



2009 USD(AT&L) Workforce Development Award



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



The Department of Defense is embarking on reforms to the acquisition process along with an ambitious growth strategy for its workforce. However, no changes to the acquisition system itself can substitute for good sense, good discipline, alignment of what we buy with what our strategy requires, and above all, good people performing the acquisition function.

We need to attract talented people to the acquisition workforce, effectively train and develop them for the challenging work they do, and retain them on the acquisition team.

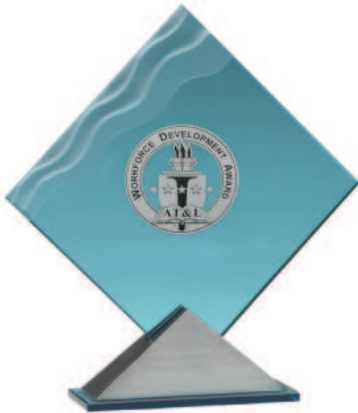
The Defense Acquisition Workforce is more than 130,000 strong and possesses a broad spectrum of technical expertise, program skills, and institutional memory. We must not only strengthen the existing team, but build the team of tomorrow. Together, we must shape the future acquisition workforce and create inspired, high-performing organizations where each person is expected to make a difference to improve acquisition outcomes.

I commend all those organizations that submitted applications for the 2009 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 recruit, develop, and retain a mission-ready Defense Acquisition Workforce.

Congratulations to all the winners! Your efforts have resulted in innovative human capital initiatives that all should emulate as we work to ensure our workforce has the right skills and expertise to be mission-ready.

A handwritten signature in cursive script that reads "Ashton B. Carter".

Ashton B. Carter
Under Secretary of Defense
for Acquisition, Technology and Logistics



2009 USD(AT&L) Workforce Development Award Presentation

The Defense Acquisition Workforce is more than 130,000 members strong. It is comprised of civilians and military from the Department of the Army, Department of the Navy, Department of the 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.



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 2009 USD(AT&L) Workforce Development Award.



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



Dr. Michael Echols
Director, Human Capital Lab and
Executive Vice President of Strategic Initiatives
Bellevue University



Mr. Bob Mosher
Global Chief Learning and Strategy Evangelist
LearningGuide Solutions



Dr. Paul Alfieri
Director of Research
Defense Acquisition University



Mr. Alan Boykin
Director, Defense Acquisition Workforce Talent
Management and Initiatives
Defense Acquisition University



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



Dr. Christopher Hardy
Director, Global Learning and Technology Center
Defense Acquisition University

Award Winners



Gold Winner - Large Organization

U.S. Army Armament Research,
Development and Engineering Center
Picatinny Arsenal, NJ

Gold Winner - Small Organization

Aviation Engineering Directorate,
U.S. Army Aviation and Missile Research,
Development and Engineering Center
Redstone Arsenal, AL



Silver Winner - Large Organization

Defense Information Systems Agency
Arlington, VA

Silver Winner - Small Organization

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



Bronze Winner - Large Organization

Air Force Global Logistics Support Center
Scott AFB, IL

Bronze Winners - Small Organization

Cooperative Threat Reduction Directorate,
Defense Threat Reduction Agency
Fort Belvoir, VA

Detachment 1, Directorate of Contracting,
Air Force Research Laboratory
Wright-Patterson AFB, OH



Gold Winner Large Organization



U.S. Army Armament Research, Development and Engineering Center (ARDEC)

Mission: To develop and maintain a world-class workforce to execute and manage integrated life-cycle engineering processes required for the research, development, production, field support, and demilitarization of munitions, weapons, fire control, and associated teams.

Best Practices:

- **Armament University.** This unique corporate training arm offers an integrated workforce development program comprised of on-site graduate education through four university partners and diverse, cutting-edge experiential learning initiatives. These range from entry-level learning to embedded assignments with industry to pre-admission counseling for doctoral programs. ARDEC also offers an Armament Engineering graduate certificate with Stevens Institute of Technology, with courses emphasizing systems engineering of military weapons.
- **COHORT Study.** Each year interns are grouped into cohorts, comprised of employees with nine to twenty-one months ARDEC experience. These groups are surveyed to identify successes and problem areas. The results of these surveys and follow-up focus group interviews, conducted in a non-attribution environment, are briefed to leadership for corrective action.
- **Modeling & Simulation (M&S) Strategic Advisory Group.** This community of practice promotes a high-performing, innovative M&S workforce by hosting annual symposiums, developing advanced training, and focusing resources to sustain M&S usage throughout program planning and execution.
- **Greening Program.** Less than 1% of new hires have prior military service. Accordingly, ARDEC developed this multifaceted program, which affords employees a solid familiarization of their Army warfighter customer, force structure, mission, and equipment.

Outcomes:

- In support of the warfighter, ARDEC completed 13 Urgent Material Releases in FY08 and 19 in FY09.
- Due to improvements based on COHORT Studies, retention rate on the 1,219 new scientist and engineer hires since FY99 is 93.25%.
- The use of M&S tools for reliability engineering in place of field testing typically provides a 10 to 1 reduction in cost.

Point of Contact:

Joe Shiposh, Chief Learning Officer, Armament University
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Gold Winner Small Organization



Aviation Engineering Directorate (AED), U.S. Army Aviation and Missile Research, Development and Engineering Center

Mission: Supporting soldiers through responsive, pre-eminent aviation engineering expertise while maintaining customer focus, flight safety, life-cycle system engineering, and enabling personnel development.

Best Practices:

- **Employee Empowerment.** Each AED element prepares and reviews annually a detailed list of skills and capabilities employees must master for success, as well as measurable metrics for judging competence. Semi-annually, each employee is assessed against this list. This assessment is combined with supervisor analysis of the employee's judgment and communication abilities, resulting in a formal memo stating a level of task empowerment.
- **Leadership Development.** AED cross-trains leaders at the division level through rotational assignments. Supervisors undergo 360 degree profiling annually. AED also cooperates with the Civilian Senior Leadership Management Office to run an executive development program for three critical senior leadership positions.
- **Director's Shadow Program.** All new employees are invited to spend a full day with the AED director, witnessing all meetings and activities. The director also counsels them on career objectives and reviews their Empowerment Memo and other development plans.
- **Hangar Flying Program.** Monthly, a warfighter is invited to brief AED on the aircraft they recently flew or maintained in Afghanistan or Iraq, bringing field concerns to AED for action and allowing engineers a greater understanding of the aviation acquisition process.

Outcomes:

- AED personnel have produced roughly 20,000 airworthiness engineering determinations annually for the past five years without a single safety escapement that would put soldiers at risk.
- Approximately 20% of key engineering leadership positions within AED's parent program executive office have been filled temporarily or permanently with AED alumni. An AED executive leader recently completed a six month rotation as deputy director of AED's parent center.
- 77% of AED acquisition employees hold DAWIA Level III certification, and 57% hold multiple certifications.

Point of Contact:

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Silver Winner Large Organization



Defense Information Systems Agency (DISA)

Mission: Engineers and provides command and control capabilities and enterprise infrastructure to continuously operate and assure a global net-centric enterprise in direct support to joint warfighters, national-level leaders, and other partners across the full spectrum of operations.

Best Practices:

- **Leadership Development.** DISA runs two cornerstone programs for succession planning: the Emerging Leaders Program (ELP) (one year, GS-9 to GS-12 or equivalent) and the Executive Leadership Development Program (ELDP) (competitive application, three years, GS-13 to GS-15 or equivalent). A combination of personal and situational assessments, case studies, simulations, and action learning helps participants strengthen their leadership skills. The ELDP partners with George Washington University to cover current leadership trends and executive core competencies.
- **Technical Workforce Development Program.** This new program develops the DISA technical workforce and accelerates assimilation of new hires through a series of modules addressing major technical competencies. The first module culminated in a complex, realistic, DISA-specific project.
- **Knowledge Retention Program.** Developed in anticipation of losing employees when DISA moves to Fort Meade, this program captures and transfers institutional knowledge. Departing employees submit written answers and conduct an exit interview with their supervisor. This information, along with essential information about the employee's key projects, is posted on the Intellipedia wiki and given to their replacements.
- **E-Learning.** To its more than 2,100 online courses, DISA recently added the Leadership Development Channel, which offers online live and recorded video programs from top executives, authors, and thought leaders such as Ken Blanchard and Stephen Covey.

Outcomes:

- Since their inception, 42% of the 100 ELP and 38% of the 181 ELDP participants have been promoted, including five to SES positions.
- DISA's most recent climate survey found an overall satisfaction rate of 63%, continuing a steady increase since the initial 2005 survey.
- Over the past year, the number of employees indicating they plan to stay with DISA after it moves has increased 50%.

Point of Contact:

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Silver Winner Small Organization



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

Mission: Provide independent analytical cost and systems analysis support to the TACOM Life Cycle Management Command and its command and enterprise partners; and manage the tools and data bases to support the cost and systems analysis processes.

