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DACM

Corner

QUARTERLY NEWSLETTER FOR THE ACQUISITION WORKFORCE

Sgt. Jennifer J. Pirante, 13th Marine Expeditionary Unit, USMC



New Leaders at the Helm SPAWAR, MARCORSYSCOM



Rear Adm. David H. Lewis (right) reports to Chief of Naval Operations (CNO) Adm. Jonathan Greenert his relief of Rear Adm. Patrick H. Brady (center) as commander of Space and Naval Warfare Systems Command (SPAWAR). U.S. Navy photo by Rick Naystatt.

Tina C. Stillions, SPAWAR Public Affairs

SAN DIEGO (NNS) -- Chief of Naval Operations Adm. Jonathan Greenert was the presiding officer as Rear Adm. David Lewis relieved Rear Adm. Patrick Brady as commander, Space and Naval Warfare Systems Command (SPAWAR) in a change of command ceremony, Aug. 7.

Lewis reported to SPAWAR from his most recent assignment as the Program Executive Officer (PEO), Ships, where he was responsible for Navy shipbuilding for surface combatants, amphibious ships, logistics support ships, support craft and related foreign military sales.

"It's an honor to be here and to have the opportunity to work with such a capable team of professionals who are shaping the future of Navy information technology," said Lewis.

The ceremony marked an end to Brady's four years as commander of nearly 10,000 SPAWAR employees worldwide.

Greenert served as the ceremony's presiding officer and guest speaker. He commented on Brady's key role in making SPAWAR synonymous with Information Dominance and cyber excellence.

"SPAWAR is the technical agent for information dominance, we know that. It is also the technical agent for a new era in Navy and naval warfare," said Greenert. "Control of the information is going to be the key to the future. Until we put a pod on the Growlers, with all the electronics working to dominate the electromagnetic spec-trum, they're just aircraft flying

See SPAWAR page 3

Monique Randolph, MCSC Public Affairs

With a bright, blue sky and the Potomac River as a backdrop, 150 boots marched to the beat of a bass drum July 11 in honor of a military tradition that happens only once every few years: the change of command. In a ceremony held on Hospital Point aboard Marine Corps Base Quantico, Virginia, Brig. Gen. Frank Kelley passed the Marine Corps Systems Command flag—and responsibility for the organization he commanded the last four years—to Col. Joseph Shrader.

Kelley, a Marine Corps aviator by trade, took command of MCSC in July 2010. As commander, he led 2,600 Marines and civilian Marines in the acquisition and sustainment of systems and equipment for Marine operating forces.

"Four years ago I stood in front of this crowd and said we were going to be deliberate, disciplined and we were going to provide visibility for the people we work with and for," Kelley said. "[I said] we were going to seek opportunities for collaboration across the enterprise. [This command] accomplished that."

Kelley took the opportunity to thank several members of the command, past and present, as well as Assistant Commandant of the Marine Corps Gen. John Paxton and other Marine officers and senior executives who mentored him and influenced his career.

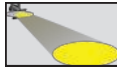
"When four years goes by this quickly, you have to take the time for those who took the time for you," he said.

During Kelley's tenure, Marine Corps

See MCSC page 4



Col. Joseph Shrader (left) and Brig. Gen. Frank Kelley shake hands following the passing of the organizational colors during the Marine Corps Systems Command change of command ceremony July 11 on Hospital Point aboard Marine Corps Base Quantico, Virginia. Kelley, who served as commander since July 2010, relinquished command to Shrader. Photo by Carden Hedelt, U.S. Marine Corps



Erosion of DoD's Technical Workforce Has Broad Consequences

Shifting More Work to Defense Labs Could Save Money, Improve Performance

(Note: The issues identified herein are specifically being experienced at NAWCWD. However, from anecdotal evidence, these issues are typical of many Navy/DoD laboratories and are commonly observed across the defense industrial sector. The following views are those of the authors and not DoD.)

U.S. defense laboratories and Navy warfare centers face many challenges that threaten their effectiveness at a time when their need is critical. The labs and warfare centers can support programs for new and enhanced capabilities directly or through partnerships with industry, while driving cost out of the acquisition process. These laboratories and warfare centers are valuable assets for both warfighters and taxpayers, but they are an underused resource and their future is in jeopardy. At the Naval Air Warfare Center Weapons Division we are focusing on three strategic priorities—people, work, and infrastructure and facilities.

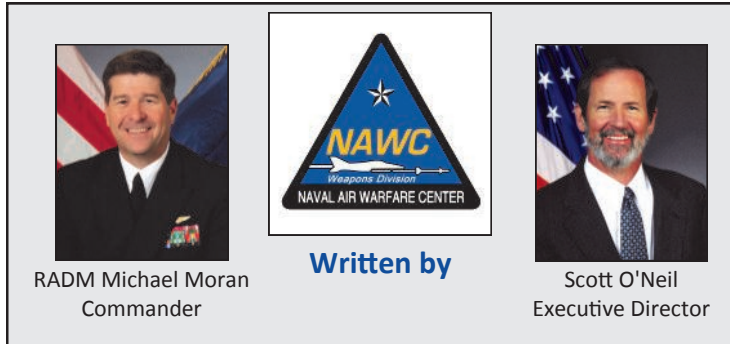
PEOPLE

Historically, contributions from Navy labs have enabled the Navy to get best-cost and acceptable risk in applying emerging technologies and performance improvements to weapons systems. Such in-house capabilities can bring market forces to bear in sole-source situations. It can also provide stop-gap, limited production products when commercial sources are unavailable, and is a critical resource to provide emerging urgent solutions needed by our warfighters. This in-house role is key to ensuring that critical technical knowledge of our weapons systems is preserved. This is extremely important as industry tends to only maintain such knowledge if funded to do so. A result is costly lessons being re-learned in future procurements. Finally, a strong government technical team can provide a safety valve when industry ceases to support older weapons systems still in the field.

The Navy laboratory structure ensures a stable, skilled workforce, tempered by experience, and not motivated by profit. Today, this workforce is at risk.

The long term health of our technical workforce must be a strategic priority for DoD. To continue to build the competence of our workforce, we must have our scientists and engineers doing meaningful, hands-on work, not simply overseeing industry.

All Navy and Defense labs exhibit an aging workforce with demographics similar to ours at the Naval Air Warfare Center Weapons Division. If we are not aggressive in hiring during the next decade, our workforce size will continue to shrink to unacceptable levels and the critical skills and experience currently resident in the mature ele-



RADM Michael Moran
Commander

Written by

Scott O'Neil
Executive Director

ment of our workforce will be lost. Due to the increasing complexity of our weapons systems, it is vital that we have a strong technical team to continue to perform the roles both the warfighter and the taxpayer expect.

It is increasingly important that we find more meaningful work to engage our workforce. This will not only help us train the next generation, but will also help improve hiring and retention. Hiring remains a challenge for the warfare centers but there are new tools available to us.

The 2014 National Defense Authorization Act, Section 1107, is one such tool. It gives DoD labs limited direct-hire authority for scientists and engineers with bachelor degrees. This authority is especially important for hiring mid-career professionals. These hires address the “bathtub” in our workforce demographics. Sec-



A forward-firing miniature munition known as Spike is launched during a successful counter-UAV demonstration on the land range at Naval Air Warfare Center Weapons Division China Lake. Spike was conceived, designed, developed and tested at NAWCWD. Since Spike is government-owned, the NAWCWD team can quickly modify the system to meet specific requirements. U.S. Navy photo by Patrick Kreidt

tion 1107 also provides a capability to build technical career paths above GS-15 level.

The challenge of rebuilding the government technical workforce is amplified because industry, especially the defense weapons sector, has similar demographics. If we don't act soon, we will have both a hollow defense industrial base and a hollow government defense team; both sectors will struggle with inexperienced personnel as

our systems continue to grow in complexity. This makes it crucial that government learn to partner more effectively with industry.

It is our belief that government labs and warfare centers remain an untapped resource in our efforts to improve the acquisition of military goods and services. We believe a focused discussion on work, people, and infrastructure is an imperative in these fiscally challenging times. We need a deliberate DoD workforce rebuilding strategy that starts with long-term stable hiring authority.

Work

It's time to re-assess the work we are doing in our labs and warfare centers versus industry. Currently in the Naval Air Systems Command, industry executes nearly 89 percent of all acquisition directed work while government personnel execute the rest, according to Navy data. The department's Better Buying Power initiatives are making great strides in reducing the actual costs of that 89 percent but more can and must be done. The focus must now turn to the other 11 percent of work being done by the government workforce. We believe it is time to move some of the 89 percent of work being done by industry back to the government; the savings associated with executing the work at lower cost rates at government facilities, and the reduction of proprietary and data rights issues in the future could be substantial.

