

A close-up, slightly blurred photograph of the American flag's red and white stripes, waving and filling the upper half of the page.

RECOGNIZING EXCELLENCE IN ACQUISITION

USD(AT&L) Workforce Achievement Awards

USD(AT&L) Workforce Development Awards

David Packard Excellence in Acquisition



Excellence in Acquisition

USD(AT&L) Workforce Achievement Awards

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On Nov. 3 and 4, 2009, Defense Acquisition Workforce members and organizations were recognized with the Under Secretary of Defense for Acquisition, Technology and Logistics (USD[AT&L]) Workforce Achievement Awards, the USD(AT&L) Workforce Development Awards, and the David Packard Excellence in Acquisition Award. The awards recognize DoD's best practices and innovative efforts in acquisition and workforce development, and each winner has implemented practices that DoD organizations and individuals are encouraged to emulate.

The USD(AT&L) Workforce Achievement Awards were presented for the first time this year. The award was established as a result of the Weapon Systems Acquisition Reform Act of 2009, which states, "the Secretary of Defense shall commence carrying out a program to recognize excellent performance by individuals and teams of members of the Armed Forces and civilian personnel of the Department of Defense in the acquisition of products and services for the Department of Defense." Recipients were judged based on their specific achievements within the functional area/category during fiscal year 2008 and the first half of 2009; the value of the nominee's contributions to the mission of the organization and to the Department of Defense; and their leadership provided to others in their organization and toward achievement of organizational objectives.

The USD(AT&L) Workforce Development Award was established in 2004 to recognize organizations that are achieving excellence in learning and development for their employees. A panel of judges from academia, industry, and corporate learning organizations independently conducted the awards evaluation process. The judges ranked each submission based on the workforce development program's objectives, best practices, and the benefits realized. The submitting organizations were also ranked on workforce development climate, training offered, academic affiliations and partnerships, and alignment of workforce initiatives with the organization's mission.

The David Packard Excellence in Acquisition Award was established in 1997 to recognize organizations, groups, and teams who have demonstrated exemplary innovation using best acquisition practices to achieve excellence in DoD. It is the department's highest acquisition team award. Winners are recognized based on their ability to reduce life cycle cost and achieve best value for the government while balancing the benefits of the nation's socioeconomic policies with the cost of government-unique requirements on sellers; to make the acquisition system more efficient and responsive while managing risk and anticipating change; integrating defense with commercially available technology; promoting continuous process improvement of the acquisition process; and supporting USD(AT&L) goals and initiatives.

In a written statement, USD(AT&L) Dr. Ashton Carter said, "I congratulate not only our well-deserved winners today but also all those who were nominated for these prestigious awards. In my few months in office as the USD(AT&L), I have been awed by the tremendous professionalism and capability of our acquisition workforce, which is made up of thousands of high-performing, ethical, and conscientious professionals dedicated to making the department a strong organization capable of sustaining our national security. As such, the real winners today are the warfighters who are the beneficiaries of the products and capabilities that each of you delivered, and the American people whose freedom they are preserving."



Program Management

Johnnie Mize, U.S. Special Operations Command

Johnnie E. Mize exhibited exceptionally outstanding program management support to U.S. Special Operations Command personnel engaged in overseas contingency operations worldwide. He was responsible for rapidly acquiring and fielding video distribution and delivery capabilities with unmatched efficiency and effectiveness. He expertly crafted and executed innovative acquisition strategies to meet multiple emerging requirements to U.S. Special Operations forces engaged in direct combat. His actions directly enabled Special Operations forces operators to leverage full motion video from more than 110,000 combat hours of intelligence, surveillance, and reconnaissance video coverage to support combat operations in Operation Enduring Freedom and Operation Iraqi Freedom. Use of this full motion video coverage capability was a key enabler in allowing warfighters to find, fix, and finish the enemy and protect countless U.S. and coalition partner lives on the battlefield.



Contracting and Procurement (including Industrial/Contract Property)

Pamela Anderson, U.S. Air Force

Pamela M. Anderson executed a \$547 million contract authority, ensuring the Miniature Air Launched Decoy (MALD) program completed a \$243 million system development and demonstration. Managing the contract vehicle for delivering 11 crucial flight and system environmental qualification tests, she ensured the system met or exceeded all requirements in the warfighter's capability production document and system performance specification ahead of schedule and under cost. She then negotiated delivery of 162 production units, significantly reducing MALD's cost from a proposed unit cost of \$365,000 to just \$313,000—a savings of more than 16 percent per unit. Additionally, she enabled six major design reviews of the MALD-Jammer, creating a first-ever consolidated performance incentive fee at the Air Armament Center. Her \$1.13 million incentive plan blended cost, schedule, and performance criteria to drive improved industry performance and meet three critical MALD-Jammer technical evaluation criteria.