Best Practices:

- **Professional Analyst Development Plan.** This internally developed plan accelerates learning and provides analysts with resources, data, tools, and techniques to effectively perform their jobs. The Project Archive and Reference Retrieval System (PARRS) is an extensive online library hosting past studies, research briefings, and lists of subject matter experts. Project reviews allow senior staff to formally share expertise at various phases of the project. At monthly C&SA roundtables, employees research an assigned topic and present to the entire office.
- **Training Plans.** The Master Training Plan provides new hires with a roadmap of the classes and on-the-job training required to achieve Level II DAWIA certification in the business-cost estimating career field after two years. A roadmap provides suggested training after the initial two-year plan in the areas of project leadership and leadership development.
- **Mentoring.** Every new employee is assigned a mentor who initially orients them and then serves as their work coach. Employees work with senior analysts initially and progress to working independently, with available support from networks of mentors.

Outcomes:

- By developing technological expertise, the office completed all cost estimates used to support customers' future year budget requests in automated cost estimating software.
- PARRS has 1,336 scanned documents with more than 225,000 pages. In the past three years, C&SA has held 24 roundtables with more than 75 presentations.
- In the past two years, C&SA saw a 25% growth in demand for its services; 15 new positions have been created to satisfy this demand.
- The office's retention rate of employees hired since 2004 is 82%.

Point of Contact:

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Bronze Winner **Large Organization**



Air Force Global Logistics Support Center

Mission: Execute the Air Force supply chain by integrating enterprise-wide planning strategy with global command and control as the single focal point to the warfighter.

Best Practices:

- **Immersion Education (IE).** IE provides Supply Chain Management (SCM) personnel with a basic, broad-based education on sustainment transformation concepts and initiatives. Students are assigned to a specific class based on their functional background and complete 19 modules as well as projects, activities, and team-building exercises over six weeks. Created in 2005 through multiple partnerships, IE is a unique blend of government experience, academic expertise, and industry knowledge.
- **Supply Management (SM) Certificate Program.** The center developed this program in line with the Department of Defense Human Capital Strategy (HCS). It is comprised of HCS Logistics Career Development Framework competencies, recommended education levels, required years of experience, program management education, and supervisor endorsement. Employees can use it as a career development plan to guide them from journeyman-level to the Senior Executive Service.
- **Nuclear Awareness Training.** The center took several steps to address recent high-visibility missteps involving Air Force nuclear procedures. All center personnel completed interim Nuclear Weapon-Related Materiel (NWRM) training. The center also developed and fielded a Positive Inventory Control training plan as well as a computer-based training program for NWRM awareness.
- **SCM Trainee Review Boards.** These weekly boards, chaired by senior leadership, assess trainees' progress, offer advice on career goals, discuss future training, and provide constructive feedback.

Outcomes:

- IE results show a substantial increase in subject matter comprehension and retention. More than 3,300 employees have graduated from the program.
- The SM Certification Program pilot has resulted in eight certifications out of 26 applicants.
- Review Boards assessed 198 trainees in 2008 and 246 trainees to date in 2009.

Point of Contact:

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Bronze Winner Small Organization



Cooperative Threat Reduction (CTR) Directorate, Defense Threat Reduction Agency (DTRA)

Mission: To partner with willing countries to reduce the threat from weapons of mass destruction (WMD) and related materials, technologies, and expertise, including the provision for the safe destruction of Soviet-era WMD, associated delivery systems, and related infrastructure.

Best Practices:

- **CTR-Specific Training.** All new project personnel must complete the Program Management I and II courses within six months. During acquisition training, employees are mentored by senior program managers. Under a partnership founded in 2007, Pennsylvania State University conducts a five-day biology-immersion course for employees working on the Biological Threat Reduction Program, CTR's largest and most complex program area.
- **Just-in-Time Training.** Policies and processes rarely remain stagnant in the defense acquisition environment; therefore, refresher training is provided prior to entering key events in the project life cycle.
- **Project Officer Training Plan.** New project officers must prepare this plan, which identifies the critical courses and other tasks they must complete to ensure they know acquisition management as well as DTRA- and CTR-specific subjects. The plan and other training resources are available at the CTR Training Center Web site.
- **Knowledge Management.** CTR's Web Portal allows project teams to collaborate and share information across all program areas. Teams conduct peer reviews, after-action reviews, and project retrospectives, and store the results in the Lessons Learned Repository. This database must be searched for applicable lessons in advance of any new major acquisition effort.

Outcomes:

- Through improved processes and workforce development, CTR has reduced its unobligated funds balance by nearly 90% since FY04.
- Nearly 100% of project officers have met the training plan's basic technical competency requirements and more than 60% have met the advanced requirements.
- Recent reviews generated 46 lessons learned and four comprehensive reports for the Lessons Learned Repository.

Point of Contact:

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Bronze Winner **Small Organization**



Detachment 1, Directorate of Contracting, Air Force Research Laboratory (AFRL)

Mission: Provide innovative, high-quality contracting and business support for our customers to advance the technological superiority of our Air Force.

Best Practices:

- **Recruiting.** The detachment teams with another contracting directorate to recruit college graduates. Recruiting teams visit local colleges and universities, interview applicants, and conduct most of the qualification and selection process on the spot, expediting hiring.
- **JumpStart Program.** Employees new to government contracting attend the JumpStart Program, where the four-month curriculum features subject matter expert-led instruction on basic contracting skills, and receive orientation on Air Force- and AFRL-specific topics.
- **Continuous Learning.** These programs for all employees include monthly refresher training on acquisition subjects, periodic forums on new contracting policies and laws, and quarterly presentations on new technologies from customer AFRL technical directorates.
- **Learning Through Teaching.** Under this method, employees develop and deliver training to customers in areas such as the government-contractor relationship and Small Business Innovation Research.
- **Contracting Officer's Study Group.** Nominated by their supervisor, participants attend weekly sessions for six months, undergoing an intensive curriculum preparing them for the challenges of serving as a contracting officer with an unlimited warrant. After researching, briefing, and leading discussions on numerous topics, employees must pass a written test and face questions in front of a review board.

Outcomes:

- The detachment has an 88% customer satisfaction rate since FY07.
- In FY09, the recruitment team visited 17 colleges and universities, interviewing 250 students and selecting 150 to fill various positions.
- Since 2007, 25 employees have participated in the Study Group and received an unlimited warrant; 100% passed on the first try.

Point of Contact:

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Best Practices

Forty-two 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.

21st Contracting Squadron, 21st Space Wing, Air Force Space Command

Mission: To provide contracting support for the defense of our nation.

Best Practices:

- **Student Recruitment.** Limited availability of 1102-series candidates and lengthy position fill times led the squadron to make a concerted effort to recruit students from local colleges and universities by contacting college placement offices, attending job fairs, and making personal contacts. The squadron used the Student Career Experience Program (SCEP) hiring authority to recruit students with a minimum 3.5 grade point average. Students follow a general Training Plan and detailed Individual Development Plan (IDP), with progress tracked through quarterly written updates and face-to-face meetings. Upon graduating, students are converted to a Copper Cap intern position or hired as a developmental contract specialist, and continue to follow their Training Plan and IDP.
- **Contracting Officer Academy.** The academy, which meets twice a month, helps personnel grow their contracting knowledge and helps contract specialists prepare for the Contracting Officer Warrant Board.
- **On-Site Training.** To maximize training opportunities and employee participation, the squadron brings contracted acquisition training courses on site instead of sending employees on travel. Any seats the squadron cannot fill are offered to other local contracting organizations.

Outcomes:

- The squadron has hired 10 students in the past year and converted four to Copper Cap intern positions. Use of the SCEP hiring authority has reduced fill times for many journeyman-level positions from six or seven months to near zero.
- In FY09, six personnel earned contracting officer warrants.
- Using FY09 funds, the squadron purchased and hosted four courses on site, providing training to 120 personnel at a cost of less than \$64,000.

Point of Contact:

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40mm Grenade Integrated Product Team, Office of the Product Manager, Medium Caliber Ammunition, Program Executive Office for Ammunition

Mission: Provide world-class medium caliber ammunition and meet ammunition acquisition and production requirements for the warfighters within approved resources, program costs, performance, and schedule.

Best Practices:

- ***Organization-Unique Training.*** New integrated product teams and sub-teams begin with an in-house facilitator using the Franklin Covey 7 Habits of Team Building and Myers-Briggs Personality Type Indicator to foster better communication and teamwork. Team engineers receive tailored risk management and continuous improvement training, which is also offered to industry partners. The Warfighter Ammo Information Program, sponsored by the team's parent project office, uses retired master gunners and an Army sniper to discuss capabilities and characteristics of direct fire ammunition, with emphasis on 40mm products. The team uses this feedback to further improve its products.
- ***Army Greening Course.*** This course places newer engineers in the field for a two-week familiarization course with troops at Fort Bliss, TX. This program is key to attracting young engineers and for helping engineers better understand how soldiers engage in combat operations.
- ***Succession Planning.*** At the leadership level, deputies receive mentoring from and shadow their team leaders. Emerging leaders are pushed to assume responsibility quickly, receive guidance while conducting difficult projects and high-level briefings, and take on product improvements across a broad range of munitions.