The Intrepid Tiger and Presidential Helicopter programs are good examples of quality work being completed in-house, at lower costs and with tremendous value to our warfighters and the long term health of our workforce.

Managing the supply base and overseeing large contracts are clearly the government teams' tasks to execute, but these actions alone, without meaningful hands-on work, will leave us with a hollow technical team devoid of the talent necessary to perform its most critical task—ensuring the warfighter can effectively and safely execute their missions with technically superior and highly reliable weapons systems. We must ensure we have the right technical balance with industry.

This is by no means a slight to industry; we could not execute the required work without

them. This is about the government workforce being technically relevant, something the warfighters and taxpayers require and something industry frankly needs as well.

We are out of balance with industry today. A clear way to begin to shift the balance is in the role of lead systems integrator. Currently, the government workforce is not positioned to assume the LSI role on a broad scale, but if we engage early in technical development efforts and whenever else it makes sense, we can build a robust capability. To achieve this rebalancing we must identify where prudent government leadership can and should be exerted. It is also critical for the government to take ownership of critical interfaces, standards, and modular and open architecture designs. The discussion needs to change from worrying about reducing non-Navy work to how do we assign more meaningful work to the warfare centers—the kind of work necessary to develop the technical competence that is essential to delivering superior warfighting capability.

Infrastructure and Facilities

Defense lab infrastructure dates to WWII in many cases. The maintenance cost of this infrastructure is growing due to an increasing number of catastrophic failures that are occurring. These are resulting not only because of age but because of the absence of routine maintenance. Defense needs to develop a deliberate strategy for its labs and facilities that supports research and development. This strategy must include the development of a government owned and maintained modeling and simulation environment. Leveraging existing government-owned modeling and simulation capabilities can reduce duplication and investment at prime contractor facilities. Reinvestment in our current lab infrastructure must be the priority before investing in something new, especially at contractor facilities where future use by other programs is inherently limited.

Defense faces intense competition with the private sector for skilled employees. We are further disadvantaged if we cannot provide top quality facilities and equipment for a new generation of engineers and scientists. While we do have some state-of-the-art facilities, many are old and outdated. They hinder work and dissuade potential candidates from joining government service. Consequently, a major part of DoD's workforce

rebuilding strategy needs to focus on raising the quality of its labs and facilities.

We believe that government labs and warfare centers remain an untapped resource in our efforts to improve the acquisition of military goods and services. A focused discussion on work, people, and infrastructure is an imperative in these fiscally challenging times, and it is overdue.

Rear Adm. Michael Moran is commander of the Naval Air Warfare Center Weapons Division and Assistant Commander for Test and Evaluation at Naval Air Systems Command. Scott O'Neil is the executive director of the Naval Air Warfare Center Weapons Division and director for research and engineering at Naval Air Systems Command.



The Naval Air Warfare Center Weapons Division is focused on rebuilding its scientist and engineer workforce while also finding more meaningful, hands-on work to engage its workforce. U.S. Navy photo by Mark P. McCoy

SPAWAR from page 1

around burning fuel. Our future survival at sea rests on your shoulders, on everyone here in this room. You are the information dominance systems command and the technical agent providing and sustaining the fleet capabilities through the entire spectrum."

Greenert went on to discuss the challenges faced by a highly technical command and the importance of experience in major programs and complex systems.

"We need a leader that has the right abilities; somebody who has the technical expertise that you all can have a conversation with, someone with the bandwidth and discipline, and it has been Pat Brady these past four years," said Greenert. "He has been the right leader at the right place and right time. It is his vision and your dedication that has moved Information Dominance from concept to the reality it is today."

Greenert also talked about a cyber-awakening, or reawakening, that is occurring across the Department of Navy.

"All this stuff we build is really cool. We need to look at it and understand that it has to be safe, just like we have submarine safety. You have to be able to keep the water out of the people tank," said Greenert. "We need cyber safe equipment out there. We're on the right track, but we have a lot of work to do. A

lot of that will be Dave Lewis's responsibility."

As SPAWAR's commander, Brady worked to bring Information Dominance capabilities to the fleet by establishing the organization as the Information Technology Technical Authority and creating the Fleet Readiness Directorate. During his tenure, the Navy's next generation tactical afloat network - CANES - was introduced to the fleet. Additionally, two next-generation narrow-band satellite communications satellites, known as the Mobile User Objective System, were launched for defense department users.

"The last four years have been an incredible experience leading such bright and dedicated individuals," said Brady. "I'm very proud of all that we've accomplished and want to thank this talented workforce for all they have done for the fleet."

During his tour as PEO Ships, Lewis had more than 17 ships under construction and an additional 24 ships and craft under contract. Lewis also served as vice commander, Naval Sea Systems Command.

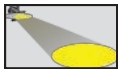
Lewis said he will focus on three core areas, including delivering on commitments for equipment with defined performance and cost, focusing on cyber as an "All Hands" evolution and finding opportunity in this era of fiscal challenges.

He stressed that cyber is a warfighting challenge and will require an all hands on deck approach. His vision is that every Navy system will

be cyber secure and every Navy sailor, civilian and contractor cyber savvy. He said SPAWAR has made great strides in cyber awareness under Brady's command.

"Our senior leadership has sanctioned SPAWAR as the Navy's single Information Technology and Information Assurance Technical Authority. We have to deliver on our commitments," said Lewis. "We will deliver executable fleet-wide assessments that categorize our current cyber risks and prioritize investments to enhance our security posture. We will deliver systems that balance mission and cost with cyber protection so the fleet fights on the "network" just like we fight on the seas and in the air. My job as commander is to make certain this organization continues to deliver an enduring cyber engineering construct that codifies and establishes the way we architect, design, accredit and continuously monitor our secure, performance-based afloat, ashore and aloft systems."

As the Navy's Information Dominance systems command, SPAWAR designs, develops and deploys advanced communications and information capabilities. With nearly 10,000 active duty military and civil service professionals located around the world and close to the fleet, SPAWAR is at the forefront of research, engineering, acquisition and support services that provide vital decision superiority to our forces at the right time and for the right cost.



SYSTEMS CENTER SPOTLIGHT

SSC Pacific Works to Surpass DAWIA Goals

Bobby L. Shrader, SSC-PAC DAWIA Manager

We all aim for better balance in our lives, whether it's family, work, health or hobbies. There's often just not enough time for everything we look to accomplish. Space and Naval Warfare Systems Center Pacific (SSC Pacific), like many acquisition commands, also deals with the challenge of balance. Our professional workforce primarily focuses their energy on delivering products and services to the Fleet and warfighters, which tends to compete with meeting training requirements. Additionally, the DAWIA workforce is charged with meeting both Career Field (CF) Certification levels (DON DAWIA Goal #1) and Continuous Learning (CL) Compliance (DON DAWIA Goal #2). So how does a command not just balance, but achieve and maintain these goals?

FY13 DON DAWIA Goals: CF Certification 95% and CL Compliance 85%.

In October 2012, SSC Pacific DAWIA workforce numbers were at 81% in CF Certification and 54% in CL compliance. SSC Pacific leadership not only recognized a change was needed, but took an active involvement in implementing the change. The Commanding Officer (CO), Executive Director (ED) and senior competency leadership were all briefed on a bi-weekly basis on the DAWIA workforce status. Additionally, they engaged in removing roadblocks and ensuring supervisors and employees placed an emphasis on achieving certification and compliance. This was key to introducing a cultural shift in reshaping the DAWIA workforce.

Fast forward to April, 2013, SSC Pacific achieved 95% in CF Certification. Shortly after that in June, 2013, the command achieved the CL Compliance goal of 85%. With regular reporting and heightened awareness, the numbers began to increase dramatically. It was during this time that an internal blog was created and updated with pertinent information to assist the workforce with self-directed guidance. We also facilitated workshops for supervisors on managing employees in eDACM. Additionally, increasing awareness of status between both the supervisor and em-

ployee allowed for much greater improvement in meeting our goals.

Just meeting the goals wasn't going to be enough, we wanted to create an environment of sustainment. We needed to approach sustainment with real emphasis on the program management aspect. In the first quarter of FY14, we implemented two key strategies to stay ahead of the numbers: metrics and processes.

Your numbers are better, but why? Without knowing how you achieved your goals, you'll continue to struggle to meet them. This is where the metrics we implemented provide us much needed vision into why we succeed. We track items such as the time an employee submits for certification to the time they receive it, DAWIA coding sheet changes that are submitted to the Office of Civilian Human Resources (OCHR), projecting delinquencies in CF or CL three to six months ahead, and many other items. We aren't trying to overburden ourselves with administration, but simple metrics often identify the bottlenecks which keep success at bay.

When you perform tasks, are you repeating everything? Many of us would rather just do the work rather than document it, but repeatable processes take much of the guesswork out of your tasking. They also assist the workforce in reducing their questions and having to submit something multiple times. We have an organizational process for the workforce submitting a certification request, as well as internal processes used once a request hits the certification queue. With less time focused on the tasks we continually repeat, we can address the things that require more attention, like correcting CL cycle or certification issues.

