- ***Employee Development Program.*** This competency-based program uses a holistic, continuous process throughout an employee's tenure and encourages new and advanced skills, knowledge, and perspectives. Supervisors assess and direct employees toward avenues of formal and informal learning. The program focuses on competency levels needed to support present and future requirements and uses five core qualifications: supporting change, personal skills, professional skills, functional skills, and communication.
- ***Webster University Partnership.*** In this partnership, participants take a program of on-site courses administered through an agreement with Webster. Program graduates receive a master's of business administration (MBA) degree from Webster.

### ***Outcomes:***

- The initial A2 class consists of 21 contracting interns.
- 67 PEO STRI personnel have earned MBA degrees from Webster; nine personnel are currently participating in the program.

### ***Point of Contact:***

Traci Jones, Project Support Executive  
traci.a.jones@us.army.mil, 407-384-3770



## **Program Management Functional Office (A5P), Air Force Materiel Command**

**Mission:** Enable life cycle management as it relates to capabilities planning, technology development and transition, intelligence integration, and acquisition support to deliver war-winning systems on time and on cost.

**Best Practices:** Before 2007, the command's program management (PM) workforce had no command advocate or standardized force development processes. Therefore, A5P was established to oversee strategic development, career planning, and certification of the PM workforce. Efforts include:

- **Career Guidance.** A5P conducted "Spread the Word" roadshows at each command field activity. The briefings, tailored to each component, discussed force development initiatives, DAWIA impacts, and PM career roadmaps. A5P separately met with each activity's senior leadership and PM interns to collect feedback. A5P also published guides, briefings, and other information regarding career development for the PM workforce.
- **Mentoring.** In a formal mentoring process, executive and senior level PMs provide structured feedback annually to everyone submitting a Career Development Plan (CDP). Extensive feedback and educational, training, and experiential vectors were used to enhance the process. A5P also works with senior-level personnel on their training plans to ensure they are qualified or are able to receive a waiver to fill Critical Acquisition Positions (CAPs). At the other end, A5P is implementing development processes for PM interns in order to increase the pool of candidates for journeyman positions.
- **Certification Process.** To streamline the process of requesting and receiving certification, A5P enacted a standardized, semi-automated process and will deploy a fully automated process in FY09.

### **Outcomes:**

- PM roadshow feedback averaged a 4.23 on a 5 point scale.
- CDP participation increased to 44% from 33% in the previous cycle; participant satisfaction was 73%.
- In the past 18 months, the rate of command ACAT I and II PMs meeting DAWIA requirements went from less than 30% to 92%.
- Process time to request and receive certification has gone from 30-60 days to as little as one day or less.

### **Point of Contact:**

Dominique Myers, Chief, Program Support Division  
dominique.myers@wpafb.af.mil, 937-656-3929

## **Program Manager, Advanced Amphibious Assault (PM AAA)**

**Mission:** To deliver and support an operationally effective and suitable Expeditionary Fighting Vehicle (EFV) - on time and at an acceptable cost.

### ***Best Practices:***

- ***Leadership Development/Succession Planning.*** PM AAA offers numerous opportunities for high-performing employees to be nominated for and attend leadership developmental assignments. These include the Federal Executive Institute, Industrial College of the Armed Forces, Executive Leadership and Development Program, and the Executive Potential Program, rotational assignments at the Joint Strike Fighter program, and shadowing SES-level personnel at other DoD locations. In addition, PM AAA leadership, along with its contractor's leadership, took the Leadership Reaction Course at the Quantico Officer's Candidate School.
- ***Internships and Hiring.*** PM AAA has successfully found and used engineering technicians as summer hires. These hires shadow a senior employee and receive mentoring from them. Summer hires that join PM AAA after graduation typically begin as a GS-07 and are on a career path to Pay Band 2 / GS-13.

### ***Outcomes:***

- In 2008, PM AAA nominated seven employees to attend advanced leadership training and filled over 12 higher-level positions with in-house personnel.
- 86% of the PM AAA workforce is certified at the required DAWIA level and approximately 20% hold multiple DAWIA certifications.

### ***Point of Contact:***

Robert Cross, Director, Acquisition & Business Management  
crossrl@efv.usmc.mil, 703-490-7212

## **Project Director, Force Management System, (PD FMS), PEO Enterprise Information Systems (EIS)**

**Mission:** To design, develop, and deploy an integrated force management system that will establish accurate, consistent, and timely force structure information to the Army force management community.