Outcomes:

- The team used its expertise to develop an innovative contracting strategy, moving from 28 separate contracts to five systems contracts involving small businesses. Product deliveries have increased 200% since FY03 and 75% since FY06, reaching an all-time high in FY09.
- 80% of the core team and its parent product office members hold DAWIA Level III certification, 80% are Lean Six Sigma Green Belt-certified, and 100% are meeting Continuous Learning Point requirements.

Point of Contact:

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412th Electronic Warfare Group, 412th Test Wing, Air Force Flight Test Center

Mission: Based on in-depth knowledge of threat and electronic warfare (EW) systems, provide expertise and credible capabilities to perform test and evaluation (T&E) of survivability technologies and be the Air Force Flight Test Center focal point for modeling and simulation.

Best Practices:

- ***EW T&E University.*** New group engineers typically arrive with a sound technical background but little or no EW knowledge, which is a narrow, highly technical, and rarely taught specialty. The university, established in 2000, addresses this critical need by providing a focused, comprehensive curriculum of engineering-level short courses to train EW T&E engineers. Thirteen unique courses in different EW functional areas have been developed, either in-house or commercially. Courses and materials are frequently revised to stay relevant to current test activities. A fully equipped, dedicated classroom includes computers for all students.
- ***Experiential Learning Projects.*** These expose new hires to all phases of flight test in a low-risk learning environment. In the “Cantenna” project, new engineers in small groups go through all the required steps to test and evaluate a simple antenna device. In Flight Test 101, new hires and co-ops in small teams perform a mini flight and ground test program from start to finish.
- ***Test Methodology Reference Web Site.*** This online reference for the EW T&E community contains several hundred EW topic-specific documents as well as a basic library of documents and instructions, all easily searchable.

Outcomes:

- Since its creation, the EW T&E University has held more than 100 course offerings serving more than 2,200 students. Its reach has expanded to serve other Air Force and Department of Defense customers.
- Using skills learned directly from university courses, a group engineer diagnosed and helped resolve a significant F-22A problem found during flight testing.
- The group has reduced the time required to fully train new engineer hires from five years to less than three years.

Point of Contact:

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836th Aeronautical Systems Group (KC-X Program), 516th Aeronautical Systems Wing, Air Force Aeronautical Systems Center

Mission: Direct development, test, production, deployment, and sustainment of a fleet of KC-X air refueling tanker aircraft, support, and training systems. Execute a program to provide vital aerial refueling and airlift capability to Air Mobility Command and U.S. Transportation Command in support of national interests.

Best Practices:

- ***Knowledge Sharing.*** The group developed a Round Table forum with participants from regulatory agencies, program offices, air logistics centers, and test centers to share commercial derivative (CD) aircraft experiences from more than 20 previous programs.
- ***Reserve Mobilization Augmentees.*** The group uses Reserve Mobilization Augmentees who work for airlines, aerospace companies, and the Federal Aviation Administration (FAA) to fill skill gaps in FAA certification and industry processes and specifications.
- ***Enlisted to AFIT.*** To fill capability requirements and capitalize on skills and operational experience that are underused in acquisition, the group recruits enlisted personnel who are enrolled in master's degree programs at the Air Force Institute of Technology (AFIT).
- ***Organization-Unique Training.*** Air Refueling 101 exposes employees to the history of air refueling, basic design and operation of air refueling equipment, and rendezvous and tanking processes. FAA 101 integrates FAA certification requirements for design, production, test, operation, and maintenance of CD aircraft.

Outcomes:

- Three visits to employers of reservists educated the group on concepts that could decrease spares and depot costs by 50%.
- Infusing enlisted operational experience in the program office significantly enhances the KC-X tanker program execution and serves as a superb strategic leadership development program for the enlisted force.
- The group has offered more than six sessions of the one-day Air Refueling 101 and FAA 101 courses, with more than 350 students.

Point of Contact:

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A-10 Analysis Group, 538th Aircraft Sustainment Group, Ogden Air Logistics Center

Mission: Be the recognized experts in structural analysis as well as provide leadership and participation in worldwide efforts to economically support and maintain aging aircraft organically.

Best Practices:

- ***Workforce Expertise.*** The group uses funding from external sources and relies on its employees' expertise to spur further development. The group puts its engineers in an environment of problem solving, mentoring, and challenging work that allows for growth in specific areas of technical interest. Active on-the-job training and focused mentoring are combined with limited specific functional training and formal education to substitute for a formal training plan.
- ***Knowledge Sharing.*** Two group engineers are recognized as adjunct faculty at the University of Utah, where they work with mechanical engineering faculty on course content development and overall program requirements. This interaction attracts many engineering students to work with the Air Force. The group also participates in a cooperative network with the U.S. Forest Service, National Transportation Safety Board, and other agencies where engineering expertise, best practices, and lessons learned for aircraft sustainment and flight safety are shared.

Outcomes:

- The group's Palace Acquire students used skills learned during prior research to run complex analyses on the A-10 when fleet-wide wing cracking was discovered, avoiding the need for a complete grounding action and ensuring flight safety.
- Group personnel used their fatigue test development expertise to shorten the schedule for the A-10 fuselage fatigue test by 30% and contain costs to below 50% of other tests for similarly sized aircraft.
- When current degree programs are complete, more than 57% of group will have doctorates or master's degrees.
- Innovative use of employees' expertise led to a mentoring process that reduced training time for new engineers by 50%.
- Won the Modeling and Simulation Team of the Year Award in 2008.

Point of Contact:

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Air Force Cost Analysis Agency, Office of the Assistant Secretary of the Air Force for Financial Management and Comptroller

Mission: To provide expert cost, economic, and financial decision support to the Air Force, Department of Defense, and Congress, thereby enhancing Air Force warfighting capabilities and maximizing available resources.

Best Practices:

- ***Recruiting.*** To fill the need for journeyman- and intern-level personnel both to provide current support and develop into experienced employees, the agency used the Federal Career Intern Program authority and a marketing and recruiting strategy to reach out to college campuses. The agency targeted a dozen top engineering schools, looking for individuals with strong mathematical backgrounds, a sense of service, and an interest in cutting-edge technology.
- ***Professional Associations.*** To ensure training and certification standards are consistent across the cost estimating workforce, a large part of whom are contractors, the agency engages with the Society for Cost Estimating and Analysis and the American Society of Military Comptrollers to share ideas and knowledge.
- ***Retention.*** To retain its workforce, the agency proactively counsels employees, uses performance management techniques to reward all employees fairly and adequately, and has a telework policy to give employees flexibility and accommodate their needs.

Outcomes:

- Over four campaigns, the agency's recruiting efforts attracted 180 qualified candidates. The agency interviewed 100 applicants and selected 12, successfully filling all open positions.
- The agency has been able to retain a large portion of its workforce.

Point of Contact:

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Air Force Electronic Systems Center (ESC)

Mission: Empower the warfighter to leverage information as an effective weapon—anywhere, anytime!

Best Practices:

- **Career Web Site.** ESC partnered with the Air Force Director of Acquisition Career Management and a recruitment advertising agency to develop an employer brand and recruitment communications strategy, whose main product was a career Web site launched in November 2008. It is designed to reach, recruit, and retain a ready supply of talent by highlighting the values of mission, teamwork, and innovation. ESC partnered with the Office of Personnel Management's Center for Talent Services to develop competency-based, streamlined, "plain language" vacancy announcements to post on the site.
- **Competency-Based Hiring.** Candidates fill out an online occupational questionnaire and are selected for interviews based on self-reported proficiency levels on statements measuring key competencies. They are hired based on structured interviews, which measure critical competencies required for success. Interviewers undergo two to four hours of training and must commit four to six hours per interview day.
- **Workforce Development Weeks.** Held four times per year, these weeks include offerings and courses on acquisition topics, processes and tools, and technical topics of interest.

Outcomes:

- The career site has received applications from approximately 2,200 candidates, with 50% referred for further consideration. Of 160 net gains to the ESC workforce since October 2008, 125 can be directly linked to specific job announcements on the career site.
- The number of contracting GS-12 level vacancies in ESC decreased from 32 in October 2008 to almost zero currently.
- 120 supervisors have been trained to conduct structured interviews.
- In FY08, Workforce Development Weeks consisted of 249 classes with 3,824 employees attending.

Point of Contact:

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Center for Special Operations Acquisition and Logistics, U.S. Special Operations Command

Mission: Provide rapid and focused acquisition, technology, and logistics support to Special Operations Forces warfighters.