As of September 1st, 2014, here are our current numbers: 98% in CF Certification and 98% in CL Compliance. Less than two years later, we've increased (and maintained) CF by +17% and CL by +44%. With metrics and processes in place, the goal is to keep the program in that percentile. Meeting and exceeding the DON DAWIA goals is a command-wide accomplishment, with no effort having been too small. In acknowledging and addressing a deficiency, SSC Pacific can be proud in having achieved so much in such relatively little time.



MCSC from page 1

Systems Command saw its share of challenges and achievements.

"In a set of years when no one could have predicted things like sequestration, furlough, a declining budget and [withdrawal from] Iraq and Afghanistan, you have performed magnificently," Kelley said. "I could not have asked for anything better. And I thank you."

Kelley will go on to serve as vice commander at Naval Air Systems Command in Patuxent River, Maryland. Shrader comes to MCSC from the Office of the Deputy Assistant Secretary of the Navy for Expeditionary Programs and Logistics Management where he served as chief of staff since May 2013. He also served two previous tours at MCSC as a deputy program manager, product group director and program manager.

"Command is an awesome responsibility," Shrader said. "I get that. I know this command has my back. Now, what I have to do is live up to your expectations, and I get that too."

Shrader issued his commander's intent July 11, which he asked MCSC Marines and civilian Marines to "read and return to often."

"It's going to provide the path forward, enable you to exercise sound judgment and initiative, and it's in concert with higher headquarters' intent and aims," he said. "We're never going to

forget why we're here, and that's to serve the operating forces and make sure they can carry out their warfighting mission. I promise you we will do that as long as I'm here."



Brig. Gen. Frank Kelley, former commander at Marine Corps Systems Command, poses with his family after his July 11 change of command ceremony at Hospital Point on Marine Corps Base Quantico. Kelley, who currently serves as vice commander at Naval Air Systems Command in Patuxent River, Md., relinquished his command to Col. Joe Shrader. U.S. Marine Corps photo by Carden Hedelt.

Better Buying Power 3.0 | Interim Release

— *The Honorable Frank Kendall USD(AT&L) releases next iteration of BBP*



EDITOR'S NOTE: This is an excerpt from the BBP 3.0 Whitepaper which was released September 19 as part of the BBP 3.0 | Interim Release. See the [BBP website](#) for complete text.

Better Buying Power (BBP) is based on the principle that continuous improvement is the best approach to improving the performance of the defense acquisition enterprise. The evolution from BBP 1.0 to BBP 2.0 was based on the premise that emphasis would shift as initiatives were put in place, experience was accumulated, data was collected and analyzed, and conditions changed. BBP 3.0 continues that approach with a shift in emphasis toward achieving dominant capabilities through innovation and technical excellence.

Introduction

The progression from BBP 1.0 to 2.0 reflected a change in emphasis from specific “best practices” to an increased emphasis on helping acquisition professionals think critically and make better decisions as they confront the myriad, complex situations we encounter in defense acquisition. In BBP 2.0 we emphasized professionalism and providing better tools to help the acquisition professionals in DoD make sound decisions. We also continued many initiatives from BBP 1.0 and made adjustments in some areas based on our experience and feedback from industry and government. BBP 3.0 continues the focus on continuous improvement with a new emphasis on initiatives that encourage innovation and promote technical excellence with the overarching goal of ensuring that the United States’ military has the dominant capabilities to meet future national security requirements.

Underpinning BBP 3.0 is the growing concern that the United States’ technological superiority over potential adversaries is being threatened today in a way that we have not seen for decades. Our military today depends on a suite of dominant capabilities that originated in the ‘70s and ‘80s, has been enhanced and upgraded since, but has not fundamentally changed. This suite includes precision munitions, wide area surveillance systems, networked forces, and stealth technology. It is also dependent on a small number of high value assets in space, on land, and at sea. Potential adversaries have had decades to study the American way of war and to develop and field systems and tactics designed to defeat American forces, particularly our global power projection capabilities. At the same time there has been a remarkable leveling of the state of technology in the world, where commercial technologies with military applications such as advanced computing technologies, microelectronics, sophisticated sensors, and many advanced materials, are now widely available. In addition the global information network has made protection of technical information much more difficult, a fact that potential adversaries are doing their best to exploit. Our technological superiority is not assured, and in fact it is

being challenged very effectively right now.

As with BBP 1.0 and 2.0, there is an element of cultural change in BBP 3.0. BBP 1.0 and 2.0 focused on cost consciousness and professionalism as critical elements of our culture. Cost consciousness was emphasized in part because the government system tends to emphasize spending over cost control. The idea was to increase both government and industry’s focus on understanding and controlling cost as a fundamental definition of success. Professionalism was emphasized not because of some perception that the workforce lacked professionalism. The acquisition workforce is in fact highly professional. It was emphasized for three reasons; first because we all can and should always be working to improve our abilities; second, because it is important that the communities we work with understand the importance of professionalism to success in defense acquisition; and third because nothing is more important to our success than our professional ability to understand, think critically, and make sound decisions about the complex and often highly technical matters defense acquisition confronts.

Introducing BBP 3.0 is not an abandonment of the earlier versions of BBP. Some earlier initiatives will receive continued emphasis. Many of these are “core” initiatives including items such as affordability constraints, should-cost management, use of data to inform policy, strong incentives to industry, and the use of competition. The emphasis on professionalism continues to be central to everything we do in defense acquisition. Attached to this document is a summary of the status of the BBP 2.0 initiatives; most are continuing, some have been completed, and some are now just part of how we do business. One of the dominant characteristics of defense acquisition is its scope and complexity. There are no simple solutions to all the myriad problems acquisition professionals have to solve. There is no short “rule set” that will tell us all we need to know. Acquisition professionals have to be able to think on many levels, integrate inputs from many perspectives, balance competing needs, and satisfy many stakeholders and customers. This release of BBP does not end our focus on controlling costs, critical thinking and sound professional management. It shifts our emphasis slightly toward the products we produce for our customers: the warfighters who depend on us to give them dominant capabilities on the battlefields of the future.

Over the next two or three months we will consult with the acquisition workforce, industry, academia, the Congress, our military customers, and other stakeholders as we work to finalize BBP 3.0 and develop implementing instructions and plans. For a brief summary of the intent behind the draft BBP 3.0 initiatives see the [BBP 3.0 Whitepaper](#) at the [BBP website](#) located at <http://bbp.dau.mil>.

ACQUISITION LEADERSHIP CHANGES



Welcome Aboard!

Systems Commands (SYSCOMs)

RADM David Lewis

Space and Naval Warfare
Systems Command

Brig. Gen. Joe Shrader

Marine Corps Systems Command

Program Executive Officers (PEOs)

RADM Jon Hill

PEO (IWS)

ACAT I Program Managers (PMs)

Mr. John Karlovich

Ground Air Task Oriented Radar
(G/ATOR)

CAPT Casey Moton

Littoral Combat Ship
Mission Modules (PMS-420)

Mitchell Wins 2014 SECDEF PSM Award

A U.S. Navy Product Support Manager (PSM) won the 2014 Secretary of Defense PSM Award for *Major Weapon System/Other Weapon Systems, ACAT II and below* as announced in a September 2 memorandum from the Under Secretary of Defense for Acquisition, Technology and Logistics Mr. Frank Kendall.



Clifton Mitchell

Mr. Clifton Mitchell, the PSM for the Strategic and Theater Sealift Program (PMS-385), received this award for his exceptional performance in the execution of two unique Integrated Logistics Support (ILS) efforts for two new classes of ships: the Joint High Speed Vessel (JHSV) and the Mobile Landing Platform (MLP).

I Sent My Application, So Now What?