### **Best Practices:**

- **Certification Training.** With only four employees, PD FMS focuses on developing its workforce's skills in order to achieve its mission. The staff has placed a priority on receiving Army Acquisition Corps (AAC) Level 3 certification. Two employees are a Lean Six Sigma Project Sponsor and Green Belt, and the latter has received two engineering certifications from the American Society of Quality Control. When the team's contracting situation changed, an employee took on Contracting Officer's Representative duties by combining past experience with additional training and certification.
- **Job Shadowing.** PD FMS must be an agile workforce where everyone understands the entire spectrum of the team's operations. Accordingly, the team follows a job shadowing and rotation philosophy that broadens everyone's exposure and avoids a single point of failure situation when an employee is out of the office.
- **PEO EIS Business Rules.** The staff follows these rules regarding appraisals, Individual Development Plans (IDP) and Continuous Learning Point (CLP) targets. Team members use the performance plans to map out their goals and objectives for the next year and tie them to the mission requirements.

### **Outcomes:**

- Since taking over the program in 2003, the team has turned FMS into a successfully fielded system undergoing multiple releases and service packs. This is due in large part to the emphasis placed on workforce development.
- The entire staff has achieved AAC Level 3 certification, two employees are members of the AAC and a third has nearly completed the process for joining.
- PD FMS has achieved 100% rates on submitting appraisals and IDPs and meeting CLP requirements. Over the past two years, employees have achieved 610 CLP hours.

### **Point of Contact:**

James Raze, System Engineer  
james.raze@us.army.mil, 703-569-9027

## **Radio Frequency Guidance Engineering Branch, Naval Air Systems Command**

**Mission:** To provide responsive radio frequency (RF) weapons engineering solutions to the warfighter. Our vision is to be a world-class organization for weapons system radio frequency solutions.

### ***Best Practices:***

- ***Engineering Science and Development Program.*** This three- to four-year program for entry-level professional engineers and scientists provides the opportunity to develop the skills and knowledge needed to become journeyman engineers and future leaders. The program includes three 90-day on-the-job rotational assignments; technical training, including DAWIA Level III requirements; shadowing assignments; mentoring guidance; and networking activities.
- ***Naval Scientist Technical Exchange Program (NSTEP).*** This program promotes career development, hands-on experience, and networking opportunities at a high level. Participants undergo rotational assignments at Navy headquarters and the Pentagon. The program is also being extended to industry opportunities.
- ***Journeyman Development.*** Journeyman engineers are required to take at least 80 hours of RF-related training each year. They also have the opportunity to participate in the branch's Fellowship Program, which involves attending or taking online courses from major colleges and universities.

### ***Outcomes:***

- Over the past seven years, the branch has a 95% retention rate.
- The branch's workforce has increased by 50% over the past three years by hiring entry-level engineers; 15% of the workforce are new journeyman recruits.
- 85% of entry-level engineers have reached full journeyman performance levels within four years.

### ***Point of Contact:***

Solomon Waters, Branch Head  
solomon.waters@navy.mil, 760-939-2626

## **Tactical Airspace Integration System (TAIS) Team, Product Manager, Air Traffic Control (PM ATC)**

**Mission:** Responsible for executing total life cycle management of the TAIS program as a distinct product line under the supervision of the PM ATC.

### **Best Practices:**

- **Succession Planning.** Each team member is responsible for establishing their position's succession plan, designed to rapidly transition newcomers into their jobs and to develop the mission-essential skill sets needed to perform at a high level.
- **Organization-Unique Training.** TAIS 101 training is provided to all team members and to members of the industry teams working on TAIS. Additional training on the Army, Army aviation, and theater air ground systems is also given. TAIS trainers receive training from a TAIS operator with recent combat experience, giving them additional knowledge about TAIS.
- **"Holder of the Coin" Recognition Program.** When the Assistant Product Manager, TAIS received a "Coin of Excellence" from the Deputy PEO, Aviation, he established a recognition program whereby the coin is passed from one member of the team to another as dictated by performance. Any government or industry team member can receive the coin.

### **Outcomes:**

- Following the succession plan led to two new team members performing at the same level as the outgoing members within 30 days; during 2008, TAIS operational availability averaged 98%.
- During 2008, TAIS received numerous expressions of satisfaction from customers compared to no adverse comments or complaints from any end users.
- To date, the "Coin of Excellence" has been awarded 56 times.

### **Point of Contact:**

Jim Kelton, Assistant Product Manager  
james.kelton@us.army.mil, 256-955-8704

## **Training Systems Division, Naval Air Warfare Center, Orlando**

**Mission:** To be the principal Navy center for research, development, test and evaluation, acquisition, and product support of training systems; to provide inter-service coordination and training systems support for the Army and Air Force.