Contract Audit

Kathleen Stohs, U.S. Navy

The Naval Facilities Engineering Command Process Management and Audit Program (PMAP) is a structured program for acquisition oversight focusing on regulatory/statutory compliance and use of the Navy's enterprise-wide Business Management System, which serves as the platform for all naval standardized processes. As the PMAP program manager, Kathleen Stohs is responsible for leading a cadre of acquisition professionals in assessing Naval Facilities Engineering Command contracting activities worldwide, identifying and mitigating risk to the head of contracting activity. In fiscal year 2008, Stohs led her team in 20 onsite visits and audited more than 414 contract actions (totaling \$620.9 million). In fiscal year 2009, the PMAP conducted 21 onsite visits and audited more than 465 contract actions (totaling \$3,904 billion) from a variety of contract types/vehicles. The PMAP process has substantially changed in the last 18 months to include increased attention on contract review, compliance with standardized processes, and determination of risk at each activity.



**Business, Cost Estimating, and Financial Management
(including Earned Value Management)**

John Lilly, Missile Defense Agency

John Lilly's dynamic leadership style of the Missile Defense Agency's Affordability Team successfully culminated in a comprehensive ground-based midcourse defense program estimate for fiscal year 2009 to fiscal year 2015 that ultimately allowed cost-based courses of action to be developed through a robust cost model, with the flexibility to run excursions as directed by Missile Defense Agency leadership. At the direction of Lilly, the Affordability Team assimilated independent estimates from 10 Missile Defense Agency program offices/directorates. Missile Defense Agency leadership approved the outcome of this intensive, five-month effort that balanced the \$8 billion ground-based midcourse defense budget across the future years defense plan while fully supporting the development, operations, and sustainment of key capabilities to the warfighter. The business processes used by Lilly and the Affordability Team throughout this arduous initiative proved so successful that Missile Defense Agency leadership directed they be used as the benchmark for the Amended President's Budget deliberations held during February and March, 2009.



Management, Contract Oversight and Quality Assurance

Kent Schvaneveldt, Defense Contract Management Agency

As the Defense Contract Management Agency acquisition deputy director at the Boeing Helicopter production/manufacturing facility in Mesa, Ariz., Kent Schvaneveldt led and supervised 50 civilian and military acquisition professionals on contract administration/oversight on the Apache Longbow helicopter valued at more than \$1.5 billion. Schvaneveldt flawlessly executed mission requirements during the acquisition director's one-year deployment in support of Operation Enduring Freedom/Operation Iraqi Freedom. Schvaneveldt's actions provided uninterrupted support to the Apache Program Office, Aviation Missile Command, U.S./international customers, and stakeholders worldwide. His efforts resulted in the delivery of 84 state-of-the-art helicopters strategically deployed throughout the world. The program continues to accept/deliver aircraft ahead of schedule and remains positioned to provide sustainment to more than 550,000 hours of combat operations in Iraq and Afghanistan.



Life Cycle Logistics

Nick Smith, U.S. Navy

The Harrier (AV-8B) Ready Basic Aircraft (RBA) requirement involves 74 aircraft. Eighteen months ago, the Harrier's RBA was just over 50 aircraft to support all commitments, including deployments supporting overseas contingency operations and normal continental U.S. pilot training. Harrier readiness has become one of the Marine Corps' higher priorities since it comprises 40 percent of Marine tactical air. Due to Nick Smith's achievements, the RBA has progressively increased and currently has the potential to meet the goal of 74 aircraft by the end of fiscal year 2010. Smith optimized the maintenance fixed induction date resulting in the availability of two-to-three more aircraft per year. He formalized the crash-damaged program to recover damaged aircraft to a flyable status mitigating a historical attrition rate of two-to-three aircraft annually. Smith spearheaded an initiative to reduce the turnaround time for planned maintenance field events, providing another two-to-four aircraft per year.