— Navy military AC membership applications were due September 19

LCDR Craig "TEC" Tecmire
Acquisition Workforce Manager, PERS-447



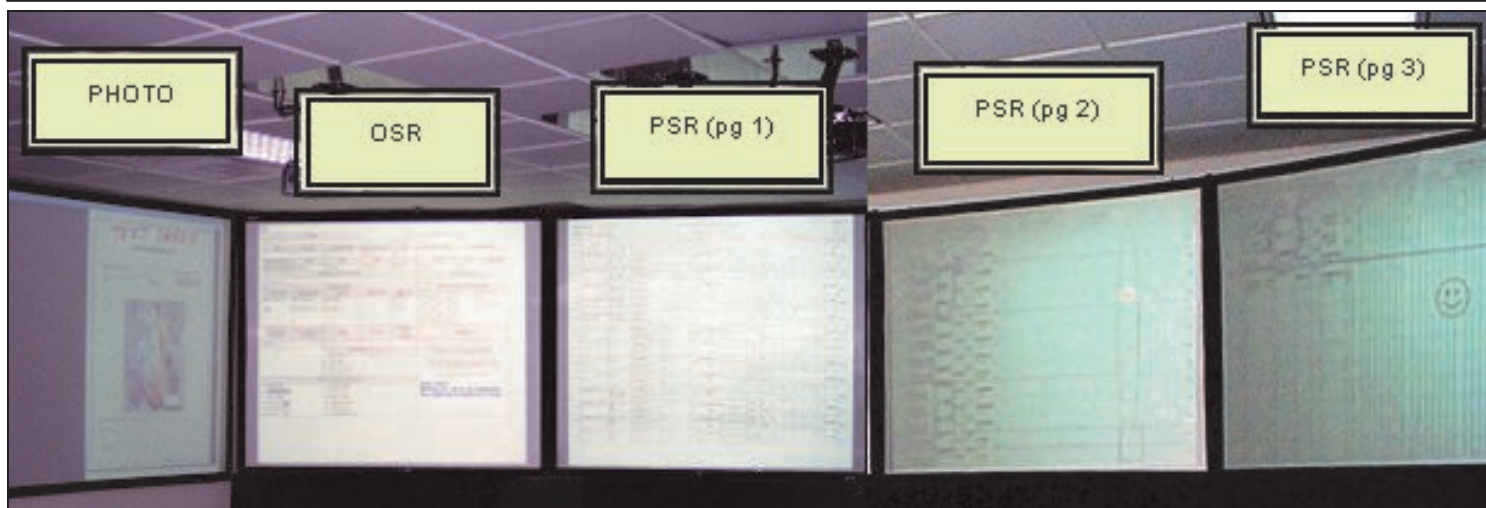
Convening the Board

The Precept & Convening Order– ‘The Rules of the Road’

The mission of any board is to select those “best and fully qualified” based on performance. A precept is a document, signed by the convening authority and directed to the president of the board, giving guidance to the board regarding the criteria upon which their selections should be based. The precept is the only guidance for selection provided to a board along with the community’s convening order. A convening order is a document which orders a specific board to convene at a specified date and time and with selected and approved board members. It provides community and board specific guidelines, career accomplishments and specific qualifications to delineate the parameters by which the board members will make their selections. These parameters are taken directly from approved program instructions and/or community management briefs. A precept is general and governs all boards in a specific fiscal year while a convening order is more specific to a particular board.

Record Review

Once the board convenes, records are assigned to the various members while keeping track of which member reviewed which record. Recorders ensure that each board member has the information necessary to review their assigned records. The recorders will also assist in manually recording the votes conducted in “the Tank” (or voting room).



In the "Tank"

After the records review phase, the board moves on to the next step, *the selection phase*. For this phase, most boards move into a room called the "tank" (a private, theater-like room where all the members discuss and vote on candidates). The officer photograph and annotated PSRs/OSRs are projected onto large screens in the tank and the board member, who reviewed a particular candidate's file, briefs the record. The board, using the precept as guidance, recommends (within the numbers authorized) those candidates it considers "best qualified" for selection.

After the briefing officer has discussed the candidate and all questions have been asked and answered, *each member uses a "secret ballot" computer keypad to vote* a confidence level for the selection



of the candidate. Each member can vote either 100% (the member is 100 percent sure the candidate should be selected), 75%, 50%, 25%, or 0% (the candidate should not be selected). After all the votes are cast, a computer in the tank computes an overall confidence rating, which is then displayed as a percentage on a monitor for all the board members to see.

Why the Acquisition Corps

The Acquisition Corps consists of a select group of highly skilled military and civilian acquisition professionals who meet the Defense Acquisition Workforce Improvement Act (DAWIA) education, training, and experience requirements. To continue to support our national objectives by providing our forces the best weapon systems in the world, we must be ready to assume the leadership roles in "critical" acquisition billets.

Acquisition Corps membership is becoming increasingly important in distinguishing between candidates for major acquisition commands. Critical Acquisition Positions (CAP) and Key Leadership Positions (KLP) should only be filled by Acquisition Corps members unless this requirement is waived by the Director of Acquisition Career Management (DACM), ASN (RD&A) prior to assignment.

After completing at least Level II certification in a career field, wearing the rank of O-4, meeting the four-year experience requirement, and have a baccalaureate degree from an accredited-educational institution with 24 semester credit hours of (*accounting,*

business, finance, law, contracts, purchasing, economics, industrial management, marketing, quantitative methods, and organization and management) or 24 semester credit hours in the person's career field and 12 semester credit hours in the disciplines listed above in italics. You are ready to apply for Acquisition Corps membership through the selection board process, which convenes once a year to select officers into the Corps. Many Navy officer communities are eligible to join the Acquisition Corps.

Applying for the Acquisition Corps

A NAVADMIN is released announcing the board which details the specifics of the application process. The specifics for this year's board are listed below. You can also find this information on the website for [NPC PERS-447](#).

1. Application deadline was September 19, 2014
2. Board convenes October 29, 2014

Applications should have included a signed coversheet/AC application, copy of DAWIA transcript (from eDACM, not DAU), college transcripts (copies are acceptable), and applicable FITREPs to document non-AT&L coded experience (were applicable).

Once you have all the parts of the package ready, you can send the package to the AC membership board several different ways.

ALL US Postal Service (USPS) mail correspondence is to be mailed to the following address:

Navy Personnel Command (NPC)
 FY-16 Acquisition Corps Selection Board (Board #190)
 Customer Service Center
 5720 Integrity Drive
 Millington TN 38055-3400

ALL Commercial (FEDEX, UPS, DHL, etc.), Express or Overnight Mail should use the following address:

Navy Personnel Command (NPC)
 FY-16 Acquisition Corps Selection Board (Board #190)
 5640 Ticonderoga Loop Bldg 768 Rm E203
 Millington TN 38055-3400

Applications will also be accepted via encrypted email for those officers deployed aboard ships or stationed at remote sites where regular mail could be disrupted.

Email to: CSCSELBOARD@navy.mil

Acquisition Corps membership is an important milestone. All of our O-6 acquisition billets and over 50% of our O-5 billets are critically coded and require Acquisition Corps membership before detailing officers into these critical acquisition positions.

Email questions to: PERS-447_mail@navy.mil

How's the Contracting Climate in Your Office?

CAREER FIELD
CORNER

Cassandra Lancaster, DACM Office developmental rotation

If you are a part of the Contracting Career Field, you may have noticed a few more empty cubicles in your workplace lately. The Director, Acquisition Career Manager (DACM) for the Department of the Navy (DON) has noticed as well. Since 2011, the DON's DACM has tracked a steady drop in the total number of persons in the Contracting Workforce and analysis indicates that most of the decline is a result of voluntary, non-retirement attrition. The DON 1102s have experienced a personnel loss rate that is consistently higher than the average for the rest of the DON Acquisition Workforce with non-retirement attrition accounting for almost 69% of all exits in FY14. These statistics have raised concerns within the Office of the Assistant Secretary of the Navy (Research, Development and Acquisition) (ASN (RD&A)) and have prompted a study to be conducted to capture and assess the 1102 series work experiences.

The research will be accomplished through the release of an upcoming

DON, Civilian Contracting Climate Survey 2014. The survey will be administered to all 1102's beginning in early FY15 and results will be used to gain deeper insights into the specifics that drive people to choose to leave this mission-critical career field.

Personnel losses negatively impact everyone on a daily basis and ASN (RD&A) is eager to address the concerns of the Contracting Workforce. However, voluntary candid feedback from all members is imperative to determine the required changes that will have the most impact on the career field. This will be a great opportunity for the collective voice of the contracting community to be heard. So, when the survey is found in your inbox, please don't hesitate to share how the climate is in your office – no matter whether it is 'hot and sticky' or 'easy- breezy'. All responses will go toward enabling the sound analysis which will be beneficial toward developing initiatives that relate to recruiting, incentivizing and retaining the DON Civilian Contracting Workforce.

DON Developing Systems Engineering Competency Model

Jessica Delgado, Technical Workforce Strategy, DASN RDT&E

In Fiscal Year (FY) 2013, the Department of the Navy sponsored work by the Naval Postgraduate School (NPS) to develop a Systems Engineering Career Competency Model (SECCM). This model identifies a collection of knowledge, skills, and abilities (KSAs) that define an effective systems engineering community. Progress on SECCM has positioned the Navy as a Department of Defense (DoD) leader in the human resources management of this technical competency.

A working group of subject matter experts from across the naval enterprise and NPS analyzed

existing models from Department of Defense (DoD), industry, and the International Council on Systems Engineering. Their work resulted in a baseline framework composed of 41 competencies mapped to more than 2600 KSAs. The model matched these elements to entry, journeyman, and expert career experience levels. A two part division of skills addresses both core technical systems engineering and program management, as well as professional skills competencies.