Best Practices:

- ***Intelligence Community (IC) Partnership.*** Driven by an internal assessment of workforce needs and available resources, the center's Joint Threat Warning System program partnered with the National Security Agency to use IC interns on a rotational basis. Interns use their subject matter expertise to assist program managers by reviewing program documents, participating in technical meetings, and analyzing software. Interns gain special operations acquisition experience that benefits the center during future interagency partnerships.
- ***Office of Small Business Programs (OSBP).*** The center established this office to make small business education a priority. OSBP has trained all contracting officers and specialists on topics including market research and small business consideration early in the acquisition process. Newcomers also receive small business training.
- ***Defense Acquisition University (DAU) Co-Location.*** A DAU position was staffed to provide additional on-site training opportunities, access to additional DAU capabilities and services, and maximize training funds by reducing travel time and costs.
- ***Fixed Wing University.*** During monthly workshops, individual programs in the Program Executive Office for Fixed Wing share acquisition lessons learned, discuss successful acquisition strategies, and analyze programs that were not successful.

Outcomes:

- IC interns have contributed to the success of multiple programs, including a proof of concept collector for computer network operations and design of a secure portable operating system.
- OSBP partnered with the local contracting organization to host a Service-Disabled Veteran-Owned Small Business Technology Expo in 2009, with 400 attendees.
- In FY09, 20% of the workforce attended a co-located DAU course.

Point of Contact:

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Contracting 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: Half of the center's workforce is in its intern program; providing meaningful and effective training for them is critical to mission success. Intern development efforts include:

- **Recruiting.** Interns are hired at the GS-07 level and, after completing required technical training, graduate two years later at the GS-11 level. The center also hires college students through a two-year, paid summer employment FAST TRACK program, and after graduation, recruits them for the intern program.
- **Intern Institute.** This six-week formal classroom training program provides interns with necessary technical knowledge and training. Instruction is mainly provided by center senior contracting personnel, allowing interns to interact with managers and learn about real world situations the center has previously encountered. In the institute's final week, students break into groups and go through an entire mock negotiation process.
- **Mentoring.** Within their first week, each incoming intern is assigned to a former intern who volunteers to participate in the program. The pair work together to acclimate the new intern to their job, providing an environment that fosters collaboration.
- **Job Rotation.** To become well-rounded, interns rotate through each buying sector, building technical skills in each area and type of contracting.

Outcomes:

- The center has retained 90% of its FY06-FY09 intern hires.
- More than 88% of employees have a bachelor's degree and 30% have or are working towards a master's degree. Surveys of new hires indicate tuition assistance supports recruiting and retention.
- 98% of the center's contracting personnel are certified at the appropriate level and 49% are cross-certified in other career fields.

Point of Contact:

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Defense Contract Management Agency (DCMA)

Mission: Provides contract administration services to the Department of Defense acquisition enterprise and its partners to ensure delivery of quality products and services to the warfighter—on time and on cost.

Best Practices:

- ***Tomorrow's Leaders Initiative (TLI).*** DCMA's premier leadership development program is for competitively selected GS-11 to GS-15 or equivalent employees. The program includes mentoring, an executive leadership course at the University of Virginia, DCMA Cohort Leadership training, a human resource management course, several Office of Personnel Management leadership development courses, a rotational experiential assignment, and a capstone project.
- ***Keystone Program.*** This intern program recruits through college campuses, professional career fairs, military transition centers, and open job announcements and has begun to use hiring "blitzes" where large numbers of on-site interviews are conducted and conditional job offers extended within a week. Over a three-year period, interns develop technical knowledge and skills in their functional area and across DCMA through classroom training, distance learning, rotational assignments, mentoring, and extensive on-the-job training.
- ***Glass Ceiling Program.*** In an effort to reshape the balance of the leadership team, this annual program affords female and minority employees the opportunity to acquire leadership skills, strategic thinking, and other core competency skills while attending a fully accredited university. The Glass Ceiling Program has opened doors and provided opportunities for promotion and advancement.

Outcomes:

- Currently, TLI has more than 200 participants.
- In 2009, the Keystone Program will train approximately 500 interns. Historically, more than 90% of graduates remain with DCMA for at least one year.
- 15 employees participate in the Glass Ceiling Program each year.

Point of Contact:

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Defense Health Information Management System (DHIMS), Office of the Chief Information Officer (CIO) of the Military Health System

Mission: To provide a trusted, comprehensive health information management system that seamlessly captures, manages, and shares health information from the theater of operations to the home front and beyond in support of our Service members and our military family.

Best Practices:

- ***Educational Development.*** Employees are encouraged to pursue learning in several areas, including health care, information technology, acquisition, project management, and federal and Department of Defense best practices. Specific opportunities include Project Management Professional (PMP) training, Certified Professional in Healthcare Information and Management Systems (CPHIMS) certification, events through the Healthcare Information and Management Systems Society, the Information Technology Infrastructure Library course, and Defense Acquisition University training courses.
- ***Orientation Program.*** All new employees must complete both DHIMS and Office of the CIO orientation programs. The DHIMS program features presentations on mission, vision, strategies, and individual departments, followed by a discussion session. An internal operations guide, with additional information on training requirements, program awareness, and other topics, serves as a “welcome book” for all new employees.
- ***Product Training.*** DHIMS holds monthly product training and brown bag lunch sessions to give employees opportunities to learn more about products and services offered across the office. The sessions include demonstrations and hands-on training.

Outcomes:

- Over the past year, 13 employees completed PMP training, and seven became CPHIMS-certified.
- All 24 government employees hold at least a DAWIA Level I certification. Eight are Level II certified and three are Level III certified.

Point of Contact:

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Directorate of Contracting, Oklahoma City Air Logistics Center

Mission: Acquire and sustain war-fighting capabilities through responsive and innovative contracting solutions with a well-trained and agile workforce, readily available tools and systems, and flexible, compliant procedures and policies.

Best Practices:

- ***Corporate Resource Board.*** The directorate's structured Employee Career Development Program aims to develop a highly trained workforce by giving employees both broad and deep experience across different contracting disciplines. Employees with three to five years tenure in a position are eligible for a career development re-assignment. Decisions are based on a database listing employees' relevant experiences and current assignments, employees volunteering for positions, and the board's discretion.
- ***Warrant Board Study Group.*** This rigorous training ensures participants are prepared to pass the Contracting Officer Warrant Review Board. The group facilitator, a former directorate senior manager, leads in-depth discussion of assigned topics and frames factual information in the context of real-life acquisition situations. Candidates also undergo a mock warrant board and meet one-on-one with the deputy director for evaluation and feedback.
- ***Contracting Intern Programs.*** The directorate uses the Copper Cap program as well as a Contracting Intern Career Development and Mentoring Program. Interns follow objectives contained in their Employee Development Template through on-the-job training, work experience, guidance from mentors, and formal training, and on a quarterly basis explain how their training met their objectives, receiving feedback from their supervisor.

Outcomes:

- More than 119 contracting personnel have successfully completed the Warrant Board Study Group.
- Of the directorate's 1102-series employees, more than 95% hold the proper DAWIA certification for their position.

Point of Contact:

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Global Reach Directorate, Office of the Assistant Secretary of the Air Force for Acquisition

Mission: Develop leaders that enable the U.S. Air Force to buy, fight, and win. Mobility – Special Operations – Training – Personnel Recovery.

Best Practices:

- ***Leadership Development.*** The directorate schedules brown bag lunches covering subjects such as career progression, working with senior leaders, interacting with the media, and current acquisition policy. It also conducts field trips to places that provide lessons on the successful conduct of warfare, such as the Manassas Civil War Battlefield. The director leads comprehensive and inclusive discussion forums on key leadership texts by authors such as Peter Drucker and Frances Hesselbein. Senior staff mentor individuals as they take on high-visibility “stretch” projects and overcome leadership challenges.
- ***Just-in-Time Training.*** The immediate, practical nature of this training leads to significant improvement in the directorate’s quality of work. For example, prior to a series of briefings to Congressional staff on program budget information, an outside expert was brought in to conduct training on effective presentation skills, procedures, and best practices. Informal feedback from customers is used to identify training deficiencies that can be addressed with just-in-time training and other methods.

Outcomes:

- A high proportion of directorate personnel are placed into selective follow-on assignments. In FY09, two officers were selected for in-residence Professional Military Education (PME) and five were selected for squadron command.
- Annually, two personnel each have graduated from the Defense Acquisition University Program Manager’s Course and Program Management Office Course.

Point of Contact:

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Lockheed Martin Marietta Contract Management Office (CMO), Aeronautical Systems Division, Defense Contract Management Agency (DCMA)

Mission: Provide contract administration services to the Department of Defense (DoD) acquisition enterprise and its partners to ensure delivery of quality products and services to the warfighter—on time and on cost.

Best Practices:

- ***Annual Resource Audit.*** This audit analyzes potential changes in the existing workforce and the impact to customers. Data points include contractor business development efforts, economic indicators, political impacts on DoD funding, program life cycles, attrition rates, and retirement eligibility rates. Based on the results, the CMO identifies needed Keystone intern, Student Career Experience Program, and other positions and recruits personnel to fill its needs.
- ***Performance Management.*** The CMO continuously manages its workforce through Individual Performance Plans (IPPs) and electronic Individual Development Plans (eIDPs). Supervisors' IPPs contain an objective to review employees' plans with them quarterly and adjust as needed. Additionally, the CMO deputy meets face-to-face with employees at all levels to state goals and objectives, listen to concerns, discuss experiences, and encourage growth. The Performance Improvement Officer maintains performance status through a metrics system.
- ***Job Rotation.*** Keystone interns rotate within the CMO to obtain in-depth knowledge of the acquisition life cycle, and some serve overseas. Others have rotated at DCMA headquarters, working on agency-wide projects.