Systems Planning, Research, Development and Engineering (including Test and Evaluation, Production and Manufacturing)

Joel Ankersen, U.S. Air Force

Joel E. Ankersen expertly led a 16-member technical team to execute a \$1.3 billion procurement portfolio. Ensuring the Miniature Air Launched Decoy (MALD) program completed a \$243 million system development and demonstration, he delivered the Air Force's next generation airborne radar decoy for use in defeating enemy air defenses. His overall technical leadership in developmental and operational testing, marshaling preparation, execution, and data reduction has delivered an impressive 14 of 16 successful MALD flights. He also led MALD's modeling and simulation development, providing combat planners with tools essential to realizing the system's optimum battlefield effects and delivering the ability to assess the system in a mission and campaign-level environment. Additionally, he embraced outside-the-box thinking, driving early MALD-Jammer demonstrations on a small business civilian aircraft, and providing early jammer performance data without the \$1.5 million military aircraft testing cost.



Acquisition in an Expeditionary Environment

Bill Long, U.S. Air Force

Bill Long's superb leadership and management has been instrumental in developing a world-class training tool totally shaping the DoD contingency contracting workforce: the Department's first-ever Joint Contingency Contracting (JCC) Handbook. Long's team-building skills and attention to detail were crucial in ensuring the handbook's writing team properly focused on core expeditionary contracting principles, techniques, and procedures from across the entire DoD enterprise, contributing to meeting Congress' vision of joint warfare capability and optimizing the Center for Complex Operation's effectiveness during contingency operations worldwide. The pocket-sized handbook and accompanying DVD, which fit in the side pocket of desert camouflage uniform pants, directly facilitates the training and support of 3,100 contracting professionals from all branches of service, who provide more than \$5 billion a year of contingency contracted goods and services to the warfighter. To date over 15,000 handbooks have been requested and distributed.



Erin Williams, Joseph Shiposh, Jan Luce, Donna Sampson, and Matthew Stracco

Gold Winner, Large Organization

U.S. Army Armament Research, Development and Engineering Center

The U.S. Army Armament Research, Development and Engineering Center (ARDEC) has developed Armament University, which is an integrated workforce development program composed of onsite graduate education provided through four university partners; and diverse, cutting-edge experiential learning initiatives ranging 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.

To train its new employees, ARDEC created the COHORT Study program. Each year, ARDEC interns are grouped into cohorts composed of employees with nine to 21 months of ARDEC experience. The groups are surveyed to identify successes and problem areas within each cohort. The results of these survey and follow-up focus group interviews, conducted in a non-attribution environment, lead to improvement actions and overall stronger intern teams. The retention rate of the 1,219 new scientist and engineer hires since the 1999 fiscal year is an amazing 93.25 percent.

ARDEC's Modeling & Simulation (M&S) Strategic Advisory Group 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. Its Greening Program helps the more than 99 percent of employees who have no prior military service to learn about their Army warfighter customer, force structure, mission, and equipment.



Dr. William Lewis

Gold Winner, Small Organization

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

The Aviation Engineering Directorate (AED) has created a strong leadership program in which leaders at the divisional level develop skills through rotational assignments and annual 360° feedback. Additionally, AED has partnered with the Army Civilian Senior Leadership Management Office to run an executive development program for three critical senior leadership positions.

Each year, AED departments create a 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 the list. The Director's Shadowing Program invites all new employees to spend a day with the AED director, witnessing all meetings and activities. The director also counsels them on career objectives and reviews their career development plans.

The directorate demonstrates its commitment to warfighter success through its Hangar Flying Program. Each month, 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.

Thanks to these programs, 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 percent 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. Approximately 77 percent of AED acquisition employees hold DAWIA Level III certification, and 57 percent hold multiple certifications.



Alfred Schenck, Aaron Glover, Justin Heykoop, and Michael Konopka

Silver Winner, Large Organization
Defense Information Systems Agency

The Defense Information Systems Agency (DISA) runs two cornerstone programs for succession planning: the Emerging Leaders Program, for GS-9 to GS-12 or equivalent employees; and the Executive Leadership Development Program, for GS-13 to GS-15 or equivalent employees. A combination of personal and situational assessments, case studies, simulations, and action learning helps participants strengthen their leadership skills. The Executive Leadership Development Program partners with The George Washington University to cover current leadership trends and executive core competencies. Since their inception, 42 percent of the Emerging Leaders Program participants and 38 percent of the Executive Leadership Development Program participants have been promoted, including five to SES positions.

A major part of DISA's succession planning involves the Knowledge Retention Program. Developed in anticipation of losing employees when DISA moves from Arlington, Va., to Fort Meade, Md., the 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. DISA's most recent climate survey found an overall satisfaction rate of 63 percent, continuing a steady increase since the initial 2005 survey; and the number of employees indicating they plan to stay with DISA after it moves has increased 50 percent.