In FY 2014 the Office of Personnel Management agreed to review the SECCM for validation under the Uniform Guidelines on Employee Selection Procedures. A Navy led working group partnered with the Office of the Secretary of De-

fense, sister Services, and the Missile Defense Agency to assist in conducting the analysis. Validation of the SECCM will involve practicing DoD systems engineers and should be complete by the end of FY 2015.

SECCM focuses on relevant competencies that define systems engineering technical, program management, and professional skills. Validation of this model will ensure rigorous policies and standards are available for a DoD-wide systems engineering competency model for human resource management.

Inquiries can be directed to the DASN RDT&E Technical Workforce Strategy representative at (540) 653-6077.

Enriching the BUS-FM Workforce at SPAWAR

Jemy Yeager

BFM Learning and Development Program Manager

The Space and Naval Warfare Systems Command's (SPAWAR) Business Financial Management (BFM) Competency recently instituted the BFM Learning & Development (L&D) Program to meet Competency Aligned Organization and Better Buying Power 2.0 objectives to equip the acquisition workforce with the critical skills needed to execute the organizational mission.

The L&D Program combines three components: group mentoring, employee rotations and training. According to the BFM National Competency Lead, Patty Ashenfelter, several learning and development approaches are utilized that target self-paced, interactive and hands-on training and experience. "The L&D Program enriches the workforce by providing leadership, technical training and experiences," said Ashenfelter. "That contributes toward the accomplishment of our organizational mission."

Over the course of four months, the group mentoring component brings mentors and mentees together in a group setting to discuss a variety of topics including: political savvy, managing priorities, technical leadership, leadership verses management, motivating teams, communication, delegation, and being an effective change agent. Mentors and mentees benefit from the diverse backgrounds, perspectives and real-life experiences of the group. Mentoring also allows participants to

form valuable relationships that continue beyond the group setting. As a dispersed workforce, the benefits of networking with others in the BFM community have proven invaluable. To date, BFMs have participated in three face-to-face group sessions, one developmental to mid-level group session, and two mid-to-senior level group sessions. A remote component is being added to the next group session in order to reach employees located on the East Coast.

"I initially wanted to participate in the mentoring program to give back to others by sharing my experiences, but I learned so much more than I anticipated," said Meredith Hunter on her experience as a mentor. "I highly recommend the mentoring program, especially for lead BFMs, as it provides insight into the development needs and professional challenges facing our BFM workforce."

The employee rotation component enables staff to improve skills, knowledge and abilities in many financial management functional areas and gain hands-on experience outside of traditional classroom training. Opportunities include short-term/long-term job rotations, job swaps and surge support assignments. A well-established process includes formalized learning

goals and objectives for employees, plus guidance and support through mentorship. Benefits include exposure to processes and information about how complementary organizations and competencies function. For example, a comptroller staff member could move into a



See BUS-FM page 9

NAVSUP DAWIA Program Office Hits Road for Training Workforce

Gina Brown, NAVSUP, DAWIA Program Manager

NAVSUP Enterprise Career Field Managers (CFMs) and the DAWIA Program Field Representatives perform a critical role within the DAWIA Program Structure. Each fill a variety of different roles based on organizational structure and the AWF makeup within individual commands.

In response to senior leaders requests to better manage DAWIA, by ensuring the DAWIA Representatives enterprise-wide are properly trained, the NAVSUP DAWIA Program Management team, led by Gina Brown and Louise Beer, (NAVSUP HQ N7 Contracting Directorate), developed a series of tailored DAWIA briefings that are designed to educate and assist the CFMs, the DAWIA Program Field Representatives, as well as AWF members, their supervisors and managers. The briefings provide a solid understanding of the DACM's initiatives and how they should be implemented to maximize achievement of the DACM's Goals.

The first in the series of DAWIA briefings was held in December 2012 in Mechanicsburg, following with on-site briefings in Philadelphia (April 2013), Jacksonville (June 2014), Norfolk (July 2014), and San Diego (August 2014).

Included in these briefings are updates on what is happening with-



Isaac J. Natter, associate counsel, Office of the Assistant General Counsel (Acquisition Integrity), addresses the audience during the Defense Acquisition Workforce Improvement Act (DAWIA) Road Show stopover at Fleet Logistics Center, Norfolk July 8-9. Photo by Jim B. Kohler, Public Affairs Specialist, FLC Norfolk, Virginia.



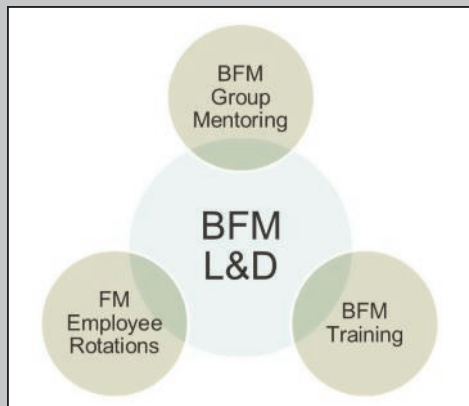
in the enterprise as it relates to the DACM's tools, technologies, and processes, coupled with hands-on training in eDACM and related DAWIA source systems and the detailed review of DoN's significant efforts underway to improve the development of the AWF.

The most valuable outcomes/benefits of the briefings are the exchange of ideas and success stories/lessons learned that can be applied across the Enterprise. The briefings are tailored in time and content to the requirements of each site/command.

NAVSUP HQ N7 invited Mr. Issac Natter with the Navy Acquisition Integrity Office (AIO) for the FLC Norfolk and San Diego Road Shows. Mr. Natter provided timely information on procurement fraud and AIO's roles. Participants learned the AIO is led by the Associate General Counsel (Acquisition Integrity), the DON's Suspension and Debarment Official (SDO), who has authority from the Secretary of the Navy to suspend and debar contractors from government contracting. The DON AIO is also responsible for advising the General Counsel and the Secretary of the Navy on all significant acquisition fraud issues and manages, directs, and coordinates all acquisition integrity related matters to assure that the DON deters, detects, and eliminates procurement fraud, takes action against those who commit procurement fraud, protects the DON from future procurement fraud, and recovers amounts due the DON because of fraud. The examples provided during Mr. Natter's presentation hit home with many of the 1102's in the audience and further reinforced the need for just in time training on topics needed to perform NAVSUP's contracting mission.

Through the efforts of the DAWIA Field Representatives at FLC JAX, FLC Norfolk and FLC San Diego over 500 individuals attended the Road Shows, not only on-site but at various VTC locations throughout the NAVSUP Enterprise. Each participant had the opportunity to hear the same message on the DoN's goals to rebuild, reinforce, and professionalize the acquisition community. AWF Members in attendance supported NAVSUP's culture of engagement while learning the importance of aligning individual requirements with NAVSUP's mission and performance management objectives, and left the Road Show armed with the latest information and guidance, to effectively manage their programs, and meet the DACM's Goals.

BUS-FM from page 8



Program Executive Office for a period of time to gain a better understanding of acquisition processes. This exposure provides unique insight that improves the rotating employee's job performance when they return to their role because they are able to better understand connec-

tion points that link information and processes together. Rotations boost the employee's ability to employ the critical thinking necessary to provide high quality work products, in support of programs, and build a diverse set of skills necessary for career growth.

"My rotational experience was instrumental in my professional growth, and strengthened my understanding of the mission and values of the Finance Competency," said Financial Management Analyst Mike Flavin after completing a recent rotation. "Upon returning to my current job, I am a more experienced and knowledgeable financial management analyst."

The L&D training component builds upon the Defense Acquisition Workforce Improvement Act (DAWIA) training. Knowledge is built through a comprehensive series of courses and learning sessions. The competency partners with Defense Acquisition University (DAU) to develop and deliver courses utilizing mission assistance funding. SPAWAR subject matter experts train the workforce on topics that en-

compass BFM technical areas to assist in delivering key acquisition products in the planning, programming, budgeting and execution process.

Although training targets the BFM career field, it has also reached other acquisition career fields across SPAWAR locations on both coasts. Evaluation results indicate that training is providing the workforce with relevant information.

"The classroom environment allows you to learn not only from the instructor but also from the examples and questions raised by classmates," said Karla Horn, SPAWAR comptroller and finance competency lead. "Eighty-six percent of the participants agree with Horn that training content helped improve abilities that are directly applicable to their day-to-day responsibilities."

For more information on the SPAWAR BFM L&D Program, visit the community of interest at the link listed below.