### ***Best Practices:***

- ***Employee Training System (ETS).*** The division uses this online system to provide comprehensive training monitoring for both classroom and online courses. ETS tracks training status, registration, assignments, databases, rosters, notifications, history, and reports for individual employees, classes, and the division as a whole. The system provides employees, supervisors, and leadership with the ability to effectively manage workforce development.
- ***University of Central Florida (UCF) Partnership.*** This partnership stimulates students to learn about human systems integration, training, education, modeling, and simulation research and promote excellence in learning and development through community involvement. The partners have developed naval engineering and science education and training classes to be taught at UCF. The division also recruits and hires UCF students.

### ***Outcomes:***

- The UCF partnership has led to: increased attendance and participation in the relevant courses of study; increased number of college students interested in careers involving the many phases of engineering, science, and technology training; revitalization of the workforce through both the intern programs and new employees hired as a result of the program.

### ***Point of Contact:***

Linda Morrill, Contract Specialist  
linda.morrill@navy.mil, 407-380-4142



## U.S. Army CECOM Life Cycle Management Command (LCMC)

**Mission:** To provide the best possible support to our number one customer – the warfighter. We seek to be your number one source for logistics and sustainment.

**Best Practices:** Under the 2005 Base Re-alignment and Closure (BRAC) decision, CECOM LCMC will move from Fort Monmouth, NJ to Aberdeen Proving Ground, MD in 2010-11. The command, recognizing the need to retain the experienced workforce that accomplishes its mission, instituted a comprehensive Relocation Communications Strategy that empowers its employees with accurate information so they can make the best possible relocation decision. The strategy includes:

- **RED Box Relocation Kit.** This physical box, whose name stands for Relocation Information, Entitlements, and Decision-making, contains basic relocation information, including community profiles, maps, visiting information, driving tour information, financial benefits of relocating, moving tips, and strategies to cope with change and stress. A virtual RED Box is on the command's website.
- **Information Events.** CECOM LCMC has held annual relocation fairs in its officer's club and quarterly BRAC town hall meetings. Both types of events feature exhibits, presentations, and speeches from base, state, and county representatives and relocation experts.
- **Other Information.** To spread awareness, the command operates relocation information kiosks around Fort Monmouth, runs a relocation website with a blog and question and answer section to promote discussion, holds focused information sessions, and holds one-on-one counseling for personnel specialists and managers.

### **Outcomes:**

- Approximately 3,500 RED Boxes have been distributed to date.
- To date, CECOM LCMC has held two relocation fairs and scheduled a third, and has held nine town hall meetings.
- Originally, 19% of the workforce stated they would relocate; currently, the rate is 30% with future increases expected.

### **Point of Contact:**

Sue Nappi, Deputy G3/5  
susan.l.nappi@us.army.mil, 732-532-4250

## **U.S. Army Engineer Research and Development Center (ERDC)**

**Mission:** To provide science, technology, and expertise in engineering and environmental sciences in support of our armed forces and the nation to make the world safer and better.

### ***Best Practices:***

- ***Graduate Institute.*** This institute is a partnership between ERDC and universities through which employees can earn academic credit and graduate degrees. The main partners are Louisiana State University, Mississippi State University, and Texas A&M University. The Institute offers more than 15 master's degree options, mostly in science and engineering but also in business administration. About 70 courses have been added in the past seven years. The institute has a dedicated building at ERDC with four classrooms with high-speed Internet and video teleconferencing. Courses are taught on-site and projected to the universities or taught at the universities and projected to the Institute.
- ***Doctoral Program.*** Each year, ERDC competitively selects five to ten employees to pursue a year of paid education at the doctoral level in universities across the country. When they return, they perform research that leads to a PhD dissertation. Many doctoral-level researchers also serve as adjunct faculty at partner universities, giving them teaching opportunities in addition to performing research. ERDC's graduate education programs aid in recruitment and retention of quality staff and help institutionalize organizational excellence and prestige.

### ***Outcomes:***

- Degree completion through the Graduate Institute averages four employees per year; for the Doctoral Program, three employees per year.
- Retention rates for graduates of the Graduate Institute and Doctoral Program are 84% and 90%, respectively.
- In FY07, ERDC staff published 520 articles in refereed journals, gave 167 invited talks, and received 17 patent awards.
- ERDC's journal publication rate per researcher is higher than many highly regarded institutions, including MIT's Lincoln Labs and NASA's Langley Research Center.