DISA's new Technical Workforce Development Program focuses on developing the DISA technical workforce and accelerating assimilation of new hires through a series of modules addressing major technical competencies. The first module culminated in a complex, realistic, DISA-specific project. The agency also offers 2,100 online courses, with a recently added Leadership Development Channel offering online live and recorded video programs from top executives, authors, and thought leaders such as Ken Blanchard and Stephen Covey.



David Holm, Richard Bazzy, and Diane Hohn

Silver Winner, Small Organization

Cost and Systems Analysis Office, U.S. Army Tank-Automotive and Armaments Command Life Cycle Management Command

The Cost and System Analysis Office created a Professional Analyst Development Plan focused on accelerating learning and providing analysts with resources, data, tools, and techniques to effectively perform their jobs. Additionally, the office created a Master Training Plan to provide 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. By focusing on developing technical skills within its workforce, the office has seen a 25 percent growth in demand for its services over the past two years, and 15 new positions have been created to satisfy this demand.

To ease the transition of new employees, 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.

The Cost and System Analysis Office's Project Archive and Reference Retrieval System (PARRS) is an extensive online library hosting past studies, research briefings, and lists of subject matter experts. PARRS has 1,336 scanned documents with more than 225,000 pages. Project reviews allow senior staff to formally share expertise at various phases of the project. At monthly Cost and System Analysis Office roundtables, employees research an assigned topic and present to the entire office. In the past three years, C&SA has held 24 roundtables with more than 75 presentations.



Patricia Martin, Denise E. Rogers, and Phil Ferguson

Bronze Winner, Large Organization
Air Force Global Logistics Support Center

The Air Force Global Logistics Support Center has strengthened its employees' supply chain management skills via two initiatives: Immersion Education (IE) and the Supply Management Certificate Program. IE provides supply chain management 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. More than 3,300 employees have graduated from the program.

The Supply Management (SM) Certificate Program was developed by examining 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. The SM Certification Program pilot has resulted in eight certifications out of 26 applicants.

Weekly Supply Chain Management Trainee Review Boards, chaired by senior leadership, assess trainees' progress, offer advice on career goals, discuss future training, and provide constructive feedback.

In addition, the center took several steps to address recent high-visibility missteps involving Air Force nuclear procedures. All center personnel completed interim nuclear weapons-related materiel training. The center also developed and fielded a Positive Inventory Control training plan as well as a computer-based training program for nuclear weapons-related materiel training awareness.



John Byrd, Charles Marquez, and Joelle "J.C." Shoemaker

Bronze Winner, Small Organization

Cooperative Threat Reduction Directorate, Defense Threat Reduction Agency

The Cooperative Threat Reduction Directorate has developed directorate-specific program management I and II courses, which all new project personnel must complete 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, which is the Cooperative Threat Reduction Directorate's largest and most complex program area.

New project officers must also prepare a Project Officer Training Plan, which identifies the critical courses and other tasks they must complete to ensure they know acquisition management as well as Defense Threat Reduction Agency - and Cooperative Threat Reduction Directorate -specific subjects. Nearly 100 percent of project officers have met the training plan's basic technical competency requirements and more than 60 percent have met the advanced requirements.

The Cooperative Threat Reduction Directorate 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 capture and store the results in the Lessons Learned Repository. Recent reviews generated 46 lessons learned and four comprehensive reports for the Lessons Learned Repository.



Barbara Gehrs and Jeana Adducchio

Bronze Winner, Small Organization

Detachment 1, Directorate of Contracting, Air Force Research Laboratory

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. In fiscal year 2009, the recruitment team visited 17 colleges and universities, interviewing 250 students and selecting 150 to fill various positions. 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 Air Force Research Laboratory -specific topics.

Continuous learning programs have been created for all employees, and they include monthly refresher training on acquisition subjects, periodic forums on new contracting policies and laws, and quarterly presentations on new technologies from customer Air Force Research Laboratory technical directorates.

Under the laboratory's Learning Through Teaching program, employees develop and deliver training to customers in areas such as the government-contractor relationship and Small Business Innovation Research.

Since 2007, employees have participated in the Contracting Officer's Study Group. Those employees, nominated by their supervisor, attend weekly sessions for six months, undergoing an intensive curricula 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. All employees have passed on the first try.