<https://wiki.spawar.navy.mil/confluence/display/HQ/1.2+BFM+Col+Home>

Price Fighters: Saving DoD Money for Over 3 Decades

Buster Jones, Director, Price Fighters, NAVSUP WSS

To counteract the negative publicity of excessively priced spares throughout the Department of Defense (DoD) in the early 1980s, the Secretary of the Defense tasked the Secretary of the Navy to establish a unique and extraordinarily useful organization for the Navy, DoD and Civilian Federal Agencies (CFA) acquisition business management community. Formed in 1983, Price Fighters performs engineering based cost and pricing analyses on spare parts and weapons systems, providing Navy, DoD, Army, Air Force and CFA buyers, contracting officers and program managers with fast, accurate data analyses. These analyses enable acquisition officials to make crucial procurement decisions, resulting in better, more effective program management acquisition. As part of NAVSUP Weapon Systems Support, Price Fighters performs business case analyses and proposal evaluations on Navy Working Capital Fund Performance Based Logistics acquisitions. Additionally, on a reimbursable basis, Price Fighters performs a variety of cost and engineering analyses for customers throughout DoD.

Based in Norfolk, Va., Price Fighters provides access to a highly desirable industrial base and an optimal supply of experienced technical and industrial experts for hire. These experts provide technical assistance to buyers and managers of supplies, spare parts and weapons systems. This is accomplished through a combination of attention to customer service and flexible, innovative approaches for solving pricing issues with a “hands on” workforce of engineers, industrial engineering technicians, operations research analysts and other support personnel. Price Fighters can field a team with hundreds of years of manufacturing knowledge and experience resulting in estimates for direct labor and material that are highly accurate and easily defended.

Government program, contracting, and business management professionals find Price Fighters to be a “Force Multiplier” in total ownership cost

reduction efforts. The overall need to which Price Fighters contributes is to support the best possible defense structure decisions for the least cost. In many instances, procurement officials do not have the requisite technical background to make “best value” decisions. Price Fighters’ “craftsmen” and engineers apply manufacturing process knowledge and experience in analyzing what it takes to manufacture a part or system from development to the final testing, evaluation, and production phases. This support provides procurement officials a unique technical perspective and independent government evaluation typically unavailable from organic procurement organizations.

Price Fighters is recognized by the office of the Secretary of Defense (OSD) as a world class cost and pricing provider which directly supports OSD’s Better Buying Power Initiatives. Price Fighters supports Defense Pricing, Defense Procurement and Acquisition Policy and the Defense Contract Management Agency’s Cost and Pricing Center and Operational Integrated Cost Analysis Teams (ICATs) providing; Proposal Evaluation, Cost and Price Analysis, FAR 15.407-4 Overhead Should Cost Reviews, Forward Rate Pricing Proposal reviews, Corporate Cost Estimating Relationship (CER) reviews, Corporate Independent Research and Development (IR&D) reviews, Corporate System Engineering and Program Management (SEPM) reviews, and Commercial Item Determination and Pricing (CID/P) initiatives.

In order to function effectively in today’s budget conscious environment, reducing costs and saving money are paramount. As a member of the acquisition workforce, you influence how readiness is provided and the taxpayers’ money is spent. Saving money is Price Fighters’ mission. If you would like to gain practical hands on experience performing technical analysis of proposals, cost modeling and negotiations support to major defense acquisition programs and performance based logistics procurements, consider a rotation at Price Fighters.

For more information about Price Fighters, call 757-443-2468.

DON DAWIA Operating Guide — June 24, 2014 Update

Jean Szutenbach, DACM Office

The DON DAWIA Operating Guide provides the framework for meeting Acquisition Workforce (AWF) requirements and continuing professional development. It touches every AWF member throughout all stages of their professional careers.

On June 24, 2014, after taking a hard look at our policies and processes to see if they made

sense given our current and future acquisition environment, an updated version of the Operating Guide was published. Building on previous efforts, the 2014 update focuses on strengthening career development and management policies and reinforcing emphasis on enhanced professionalization and accountability. It incorporates USD (AT&L) and ASN(RDA) policy memoranda implemented since last publication of the Guide in 2011, implements Better Buying Power 2.0 initiatives, and

includes other improvements based on the feedback received from AWF members and key stakeholders. The changes cover most major aspects of the DAWIA program. (see chart below)

The DON DAWIA Operating Guide may be accessed through the ASN(RDA) website at <http://www.secnav.navy.mil/rda/workforce/Pages/StrategyPolicy.aspx>. It should be on every AWF member’s reading list. Please take time to review it—today!

Table below summarizes changes

<p>CONTINUOUS LEARNING (CL)</p> <ul style="list-style-type: none"> Clarifies timeframe and initial cycle. 	<p>CRITICAL ACQUISITION POSITIONS</p> <ul style="list-style-type: none"> Updates mandatory CAPs. 	<p>SELECTED RESERVE COMMUNITY</p> <ul style="list-style-type: none"> Adds AWF Reserve policies & procedures
<p>EDUCATION</p> <ul style="list-style-type: none"> Adds that AWF civilians in 802, 856, 895 positions may meet OPM education requirements in lieu of ENG Level I education requirements. 	<p>NAVAL ACQUISITION DEVELOPMENT PROGRAM (NADP)</p> <ul style="list-style-type: none"> Clarifies that NADP participants must achieve Level II in primary career field before pursuing other certifications. Aligns NADP with Pathways Program. 	<p>CAREER FIELD CERTIFICATION</p> <ul style="list-style-type: none"> Adds that approving officials for Level I certifications must be at least Level II in same career field. Clarifies 24-month grace period for meeting requirements.
<p>KEY LEADERSHIP POSITIONS</p> <ul style="list-style-type: none"> Updates mandatory KLPs. Identifies KLP Special Acquisition Assignments. 	<p>MAJOR PROGRAM / ACQ COMMAND SLATING</p> <ul style="list-style-type: none"> Updates policies & processes. 	<p>ACQUISITION CORPS (AC) ELIGIBLES</p> <ul style="list-style-type: none"> Allows URL communities to establish their own AC Eligible Program.
<p>PMT 401 AND PMT 402</p> <ul style="list-style-type: none"> Establishes special registration procedures. 	<p>CIVILIAN ACQUISITION ASSIGNMENT CODING SHEET</p> <ul style="list-style-type: none"> Updates coding sheet. 	<p>ENGINEERING (ENG) CAREER FIELD</p> <ul style="list-style-type: none"> Incorporates SPRDE changes, retitles SPRDE to ENG.

Getting Back on College Campuses

Sylvia Bentley, Chief of Staff, DACM Office

To enhance our ability to recruit entry-level Acquisition Workforce (AWF) employees at colleges and universities, the Department of the Navy (DON) will pilot a Pathways Internship Program in FY15. Formerly known as the Student Career Experience Program (SCEP), this internship program, a Defense Acquisition Workforce Development Fund (DAWDF) recruiting initiative, will help us reach current full-time college students entering their Junior year of college and who are preparing for careers in fields such as Engineering, Contracting, Finance and Logistics. Once in the program, the students will work for DON during their Summer and Winter breaks.

We are expecting the program to be a true win-win for both DON and the students. For DON, it will get us back on college campuses for recruiting, help us establish DON partnerships with colleges/universities, and permit DON to offer college internships. For the student, the program will provide them with early exposure to DON, gain meaningful work experience, and provide the opportunity to non-competitively con-

vert to the Naval Acquisition Development Program upon graduation. All of which will reinvigorate acquisition recruiting on campus and present DON as a viable employer.

To be eligible participants must be a full-time student, be a rising Junior or above, maintain 2.95 GPA; and complete 640 hours of work (Summer/Winter breaks).

Students will be hired at GS-04 salary level and will participate in the program for 12-24 months. Commands will execute a Pathways Program Agreement with the intern and complete a Individual Development Plan. Commands can then convert the intern into the NADP, but this must be accomplished within 120 days of graduation.

So what's next? The Director, Acquisition Career Management (DACM) office will establish a working group with Systems Commands (SYSCOM) points of contact, establish targeted college/universities & recruiting plan for each SYSCOM, and synchronize announcements with college fairs and events.

For further questions, please call NACC, Recruiting Division Head at (717) 605-1029 or Recruiting Division Team Lead at (717) 605-2258.

SWO Community Establishes AC Eligible Policy

Shannon Potter, SWO AC Community Manager

The Navy Surface Warfare Officer (SWO) Acquisition Corps (AC) Community has gone through a great deal of policy transformation and growth in the last year and a half. One of the most profound changes was the ability for the community to establish and execute a policy on designating SWOs into the category of AC Eligible, streamlining the overall process and making it more efficient. A SWO AC Eligible is a Commander, Command selected SWO who is working towards full Acquisition Corps membership and has priority acquisition detailing and education.

On 29 April 2013, the Director Acquisition Career Manager (DACM) eliminated the AC Eligible option from the Navy Personnel Command (NPC) sponsored administrative AC selection board process and reserved the AC Eli-

gible designation for internal use and management by the Unrestricted Line officer (URL) Community leadership, including submarine and surface warfare. The semi-annual AC membership selection board schedule was subsequently amended to an annual board to be conducted in October.