Outcomes:

- In response to an increased customer need for pricing support, the CMO hired a price/cost analyst. Satisfied customers have increased support requests; the CMO plans to expand to a team of analysts.
- 100% of managers and team leaders have completed Cohort Supervisory Leadership Training, ensuring future leadership viability within the agency. As of June 2009, 92.5% of employees were assessed as having realistic and executable eIDPs.
- A rotated employee helped implement the DCMA Knowledge Sharing Portal. Two Keystone interns recently completed a volunteer six-month rotation in Afghanistan.

Point of Contact:

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Logistics Group, In-Service Support Center, Jacksonville, Naval Air Systems Command (NAVAIR)

Mission: To ensure the readiness and sustainability of Naval aviation by providing high-quality, integrated, cost-effective, and responsive support through well-trained, motivated individuals who support integrated product teams and program sponsors.

Best Practices: The group executes its version of the Naval Aviation Intern Program (NAIP), centrally funded by the Naval Acquisition Career Center, to develop highly skilled logistics professionals. The program includes:

- **Recruiting.** The group recruits retired military personnel with honorable discharges, college degrees, and an excellent performance history, as well as recent college graduates with challenging coursework, high grade point averages, and applicable degrees.
- **Progression Plan.** During a three-year program, NAIP employees advance from GS-7 to GS-12 equivalent, contingent on successful completion of a challenging Individual Development Plan. A Review Board comprised of senior leadership meets every two weeks to review interns' progress and hears semi-annual presentations from interns on their development.
- **Rotations.** To develop full-spectrum knowledge of logistics support and business strategies, NAIP employees work three- to six-month rotations in several areas, including power and propulsion, airframes, avionics, sustainment, and new acquisition programs such as the Joint Strike Fighter. They also rotate to NAVAIR headquarters for two months and are encouraged to participate in a one-week rotation aboard an aircraft carrier.
- **Senior Project.** This requires interns to research a problem affecting one of more of the group's Fleet Support Teams and devise a pragmatic, feasible solution. Interns write a white paper and present their project to the Review Board and fellow employees.

Outcomes:

- 100% of interns are placed upon graduating the program.
- Retention of NAIP employees three to five years after graduation is near 100%.
- 19.2% of the center's personnel are NAIP graduates.

Point of Contact:

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National Reconnaissance Office (NRO)

Mission: A joint organization engaged in the research and development, acquisition, launch, and operation of overhead reconnaissance systems necessary to meet the needs of the Intelligence Community and of the Department of Defense.

Best Practices:

- **Acquisition Center of Excellence (ACE).** ACE provides focused training, acquisition consultants, and source selection evaluation software to help program offices execute competitive efforts on complex systems. The online Acquisition Research Center provides ACE customers with up-to-date information on business opportunities, conferences and events, ACE documents and tools, and NRO-specific training. ACE partners with local universities to provide advanced academic degrees and certificate programs to the NRO acquisition workforce.
- **NRO University.** Founded in 2007 to integrate and manage training across NRO, this university has established an instructor development and certification program, implemented the Kirkpatrick model of evaluation, and merged 15 stand-alone registration systems into a central online system. It also sponsors programs where selected employees: 1) attend training and learn from top thinkers at academic, industry, and government organizations; or 2) attend university programs part- or full-time with tuition paid. In exchange, employees agree to a continuation in service.
- **Program Manager (PM) Study.** NRO partnered with a human capital management company to define the criteria for a successful PM. Senior NRO PMs were interviewed to identify the critical development experiences that aided their success; the results were used to survey all PMs to assess key attributes needed to succeed.

Outcomes:

- ACE has taught more than 31,000 students. Since its inception, more than 1,000 source selections have resulted in no sustained protests. 194 students have completed graduate courses and 22 have received master's degrees.
- In 2009, NRO University reached 6,915 students; held 795 training sessions; and had 10,372 computer-based course completions.

Point of Contact:

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Naval Facilities Engineering Command (NAVFAC)

Mission: Strengthen Navy and Marine Corps combat readiness worldwide through facilities life-cycle support focused on the fleet, fighter and family.

Best Practices:

- **Intern Development.** NAVFAC uses the Naval Acquisition Intern Program (NAIP), Financial Management Career Program (FMCP), and its own Professional Development Center (PDC) Program. These structured programs include formal education and training, diverse rotational assignments, extensive on-the-job training, and challenging work assignments. NAVFAC augments these programs by training supervisors on intern program management, running a three-week Contracting Intern Boot Camp, and hosting an annual intern conference to accelerate learning and promote networking.
- **Total Force Training (TFT) Web Site.** This site provides a tool for efficient management of training registration and tracking, and provides a mechanism for hosting online courses. The system generates NAVFAC transcripts, which are recognized by colleges and universities in support of American Council on Education-accredited courses to meet DAWIA and statutory education requirements for Contracting career field employees. NAVFAC organizations can also upload their specific courses to the site.
- **Business Management System (BMS).** This web-based knowledge sharing system provides a single source of reference for NAVFAC business processes. It documents processes that have enterprise-wide application, promotes efficient and effective practices, and links to current policies, guidance, and information.

Outcomes:

- More than 3,500 PDC interns have graduated into mid-level positions; there are currently 314 PDC interns, 138 NAIP interns, and 24 FMCP trainees; the most recent intern conference had 365 attendees.
- More than 7,400 employees have registered for training on the TFT site, attending 435 offerings of 122 courses and 11 conferences.
- 626 processes are currently available on the BMS; during the third quarter of FY09 the site had 43,411 process hits.

Point of Contact:

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Naval Sea Systems Command Headquarters and Affiliated Program Executive Offices (NAVSEA)

Mission: To develop, deliver, and maintain ships and systems on time, on cost for the United States Navy. We provide our nation with the capability to meet a dynamic set of requirements that include national defense, maritime security, and humanitarian relief.

Best Practices:

- **Recruiting.** NAVSEA transformed its recruiting activities from localized, competing efforts to an integrated, enterprise-wide approach. These include career fairs targeting entry-level hires for the Naval Acquisition Intern Program (NAIP) and mid-career hires for the Naval Acquisition Associates Program (NAAP). In one series of fairs, NAVSEA recruited displaced mid-career engineers from the automotive industry for the NAAP.
- **Scholarship Programs.** The command participates in the Science, Mathematics, and Research for Transformation (SMART) scholarship program, where competitively selected students pursuing degrees in science, technology, engineering, and mathematics (STEM) fields receive full scholarships and, upon graduation, on-board as full-time employees. Through the 21st Century Engagement, Education, and Technology Program, NAVSEA provides selected STEM students at minority institutions with scholarships for their first two years and then helps them apply for the SMART program.
- **Shipbuilding Program Courses.** The command developed three courses to train its acquisition workforce on NAVSEA-specific topics. These include a course explaining how and why ship acquisition and defense acquisition differ, and courses on NAVSEA life-cycle logistics principles, assessments, and challenges.

Outcomes:

- NAVSEA manages more than 300 NAIP interns across the command. 44 engineers have been hired through the NAAP, including 28 automotive engineers from the Detroit area.
- Through one mid-career hiring event, NAVSEA selected 236 new hires.
- NAVSEA has 89 students currently receiving SMART scholarships.

Point of Contact:

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Naval Surface Warfare Center, Port Hueneme Division

Mission: Provide test and evaluation, systems engineering, integrated logistics support, in-service engineering and integration of surface ship weapons, combat systems, and warfare systems.

Best Practices:

- **Master's Program.** To prepare for succession for critical systems engineering positions, the division operates a Master of Science in Systems Engineering (MSSE) program with the Naval Postgraduate School (NPS). In addition to individual skills, the program emphasizes collaborative learning, including capstone projects, action learning, and communities of practice requiring participants to work with each other and with key leaders.
- **Executive Coaching.** Facilitators provide coaching tailored to improve employees' effectiveness, productivity, and credibility. Coaching is based on self-assessment instruments, a 360 degree instrument, climate surveys of the current and ideal states of the division, mentor observations, and discussions with employees. Coaching is an integral part of the Management Succession Program and the Pre-Supervisory Development Program (PSDP).
- **Career Counseling and Mentoring.** Employees receive individual counseling, including guidance on structured career development programs and key competencies. At the annual Education Fair, counselors from educational institutions present information on their programs and speak with employees. Protégés are linked with mentors throughout the division by "speed mentoring" sessions emphasizing multiple contacts, sessions where senior employees share experiences, formal mentoring in development programs, and informal mentoring encouraged by leadership.