DAVID PACKARD EXCELLENCE IN ACQUISITION



Roberta Desmond, Dave Hansen, Gary Tucker, Dawn Vanhulle, Michael Szajenko, and Richard McKenzie

Mine Resistant Ambush Protected All Terrain Vehicle (M-ATV) Source Selection Evaluation Board

The Mine Resistant Ambush Protected All Terrain Vehicle Source Selection Evaluation Board (M-ATV SSEB) responded with inspirational speed, tenacity and dedication to a joint warfighters' need in Afghanistan for protection against mines, improvised explosive devices, and small arms fires. Never before has such an abbreviated timeline requirement for initial contractor paper evaluation, government capability testing, and limited user evaluation been levied on an evaluation team. The team developed new evaluation processes and then evaluated almost 400 requirements and over 1,500 items for discussion, leading to an extensive testing process that delivered over 1,200 test incident reports to the competing offerors—all in just a few short months. The team's extraordinary professionalism and proficiency enabled them to overcome multiple challenges and keep to the original schedule. The M-ATV SSEB's efforts resulted in the selection of a low-risk solution and accelerated delivery of thousands of M-ATVs to leverage the existing Mine Resistant Ambush Protected fielding base for quick theater deployment that will save countless lives.

DAVID PACKARD EXCELLENCE IN ACQUISITION



*Christopher Bolton, Dr. James Cross, Lisa Denning, Alan Coady,
Marine Lt. Col. Thomas Bowers, Michael Padden,
Army Lt. Col. Gordon "Tim" Wallace,
Air Force Lt. Col. Bob Thoens, and Paul Richard*

Project Manager-Mobile Electric Power

With the need to reduce fuel consumption a major Department of Defense goal and the center of the U.S. Army's Energy Strategy and Implementation Plan, the Project Manager-Mobile Electric Power (PM-MEP) team directly contributed to advancing energy technologies for tactical and mobile power sources supporting the Operation Enduring Freedom theater as well as the battlefield of the future. By improving generator and environmental control programs and command post power distribution, fielded annual cost avoidance of nearly \$1 billion per year are now achievable, which includes a savings of approximately 10,000 tanker loads of fuel per year. Through aggressive technology development and implementation of the new Hybrid Intelligent Power Program, significant reductions in the fuel requirements for tactical command centers will be realized while enabling the capability to seamlessly integrate renewable power sources. The team's ability to streamline the acquisition process and surge production of tactical quiet generators by 150 percent in only a few months, at no cost to the government, enabled the rapid fielding of over 400 generators to Afghanistan to meet an urgent warfighter requirement.

DAVID PACKARD EXCELLENCE IN ACQUISITION



Jeff Beard, Philip Anderson, Navy Capt. John Neagley, and Gilbert Ruffin

PMS 408 Acquisition Management Team—Joint Counter Radio-Controlled Improvised Explosive Device Warfare

The PMS 408 Acquisition Management Team helped provide force protection against combat radio-controlled improvised explosive devices that pose a constant and increasing danger to U.S. warfighters. The outstanding efforts and contributions of the team to streamline the acquisition process through an incremental development and deployment strategy that capitalizes on commercial technology maturation enabled the establishment of a continuous process to introduce new capabilities to counter the dynamic and evolving threats of radio-controlled improvised explosive devices. The result has been the rapid development, production, and sustainment of the best available ground-based electronic warfare systems for current and future battlefields, and ensures protection of both U.S. and coalition forces against the enemy's widespread use of commercial technology-based radio-controlled improvised explosive devices. The PMS 408 team's innovation helped reduce battlefield casualties up to 79 percent over the past four years.

DAVID PACKARD EXCELLENCE IN ACQUISITION



Air Force Lt. Col. Michael Kelly, Air Force Lt. Col. Robert Mitchell, David Kitchen, Dario Ramirez, and Air Force 2nd Lt. Jack Weise

708th Armament Systems Group

The 708th Armament Systems Group demonstrated outstanding support to the warfighter through the use of streamlined acquisition processes in response to urgent operational capability needs. The organization delivered a new laser-guided version of the Joint Direct Attack Munition (JDAM) to the field in only 11 months by reducing procurement lead time, filling a critical capability gap to strike high-speed moving targets with air-launched munitions that has already been successfully deployed in theater. Additionally, the 708th Armament Systems Group significantly improved delivery of the Joint Programmable Fuze, effectively tripling production to meet warfighter demand for cockpit programmable JDAM detonation capability. The team successfully conducted JDAM integrations on 10 joint aircraft, including the first guided weapon releases using the new universal armament interface, enabling air-launched weapon integrations beyond aircraft operational flight program update schedules. The 708th ARSG accomplished all this while achieving their 130th month of consecutive on-time JDAM tail-kit deliveries and aggressively overseeing life cycle maintenance on the 145,000 JDAM arsenal.