The SWO AC Community developed a Standard Operating Procedure (SOP) that was published at NAVSEA with the approval of VADM Hilarides and the DACM along with close collaboration with PERS 41 and the SUB AC Community. The SOP establishes the process for Eligible Designation through an internal, bi-annual SWO AC Panel consisting of three senior SWO AC's. Applicants must be selected for O-5 Command and designation to SWO AC Eligible may be prior to, during, or after Commander Command. A designated SWO AC Eligible is required to complete all

requirements for full Acquisition Corps membership within two years of placement in an Acquisition Coded Billet.

SWO ACs lead much of the design, development, and procurement of many of the Navy's most complex weapons systems and ships, often of systems that they commanded at sea. They bring a unique operational view to the acquisition process, critical to successful system design. SWO ACs have an enduring impact upon our ability to maintain the United States Navy's technological dominance and meet the new challenges we face in areas such as Homeland Defense, Littoral Combat, and Force Protection.

This pipeline has already proven highly effective. It has allowed for early mentorship and placement, giving the community the ability to better develop its newest members and provide deep professional development in acquisition and subsequent program management tours.

FY14 NADP Recruiting Year Complete!

Dave Mailander, Recruiting Division Director, NACC

On 1 August 2014, the NADP program completed hiring of 476 Entry Level and 61 Associates which represents our total hiring plan for FY 14. This was achieved through the cooperative efforts of NACC, OCHR Stennis and all of our Systems Command partners. Most notably, this includes the achievement of 78% of all hires within the Mission Critical Career Fields as established as a key objective (75% goal) at the beginning of our FY 14 campaign. Additionally, we have successfully completed our stated goal of 1590 growth hires under DAWDF (Section 852) since program inception. DAWDF growth hiring spanned from FY 10 through FY 14. These achievements are a testament of a very aggressive and coordinated effort amongst all of our stakeholders in realizing this highly positive outcome for FY 14 hiring and DAWDF Section 852.

We are also very proud to report that we increased our NADP Wounded Warrior hiring by 22 this year bringing the total to 85 since program inception. The NADP Wounded Warrior Program remains a key strategic tool in supporting our returning disabled veterans while leveraging their unique capabilities for a career within the Naval Acquisition Workforce. While we



are wrapping up the final onboarding of our FY 14 hires, we optimistically look forward to everything that FY 15 brings us and to all the successes that our future workforce will realize.

Congratulations to all on an excellent year for recruiting and let's keep pushing towards our goals in FY 15!!!

Please work with your assigned NACC Placement Representative to establish your FY 15 Announcements as soon as possible. Those that start early typically complete execution early and have ample time to address issues that may arise within the Fiscal Year.

For more information on NADP Recruiting, please contact NACC Recruiting Division Director at (717) 605-1029 or the Recruiting Team Lead at (717) 605-2248.

Learning Leadership in the DACM Office

SHARE YOUR EXPERIENCE

Cassandra Lancaster, DACM Office developmental rotation



Acquisition does not equal Contracting. Although that may seem obvious, having been a GS-1102 for many years it was a tough concept for me to grasp. In my world, there were other acquisition careers but they were all secondary to contracting. I was very wrong. Contracting is not the first or even the second largest acquisition career field in the Navy. It is way down at number three in terms of workforce size! This was the first of many perspective broadening concepts that I would learn during my 90-day rotation at the office of the Department of Navy, Director, Acquisition Career Manager (DACM)

as a part of leadership training for the Naval Supply Systems Command's Corporate Management Development Program.

The DACM Office equally supports all 14 acquisition career fields and the staff queries, measures, analyzes and evaluates every one of them so that the most intricate details of each group is identified. I was exposed to the many challenges of managing a population as diverse as the acquisition workforce (AWF) with each career field having varying requirements, issues and difficulties. The small DACM staff quickly made me a part of the team and I was immediately thrust and fully immersed into the world of workforce management by attending career field specific Functional Integrated Product Team, Working Group and SYSCOM Summit meetings. These meetings of senior leadership allowed me to experience high-level discussions and deliberations. It was great to see the sharing of information between the services as well as across Navy and reassuring to

know that the challenges in the career fields have leadership's full attention. It was exciting to see that the news covered the very issues discussed in these meetings when the Honorable Frank Kendall, Undersecretary of Defense for Acquisition, Technology and Logistics presented them to Congress. It was also at these meetings that I got a first glimpse of the potential policies and initiatives that are in the early stages of development that I may be faced with in the future.

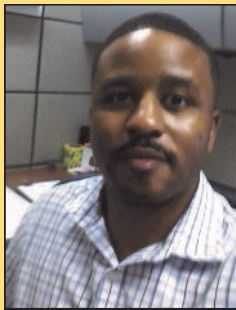
A highlight of my 90-days was the direct access to senior leadership. I was amazed that top leaders took the time to have a one-on-one discussion with me. I met with Mr. James Thomsen, Principal Civilian Deputy, Assistant Secretary of the Navy (Research, Development & Acquisition) who taught me that leaders must add recognition differential to their skill set to be successful and I even had a lively debate with Mr. Elliot Branch, Deputy Assistant Secretary of the Navy (Acquisition & Procurement) who challenged me to defend my thoughts and develop a plan of action for them. Both of them encouraged me to continue to develop as a leader.

However, I particularly enjoyed the assignments related specifically to contracting such as reviewing a salary analysis, dissecting causes for attrition and performing a data dive to find the contracting concentration in various commands. Each of these assignments reinforced the concept that the Navy is dedicated to data driven decisions to strengthen the workforce and increase its professionalism.

I am very grateful to the DACM, Rene' Thomas-Rizzo, her Chief of Staff, Sylvia Bentley and the rest of the dedicated DACM team who bent over backwards to share their knowledge, tailor meaningful assignments and allow me to use their world to step out of my comfort-zone and grow. I plan on using this experience to make further contributions to the improvement of the 1102 work experience — right after I request all of my CLP's!

CON Specialist Embraces NADP After Iraqi Deployment

Darnell Griffin, ONR Contract Specialist



My very first experience with contracting could have been out of the movies. In 2007-2008 I was deployed with my National Guard unit to the Green Zone in Baghdad, Iraq. My unit's duty was to protect an embassy and administer the embassy's day-

to-day functions. One of the busiest soldiers on that deployment was our CW4 contracting officer. I happened to sit in an office with him, so I was privileged to have a front row seat at the life of a deployed contracting officer. I was amazed at the sheer breadth of knowledge he had to have, and these strange books he so frequently consulted (the FAR and DFARS!). I was amazed at the complexity of the issues he had to deal with: buying Iraqi products; what to do with Iraqi cash; how to buy and receive items for soldiers quickly; etc. I was fascinated, and the memory stuck with me long after I redeployed. (It might have also had something to do with the \$1,000,000 in American cash he had in a safe for "special" missions. A visual like that is hard to forget!)

Fast forward 3 years later, and I step foot in the Office of Naval Research (ONR) as a Naval Acquisition Development Program (NADP) employee with nothing but that memory and an

eagerness to learn. Little did I know that I would come to think of NADP as a first-rate professional development program. My very first day set the tone: our deputy director of contracts and grants met me at 9 a.m. in the elevator and said "Welcome to ONR - you're going to class!"

That class was the FAR boot camp. It was a whirlwind introduction to the mighty FAR, and left my head spinning for the next few weeks. Next, I began the DAU academic battery of online and resident classes, eventually finding myself in the infamous "CON 090." This class and all of the other classes were a whole world of new information, and I always looked forward to the new challenge, whether online or in the classroom.

While being immersed in the DAU academics, I was being trained to do the day-to-day business of a contract specialist. My ONR colleagues were professional, generous and seemed genuinely excited to have an NADP employee. They taught me ONR's unique solicitation method (BAA), contract writing system (PRISM), and any other details necessary to work. Working through my first contract was initially confusing, often frustrating, but ultimately rewarding. Once I got a foothold on how to process contract actions, my branch head and other senior contracting officers continued to teach and help me, but they also challenged me by demanding that I learn quickly and become proficient and efficient. Many of them had been through the NADP as well, and they expected excellence.

During my second year the DAU and on-the-

job training began to complement and supplement each other. I would find myself referencing a class problem to address a practical work issue. And after two years of classes and work I was developing a deeper understanding of both the big picture and the practical day-to-day work of a contracting professional. The third year offered the opportunity for my internal and external rotations. My internal rotation was in ONR's finance department, and gave me a much closer look at the Congressional budget process and how that process flows money into ONR's coffers. My external rotation was at Marine Corps Systems Command (MCSC) and gave me a chance to work with a major systems program, PEO-LS. The workforce at MCSC welcomed me with open arms and exposed me to different aspects of the procurement process — particularly source selection. I also got to work on a very large firm-fixed incentive price contract, a contract type not often used in smaller programs. Both rotations significantly expanded my acquisitions knowledge base, as well as my personal network.