Outcomes:

- Return on investment on the MSSE with NPS ranged from 65% to 240% in four classes studied, with increased knowledge and productivity reported in multiple areas. The number of master's degrees held by employees has increased by more than 33%.
- 71% of the first and 34% of the second PSDP class graduates have received promotions to supervisory or more responsible positions, a rate eight times greater than that of their peers.
- Approximately 10% of the workforce attends each Education Fair.

Point of Contact:

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Naval Undersea Warfare Center, Division Newport

Mission: Provides research, development, test and evaluation, engineering, analysis and assessment, and fleet support capabilities for submarines, autonomous underwater systems, and offensive and defensive undersea weapons systems, and stewards existing and emerging technologies in support of undersea warfare.

Best Practices:

- **Recruiting.** To attract a new generation of scientists and engineers, the division's recruiting strategy includes Facebook, monster.com, and Second Life. The Undersea Technology Apprentice Program offers internships to engineering students.
- **Leadership Development.** The division has a comprehensive development program for new supervisors. Prospective supervisors (p-supervisors) spend three and a half days in classroom sessions covering topics such as workforce development, DAWIA, employee/labor relations, drug-free workplace, worker's compensation, and financial rules and regulations. Over the next year, p-supervisors are responsible for taking online courses and live training to help them develop as managers and leaders.
- **Long Term Training (LTT) Program.** Under this program, started in 1973, competitively selected employees take classes full-time to pursue an advanced degree in a field aligned with the Navy's strategic plan. Applicants must discuss in detail their career goals and how the program will help them reach those goals. Other selection criteria include past job performance, transcripts, progress towards degree, and command endorsement.

Outcomes:

- The division's current retention rate is 97.5%.
- 15 supervisors are trained each year.
- Of the FY04-FY06 LTT participants, three have earned doctoral degrees with another six in progress.

Point of Contact:

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Office of the Director, International Cooperation (IC), Office of the Under Secretary of Defense for Acquisition, Technology and Logistics

Mission: Promote international cooperative acquisition, technology, and logistics programs, projects, and activities that will enable the warfighter to be well prepared and supported for military operations, including coalition operations, to defeat any adversary on any battlefield.

Best Practices:

- ***International Acquisition Career Path (IACP).*** The IACP was established in 2007 to use improved training and professional development to ensure program managers are more knowledgeable about international programs. As part of this effort, the Director, IC took the following steps:
 - Worked with Directors of Acquisition Career Management to identify and code International Acquisition positions at Level III in the Program Management DAWIA career field. Informed the workforce about the IACP through various efforts, including a Web site, magazine and journal articles, an online video message, and road shows at selected locations.
 - Helped expand Defense Acquisition University (DAU) international program courses and faculty, including planning future 300-level course offerings in technology transfer/export control and security assistance.

Outcomes:

- IACP course throughput has increased 50% in three years, and requests for seats in international acquisition courses have increased significantly.
- DAU international course offerings will increase by 50% for FY10.

Point of Contact:

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Production Quality Management Division, U.S. Army Joint Munitions Command

Mission: Protect, influence, and champion quality in every action. Put quality first and keep in the forefront throughout the decision-making process.

Best Practices:

- ***Knowledge Sharing Days.*** Installation Quality Meetings bring together quality representatives from government production facilities and headquarters oversight staff to share best practices, discuss new policies, and gather feedback. Employees accompany division leadership to Quality Days at customer offices to discuss their needs and the division's work. Division leadership is also part of the Army Materiel Command (AMC) Quality Federation, where AMC subordinate elements meet to share best practices.
- ***Continuous Improvement/Lean Six Sigma (LSS).*** The division combines management metrics, process mapping, improvement teaming with suppliers, and LSS training and projects. Division employees participate on Continuous Improvement Teams, which partner contractors with government subject matter experts to review, analyze, and institute improvements to contractor processes. An LSS Master Black Belt leads events, coaches Green/Black Belt candidates, and provides LSS training.
- ***Mentoring Interns.*** All new quality interns are assigned to a production quality manager for their first few months, observing and helping them accomplish contract deliverable tasks in quality assurance. Interns also receive training and briefings on the division's core quality competencies.

Outcomes:

- Three recently completed LSS Green Belt projects resulted in FY09 cost avoidances of more than \$124,000. Another project in the pilot phase is reducing rework for a process by around 50%.
- 94.3% of division employees meet or exceed their position requirements for DAWIA certification, and 31.4% hold certifications beyond their primary career field.

Point of Contact:

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Program Executive Office for Missiles and Space (PEO M&S)

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

Best Practices:

- **Department of the Army Systems Coordinator (DASC)/Acquisition Operations Training Course.** This course provides a clear, in-depth understanding of the program manager and DASC's role in acquisition and covers topics including the Planning, Programming, Budgeting, and Execution system, acquisition model, and Joint Capabilities Integration Development System, with practical exercises to facilitate learning.
- **Intern Programs.** PEO M&S recruits students ranging from high school to recently graduated through the Student Temporary Experience Program, Student Career Experience Program, and Federal Career Intern Program. The office's bridge approach allows students to successively move up to the next program.
- **Mentoring Program.** Interns are assigned two mentors, one inside and one outside PEO M&S. The program includes mentor/protégé training, lunch-and-learn classroom sessions, independent mentoring sessions, and other guided learning experiences.
- **BRAC Recruitment Team.** To facilitate upcoming Base Re-alignment and Closure (BRAC) moves, PEO M&S partners with the Missile Defense Agency; Aviation and Missile Research, Development and Engineering Center; Aviation and Missile Life Cycle Management Command; and Space and Missile Defense Command to share recruitment best practices. The office also partners with the Huntsville Chamber of Commerce to support Huntsville On the Road, which shares knowledge in all human resources areas ahead of the BRAC.

Outcomes:

- DASC course survey results show an increase in knowledge of 30-50% in all areas.
- Approximately 123 students work at PEO M&S through intern programs.
- 81.4% of personnel hold DAWIA certification for their position.

Point of Contact:

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Program Executive Office for Simulation, Training, and Instrumentation (PEO STRI)

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

Best Practices:

- **Acquisition Academy (AA).** Facing a critical shortage of contracting personnel, PEO STRI developed a centralized recruitment and selection process focused on general qualifications and assessed leadership and long-term potential, rather than specific functional experience. Interns go through a three-year training program with fully identified requirements whose curriculum reflects PEO STRI's integrated product team approach.
- **Leadership Development.** PEO STRI offers a 19-month Professional Development Program administered onsite by Webster University resulting in a master's of business administration. Senior leaders can attend the Darden Executive Leadership Course or the Federal Executive Institute's Leadership for a Democratic Society (LDS) course. Other seminars for leaders are available, including quarterly seminars presented by invited speakers.
- **Competency-Based Employee Development Program.** This program focuses on developing employee performance in their current job as well as future growth. Key components are a PEO STRI competency model, a development plan template, and training for all first-line supervisors. The development plan template leads employees and their supervisors through a process to select strengths and development areas from the competency model. These processes are tied to the existing Individual Development Plan and performance evaluation system.

Outcomes:

- By the end of 2009, the AA will have 53 graduates across three classes. From the first to most recent class, the number of resumes received rose from 250 to more than 600.
- 21 senior leaders have completed the Darden Executive Leadership Course and three have attended the LDS course.
- As of July 2009, 80% of supervisors have been trained on how to engage and coach employees and use the competency model.

Point of Contact:

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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 neither a command advocate nor standardized force development processes. A5P was established to oversee strategic development, career planning, certification, and other responsibilities for 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. The office met separately with each activity's senior leadership to garner support and with PM interns to provide additional guidance and respond to questions. 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 Transition-Career Development Plan (T-CDP). A5P engaged with field activities to encourage participation and ensured feedback reached participants and their supervisors. The office collected requests for educational, training, and experiential vectors, and used the results to inform all force development decisions.
- **Supplemental Training.** As part of a new mission for the Air Force Center for Program Management and Acquisition Excellence, A5P is co-leading a working group to develop supplements to existing acquisition classroom training.

Outcomes:

- In the 18 months after A5P's creation, the rate of command ACAT I and II PMs meeting DAWIA requirements went from less than 30% to 92%.
- For the 2009 Senior T-CDP cycle, participation was 54% of those eligible; 100% of participants who began the process completed it.

Point of Contact:

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Project Manager (PM) for Global Combat Support System-Army, Program Executive Office for Enterprise Information Systems

Mission: Field an Army automated information system as the primary tactical logistics enabler to support Army and joint transformation of sustainment using an enterprise resource planning system. Re-engineer current business processes to achieve end-to-end logistics and provide unclassified feeder data to applicable command and control/joint systems. Implement tactical financial processes related to supply and maintenance.