### ***Point of Contact:***

Mary Vincent, Physical Scientist  
mary.k.vincent@usace.army.mil, 601-634-3678

## U.S. Army Medical Research Acquisition Activity

**Mission:** Provides quality, timely, and cost-effective business advice and solutions for our command, our customers, and other stakeholders; respect, personal growth, and well-being of ourselves; and public trust and good citizenship for our community.

### **Best Practices:**

- **Electronic Knowledge Sharing.** The activity has developed electronic tools to promote performance and knowledge sharing. These tools include: Workload Distribution Tool; Contracting Officer's Representative database; Electronic Contract Administration files; and New Products and Ideas Website/Database. These initiatives provide a streamlined approach to the activity's workload, boosting performance.
- **Grant Specialist Recruitment.** The activity conducted a feasibility study, which revealed that grant specialists (1101 series) could be hired to award the more than \$1 billion of assistance agreements, freeing (1102 series) contract specialists to focus on the more than \$1 billion in contract awards.
- **Mentoring.** Seventeen mentoring teams have graduated from the activity's Mentor program and five teams are currently participating. Additionally, new employees receive mentors to help them manage their workload and understand the activity's processes.

### **Outcomes:**

- The past year, the activity used the new ideas website to process over 190 unsolicited proposals, many with considerable potential benefits, and average 24 days in responding to the submitting vendors.
- From the 17 graduated mentoring teams, seven employees have received promotions.

### **Point of Contact:**

Paul Michaels, Director

paul.michaels@amedd.army.mil, 301-619-2183

## U.S. Transportation Command/J6

**Mission:** Develop and direct the Joint Deployment and Distribution Enterprise to globally project strategic national security capabilities; accurately sense the operating environment; provide end-to-end distribution process visibility; and responsive support of joint, U.S. government, and Secretary of Defense-approved multinational and non-governmental logistical requirements.

### **Best Practices:**

- **Acquisition-Related Training.** J6 has combined integrated information technology and supply chain transportation and distribution training with existing acquisition continuing education to develop a well-versed joint information technology acquisition workforce within the command.
- **Mentoring.** J6 has institutionalized one-on-one mentoring throughout the command's Distribution Services program management office. Organizational all-hands mentoring is also conducted on a quarterly basis.
- **Partnerships.** J6 partners with the Armed Forces Communications and Electronics Association for IT training workshops, with St. Louis University for acquisition-related supply chain and transportation education, and with National Defense University for chief information officer education.

### **Outcomes:**

- J6 has hired entry-level professionals through the Air Force Palace Acquire Intern Program and the Student Career Experience Program, achieving an approximate 15% infusion rate of new IT-educated individuals.
- Acquisition training contributed to a reduction in the number of on-site IT professionals in the CENTCOM Deployment and Distribution Operations Center from 69 to 34.

### **Point of Contact:**

Daniel Gotwald, Chief, Distribution Capabilities and Support Division  
daniel.gotwald@ustranscom.mil, 618-229-4998

## **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.



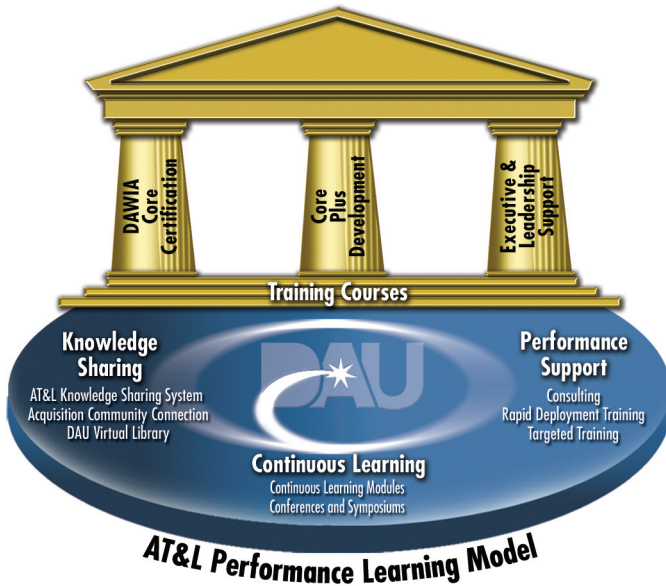
Prior to joining the Department of Defense, he spent over 30 years in the private sector. He held a variety of operational and management positions with General Electric, Singer, Lear Siegler, United Technologies and General Dynamics. His business experience spans air, land, sea and space programs for 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, he 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.

He 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 Defense Acquisition 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.  
Under Secretary of Defense  
for Acquisition, Technology and Logistics*