Best Practices:

- **Leadership Development.** As the office has grown from a product office (O-5 PM level) to a project office (O-6 PM level), nearly doubling in size, it has instituted a leader development program. All division chiefs are participating in the program, which includes formal instruction on the National Security Personnel System process and workforce professional development. They will assume the supervisory role formerly held by the deputy PM at the start of FY10.
- **Human Capital Planning.** A recent Secretary of Defense-level decision added a requirement for tactical logistics financial functionality to the system. Through workforce planning, the office identified the skills and competencies required to develop this functionality, then recruited and hired personnel with those abilities.
- **Organization-Unique Training.** The PM revamped and formalized in-processing procedures for new hires, including a two-day orientation conducted by the PM's prime contractor that familiarizes attendees with the missions, functions, and organization of the prime contractor and with the development of the system.

Outcomes:

- The office's expertise contributed to the success of an operational assessment/continuous evaluation of a pilot of one system module.
- An Army climate survey, requested by the office, found high rates of satisfaction with type of work being done (93% positive), quality of work being done (96%), and training to perform primary duties and career advancement (77%).

Point of Contact:

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Research and Engineering Group, In-Service Support Center, Cherry Point, Naval Air Systems Command (NAVAIR)

Mission: 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.

Best Practices: The group uses NAVAIR's Engineer and Scientist Development Program (ESDP), which recruits and trains new hires to journeyman-level within four to six years. The group developed its Joint Engineering Technical Team (JETT) program to exceed the ESDP's basic requirements during new hires' first 18 months. JETT includes:

- **Developmental Training.** Participants attend Subject Matter Expert Forums, informal sessions where senior engineers from across the organization discuss examples of engineering analysis and testing skills used to solve specific problems. Further development comes from coursework, on-the-job training, work and reading assignments, and self-directed development.
- **Mentoring.** JETT employees establish two relationships. A peer mentor provides advice and feedback, shares experiences, and acts as a go-to person on work-related and personal questions, while a senior mentor provides career advice, serves as a role model, and answers higher-level questions.
- **Job Shadowing and Rotations.** These expose JETT participants to a broad range of competencies as well as technical and management positions, giving them a comprehensive view of the organization.
- **Performance Assessment.** To assess and evaluate performance, each participant uses a Master Development Plan listing all required and recommended activities; fills out comprehensive quarterly progress reports, with supervisory evaluation and feedback; and completes summary reports after each rotation documenting experiences and lessons learned, with an evaluation from the host supervisor.

Outcomes:

- Retention rate since JETT implementation in May 2006 is 88%.
- About 22% of employees are JETT participants or graduates.
- Since JETT implementation, the group has observed an increase of 28 percentage points in on-time completion rate of assigned tasks, even as overall task volume increased 6%.

Point of Contact:

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Space Development and Test Wing, Air Force Space and Missile Systems Center (SMC)

Mission: To develop, test, and evaluate national security space systems, execute advanced space development and demonstration projects, and rapidly transition capabilities to the warfighter.

Best Practices:

- **Space Test School.** The wing developed this school to train space professionals and to cover gaps in workforce expertise. A multi-organizational team studied available test and evaluation training, identified needed skills, and established curriculum requirements. Costs were reduced through a phased approach that incrementally developed coursework and curriculum while using existing facilities and materials. Topics covered include advanced space systems verification and validation, ground systems design and operation, experimental design, spacecraft system integration and test, and hypersonic test and evaluation.
- **Space Professional Development.** These opportunities include the Air and Space Basic Course (ASBC), Space 100, and the National Security Space Institute-taught Advanced Orbital Mechanics (AOM) program. The wing also organizes orientation visits to space-related units to give personnel a bigger picture of Air Force space operations. Employees also take mission-specific courses such as the Air Force Satellite Control Network (AFSCN) class and the Satellite Communications (SATCOM) Advanced Course.

Outcomes:

- Since their August 2007 graduation, 100% of the first class of Space Test School students have moved to higher professional space positions. Cost per student is less than \$5,000.
- Since January 2008, 35 personnel have completed ASBC, Space 100, AOM, or orientation visits to several space-related units.
- After taking the AFSCN class, 20 wing personnel achieved 100% mission success on six multi-million dollar SMC programs; two graduates of the SATCOM Advanced Course returned ready to support a \$1 billion mobile satellite deployment.

Point of Contact:

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Space Logistics Group, Air Force Space and Missile Systems Center (SMC)

Mission: To sustain and enhance worldwide Air Force/Department of Defense space weapon ground, user, and support systems. Serve as SMC focal point for logistics, maintenance, supply, and sustaining engineering policy and processes, and operate the Space Logistics Readiness Center. Support military users and Air Force Space Command wings in assuring availability and readiness of operational systems.

Best Practices:

- **Developmental Positions.** For these positions, the group hires employees at the GS-7 level and trains them as they progress to the GS-11 level within the same division. This career path opportunity allows individuals to build hands-on experience by working with experienced personnel.
- **Training Database.** This Web-based application allows personnel to conveniently view their certification and training requirements. Other features include reports, audience groups, viewing/printing individual training records, and e-mail notifications for required training.
- **Project Officer's Guide.** This guide gives newly assigned personnel the required fundamentals and processes used to conduct day-to-day project management concepts and duties. It serves as a supplement to formal training and as a guide to maintaining common techniques in such areas as: Earned Value Management systems, risk management, initiating Statements of Objectives/Statements of Work, and conducting Integrated Product Team and business meetings with support of the contractor.

Outcomes:

- The group has three Palace Acquire interns, all in different career fields, and has requested three contracting interns from the Copper Cap program for FY10.
- One division used its expertise to replace a system's aging antenna pedestals with new models that reduced maintenance costs by 50% while providing greater operational availability and capability.

Point of Contact:

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Space Sensors and Communications Operations Contract Management Office (CMO), Space and Missile Systems Division, Defense Contract Management Agency (DCMA)

Mission: Provide contract administration services to the Department of Defense acquisition enterprise and its partners to ensure delivery of quality products and services to the warfighter—on time and on cost.

Best Practices:

- ***Leadership Development.*** The CMO established a Tier II Leadership Development Program to provide leadership growth opportunities. Over three years, it involves classroom and distance learning training, mentoring and coaching, special project assignments, assigned reading, group discussions, individual feedback, and multi-functional experiential opportunities.
- ***Reverse Job Shadowing.*** Under this approach, the deputy director shadows subordinates for half a day at a time to better understand their current duties and what obstacles they must overcome on a day-to-day basis on accomplish their work. Leadership uses the results to see where gaps need to be addressed in several areas, including employee development and necessary resources and tools.
- ***Entrance/Exit Interviews.*** The director and deputy director sit down with every incoming and outgoing employee. Entrance interviews focus on getting to know the employee and ensuring all their questions or concerns are being addressed. Exit interviews focus on finding out why the employee is leaving and getting feedback on improving the organization.

Outcomes:

- CMO employees have been selected for the Harvard Senior Executive Fellowship Program, the DCMA Competitive Development Program, and DCMA's sabbatical program.
- 79% of the workforce holds DAWIA Level II certification, and 68% hold Level III certification.

Point of Contact:

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Systems Safety Engineering Division (G70), Naval Surface Warfare Center, Dahlgren Division

Mission: Performs system safety engineering for Naval warfare-related systems, to include engagement systems, combat systems, and platform systems. Predicts, assesses, and mitigates the potential of harm to personnel, equipment, and the environment through the rigorous practice of system safety engineering for all system life-cycle phases.

Best Practices:

- **Organization-Unique Training.** Few universities teach system safety engineering, and existing training did not fully meet G70's needs. In response, the division launched a multi-year workforce development Lean project to develop in-house training courses filling gaps and covering topics essential to executing system safety. Phase I of the project, which involved participation from employees and stakeholders at all seniority levels, produced nine courses that have been taught to G70 personnel.
- **Continuous Learning.** In addition to Defense Acquisition University online training, division employees both contribute material to and enroll in the Weapon System Explosives Safety Review Board (WSESRB) Interactive Safety Environment (WISE), an e-learning certificate program for weapon system safety training.
- **Knowledge Sharing.** Many G70 employees actively participate in the System Safety Society (SSS) through membership, submitting publications, developing training for and chairing conference sessions, and acting as board members. In addition to using Navy Knowledge Online, personnel participate in the System Safety Engineering Electronic Forum, which facilitates discussion throughout the Naval Surface Warfare Center, Dahlgren Division.

Outcomes:

- G70 training courses have trained 580 billets to date. 96% of the workforce has attended a course.
- 43% of applicable personnel are enrolled in WISE certification, and another 21% have completed the program.
- Nearly 25% of division employees are SSS members.

Point of Contact:

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U.S. Army Acquisition Support Center

Mission: Support the Army's acquisition mission through superior personnel development systems and management support capabilities, enabling the most effective and efficient equipping of the nation's forces while maintaining an internal culture of constant organizational improvement.

Best Practices:

- **Career Guidance Programs.** The center uses a supervisor outreach program to help them guide the professional development of their people. The Army Acquisition Career/Leader Development Program provides a progression of three advancement programs—technical foundation, broadening experience, and strategic leadership—for employees at all levels to develop competitive qualifications and functional leadership competencies. A scenario-based contracting laboratory helps military acquisition personnel understand the Army's current contracting tools.
- **Automated Career Planning Tools.** These tools streamline career management processes. The Career Acquisition Management Portal serves as a single point of entry for Army acquisition personnel. The Certification Management System (CMS) allows for the virtual handling of DAWIA certification requests. Another management information system houses career management software applications, including the Acquisition Career Record Brief.
- **Acquisition Education, Training, and Experience (AETE) Book.** The center wrote and continues to update this book in response to the Army acquisition push towards a more integrated, holistic approach to product development and sustainment. These changes in acquisition training and education will better prepare the workforce for the many challenges they will face in the 21st century.

Outcomes:

- Of the 40,916 Army acquisition workforce members, 96% participate in initiatives sponsored by the center.
- The percentage of the workforce certified in their current position increased from 36.1% in FY06 to 51.8% as of FY09.
- Since the CMS was adopted, 23,144 certification requests have been processed to date in FY09, compared to 11,930 in all of FY08.

Point of Contact:

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U.S. Army CECOM Life Cycle Management Command

Mission: To sustain and support superior command, control, communications, computer, intelligence, surveillance, and reconnaissance (C4ISR) systems for the joint warfighter—sustaining base, tactical, and strategic battlespace systems.

Best Practices:

- **Leadership Development.** Two competitive programs develop high-potential candidates for leadership positions. The Executive Development Program (GS-14/15 or equivalent) features a 360 degree leadership assessment, formal training, long-term development assignments, and professional coaching. The Civilian Leadership Development Program (CLDP) (GS-12/13 or equivalent) features an initial leadership skills assessment, area-specific formal training, experiential rotational assignments, job shadowing, and a capstone project reviewed by a board of senior managers.
- **Recruiting.** The command's centralized recruiting program starts with a strategic workforce planning report and a specific annual hiring plan that forecasts needs based on funding levels, attrition rates, and other data. The command adopts recruiting strategies for its current and projected vacancies and attends job fairs, mostly at universities, to find high-quality candidates.
- **Relocation.** Under the Base Re-alignment and Closure (BRAC) process, the command will move to Aberdeen Proving Ground, MD in 2011. To retain employees, the command holds large-scale BRAC training events, runs a comprehensive communications campaign, and is placing a greater emphasis on telework. It is also shifting its recruiting focus to Maryland and using overhire authority to fill jobs.

Outcomes:

- The CLDP has had more than 200 graduates.
- In fall 2008/spring 2009, the command attended 96 job fairs and collected 8,000 resumes. In the past three years, more than 3,100 employees have been hired, including 358 students and 383 interns.
- The current estimate that 42% of the workforce intends to relocate is greater than the typical 25-30% experienced during BRAC moves.

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U.S. Army Joint Munitions Command

Mission: A trained, healthy, and ready workforce prepared to produce, manage, maintain, and move the joint warfighter ammunition.

Best Practices:

- **Succession Planning.** As part of its human capital strategic plan, the command developed a Forecast Generator tool to track personnel and identify critical manpower shortages. Based on data including personnel levels, current vacancies, intern placements, overhires, projected retirements, attrition rates, and new mission requirements, it uses trend analysis to predict potential succession planning problems for up to eight or more years, allowing the command to adjust its hiring and workforce strategy.
- **Employee Development Strategy.** This automated system serves as a management analysis tool for supervisors and career guide for employees. Competencies for each position are determined using input from employees and managers, and used to define required training and select best-qualified candidates for positions. Managers build crediting plans to tie employees' competencies to job performance. Employees have automated individual development plans with roadmaps for each grade and series showing competencies needed to advance at every level. The system also tracks individual DAWIA certification levels and notifies managers of upcoming available training. Supervisors also receive one-on-one briefings on their employees' certification status.
- **Tuition Reimbursement.** The command developed a unique Veteran Affairs Job Training Program that provides GI Bill-eligible employees with tuition assistance. Employees are paid under a specific, approved training plan similar to how a veteran would be paid for full-time university attendance.

Outcomes:

- Since the command was stood up in 2006, the fill rate of authorized positions has increased from 82% to 99%. Average time to fill positions has decreased from 132 days to 70 days.
- Certification levels across the command have increased 15 percentage points within the last year.
- In the command's most recent climate survey, 84% said they are aware of available training and development opportunities and 83% said they know how their work relates to the command's goals and priorities.

Point of Contact:

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U.S. Army Operational Test Command

Mission: Plan, conduct, and report rigorous operational tests, assessments, and experiments in order to provide essential information for the acquisition and fielding of warfighting systems.

Best Practices:

- **Technology Integration Events.** Available training often does not address the combination of live and simulated environments needed to test complex systems. To fill this gap, the command developed a structured series of technology integration events, which provide a laboratory environment not available in a classroom. The events, while preparing the command for operational tests, also allow participants to develop by working with outside test partners and gaining hands-on experience in problem solving and project management.
- **University XXI Program.** As part of this Army-funded program, the command teamed with the University of Texas's Institute for Advanced Technology and Texas A&M University on a knowledge management project. The preliminary result, the Test Officer Continuity Tool, will help capture, assess, and share mission-critical test planning and execution lessons learned.
- **Intern Programs.** The command uses the Science, Mathematics, and Research for Transformation (SMART) program and the Student Career Experience Program (SCEP) to recruit and retain interns. The command also supports engineering and leadership programs at local high schools, including the U.S. FIRST Robotics program and related events at Shoemaker High School in Killeen, TX.

Outcomes:

- Over the past four years, the command has organized approximately 13 technology integration events of increasing size and sophistication.
- From 2006 to 2008, the command retained three interns as employees. Two high school students from the robotics program became SCEP employees.

Point of Contact:

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Shay Assad

*Acting Deputy Under Secretary of Defense
for Acquisition and Technology*

On January 19, 2009, Mr. Shay Assad assumed the position of Acting Deputy Under Secretary of Defense for Acquisition and Technology, serving in an advisory function to the Secretary of Defense, Deputy Secretary of Defense, and Under Secretary of Defense for Acquisition, Technology and Logistics on matters relating to the acquisition, integration, and protection of technology



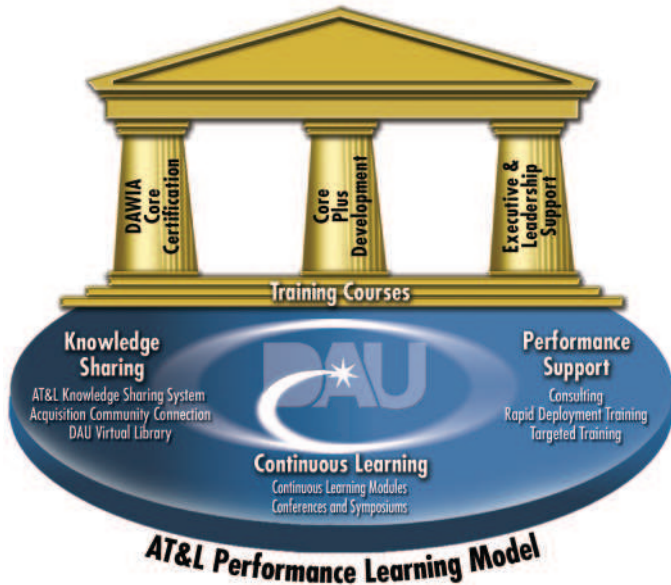
As the Director of Defense Procurement and Acquisition Policy since April 3, 2006, Mr. Assad is responsible for all acquisition and procurement policy matters in the Department of Defense (DoD). He serves as the principal advisor to the Under Secretary of Defense for Acquisition, Technology and Logistics and the Defense Acquisition Board on acquisition and procurement strategies for all major weapon systems programs, major automated

information systems programs, and services acquisitions. Mr. Assad is DoD's advisor for competition, source selection, multiyear contracting, warranties, leasing, and international contracting. He is the functional leader for the Contracting workforce within DoD.

Before assuming this position, Mr. Assad was the Assistant Deputy Commandant, Installations and Logistics (Contracts), Headquarters, Marine Corps, Washington, D.C. He had been the Marine Corps' senior civilian contracting official since June 2004.

Upon graduating with distinction from the U.S. Naval Academy in 1972, he served two tours of duty aboard U.S. Navy destroyers and won recognition as the Outstanding Junior Officer, Fifth Naval District. In 1978, Mr. Assad began working for the Raytheon Company. In 1998, he was promoted to Executive Vice President and served as the Chief Operating Officer and subsequently, as the Chairman and Chief Executive Officer of Raytheon's Engineering and Construction business with eleven offices world-wide, revenue of \$2.7 billion and 15,000 employees.

He has received numerous federal service awards, including the Secretary of Defense medal for exceptional civilian service; the Secretary of Defense medal for meritorious service; and the Department of Defense Inspector General Joseph H. Sherick Award.



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

“No changes to the acquisition system itself can substitute for good sense, good discipline, alignment of what we buy with what our strategy requires, and above all, good people performing the acquisition function.”

*The Honorable Ashton B. Carter
Under Secretary of Defense
for Acquisition, Technology and Logistics*