The NADP was a well-rounded work experience, and when I graduated, I truly had a professional toolkit. The program also gave me access to a vast network of hard-working contracting professionals. I still have the e-mail lists from all of my classes, and do my best to keep in touch with many former classmates. It's a great program, and anyone interested in becoming an acquisitions professional should definitely consider applying for the NADP.

Recent Graduate Program Opens World to Budding Engineers

Jim Katzaman, MCSC Public Affairs

Barely a year out of college, Alex Solomon has traveled from coast to coast to see Marines prepare for battle. It's "almost a Marvel moment"—a comic book adventure come alive—when he sees a sketch leap off the drawing board into a warrior's hands.

Solomon is an engineer, but not one chained to a desk toiling over blueprints under green eyeshades. This engineer is a recent graduate in Modeling and Simulation with Marine Corps Systems Command. During his two-and-a-half-year-tour he will gain firsthand experience, seeing how Marines and equipment operate, and most importantly, finding out how engineering models relate to the real world.

"Engineers can get lost in the technical world and not see how Marines actually use the equipment we designed," Solomon said. "Going out to the field—as an engineer, I loved it. You read in a textbook how things work, and you see how equipment is built from scratch. But to see it in the field—to see [the equipment] do what it was designed to do—that's a 'We got it!' moment. It worked!"

Solomon's enthusiasm and willingness to go cross country to watch Marines trudge in the sand brings a smile to Mike O'Neal's face.

"Alex has taken his education and applied it to the Marine Corps and the warfighters," the Modeling and Simulation team lead said. "He's like a sponge. He's able to take in and see what we do. Rather than just observe, he becomes part of the project he's involved with, which is really rewarding."

Solomon is one of a cadre of engineers in the Naval Acquisition Developmental Program, also known as NADP, for which the Office of Personnel Management has detailed information. The program aims to bring on the best and brightest young technical minds straight out of college and set them on a path to be the experienced engineers the Marine Corps needs in the future. Headquartered in Quantico, Virginia, MCSC serves as the Department of the Navy's systems command for Marine Corps ground weapons and information technology systems.

Originally from West Palm Beach, Florida, Solomon graduated in 2013 from the University of Florida with a bachelor's degree in aerospace engineering. With his academic and personal interests, he was determined to be on hand July 8, 2011, for the last launch of the Space Shuttle program. As Atlantis disappeared in the sky, so too did Solomon's hope to be an astronaut, at least for the foreseeable future until the country returns to human spaceflight.

His feet firmly on the ground, Solomon arrived at MCSC Jan. 13, 2014, for his multi-year developmental tour. After his first year



A future in engineering awaits Alex Solomon, now in the midst of the Naval Acquisition Developmental Program. He will intern for several years, learning firsthand how models and simulations compare to the way actual systems perform in the field. Photo by Carden Hedelt.

he can go on three-month rotations outside the command. For instance, in March 2015 he might rotate to the Dam Neck Fleet Training Center in Norfolk, Virginia, which supports the Center for Surface Combat Systems headquartered in Dahlgren, Virginia. This rotation would help him see realistic combat training.

He has already taken to the field to see the operating forces in action. One trip took him to the Marine Corps Air Ground Combat Center, also known as Twentynine Palms, California, to see the Marine Expeditionary Brigade.

"In the recent graduate program, we have an opportunity to get out with the Marines," he said. "I got out to Camp Pendleton [California] to watch H-1 [helicopters] fly around and see vehicles drive by. That's definitely not what I expected. It's better."

Just as the recent graduate program helps engineers like Solomon, it has an equally beneficial effect for program managers like O'Neal.

"I'm ecstatic about the quality of recent graduates coming into the Defense Department, not only in their technical prowess but also their maturity level," O'Neal said. "They are our future. We depend on their development because of the bow wave of retirements coming in the next few years."

"For the organization, the recent graduates give an injection of new blood for those of us not used to new technology," O'Neal added. "We teach recent graduates, but when we teach them something, we learn our own jobs better. Teaching them keeps us sharp."

There are many ways to enter the Naval

Acquisition Developmental Program. As Solomon found out, it can be a simple matter of who you know.

"I had a connection in college with someone who worked at [Naval Air Systems Command]," he said. "He told me what he did for the government. That got me interested in looking at what's out there. I looked online for locations – NAVAIR, Cherry Point and others – that had openings for my qualifications."

Job stability and benefits also were key attractions.

"I'll graduate from the NADP as a GS-12," Solomon said. "You start as a GS-7 and progress to a GS-12. You're guaranteed a GS-12 position in your organization if you wish. There's no contractual obligation along the way."

Once in the program, the rewards rest largely on an engineer's wherewithal and ambition, especially during the three-month job rotations.

"It's up to the recent graduates to look for activities they can get the most out of for three months," Solomon said. "There could be a lot of Milestone A and B contract activity in that time. I expect to work for a program that's at the stage where it's mapping out its technical requirements for what it needs to do."

Flexibility throughout the NADP is crucial for success, he explained.

"You can choose to sit behind a desk or be outside all day," Solomon said. "You can work as an individual or collectively as a group. Ultimately, I'm looking to take as much out of the recent graduate program as possible to enhance my career."

Logistics Interns Gather Insight, Experience While Underway With USS Theodore Roosevelt

**Mass Communication Specialist
Seaman Apprentice Alex Millar
USS Theodore Roosevelt (CVN 71) Public Affairs**

ATLANTIC OCEAN – Twelve logistics specialist interns from Naval Air Systems Command (NAVAIR) came aboard the aircraft carrier USS Theodore Roosevelt (CVN 71) Aug. 16 to join the ship's crew for a week as the ship got underway.

The Naval Acquisition Development Program (NADP) interns — who work at various NAVAIR locations providing equipment and other logistics necessities for Sailors across the fleet — embarked the ship to gather information on how logistics works on an aircraft carrier while at sea. The NADP program develops highly skilled professionals to meet projected Department of the Navy acquisition workforce requirements.

The interns were curious to see the role logistics played on the ship, said Lt. Riley Swinney, Intermediate Maintenance 3 division officer for the Aviation Intermediate Maintenance Department aboard the CVN 71.

“The interns were introduced to numerous departments on the ship,” Swinney said. “Each department gave a demonstration of daily duties and equipment operations, and then we tied it all together with the logistics side of the ship to support their operations. They were exposed to both surface and air operations, and the dif-



From the left, Meghan Wagner and Tamela Lucas, Naval Acquisition Development Program interns, listen as Lt. Riley Swinney and Chief Aviation Electronics Technician Gamal Williams explain aviation electronic systems aboard the aircraft carrier USS Theodore Roosevelt (CVN 71). These interns are visiting different spaces aboard CVN 71 to gain knowledge on shipboard aviation and logistics systems. CVN 71 is currently underway preparing for future deployments. U.S. Navy photo by Mass Communication Specialist Seaman Apprentice Alex Millar.

ferent departments in supply that store and procure replacement parts to maintain those systems.”

“I have gained appreciation and motivation to work hard to make sure the war fighters have what they need,” said David Boniche,

an Operations Research Analyst intern supporting Air-6.0.

“The fighters on the Roosevelt are our customers,” said Jeff Jamieson, one for the interns who serves as the P-8A Poseidon Increment 2 deputy assistant program manager for logistics. “If we don't understand, or have never been exposed to the nature and environment in which they work, we can't fully support their needs.”

Meghan Wagner, a logistics intern with the U.S. Marine Corps Light/Attack Helicopters program (PMA-276), had the opportunity to observe maintenance being performed on an MH-60S Seahawk.

“Working in logistics, I was eager to see aircraft maintenance first-hand. Because of their (maintainers) willingness to explain their job, I walked away with an understanding of some of the daily problems they encounter while working on aircraft,” Wagner said.

Now that the interns have an idea of how Sailors work in the fleet, they can take that knowledge back to their commands and programs and share what they have learned to more efficiently support the warfighter.

According to Justin Zarzaca, a logistics operations research analyst and intern, departing the Roosevelt left a lasting impression

“The most exciting part for me was the COD (Carrier Onboard Delivery) off of the ship on our last day,” he said. “We were catapulted off of the ship for a flight home. The acceleration from 0 to 130-plus mph happened in less than two seconds.

“It was a great ending to a great trip,” Zarzaca said.

Editor's Note: Commander, Fleet Readiness Public Affairs provided additional reporting.



Twelve Naval Air Systems Command (NAVAIR) Naval Acquisition Development Program interns from Patuxent River, Maryland and other NAVAIR locations had the opportunity to go aboard the USS Theodore Roosevelt (CVN-71) for a week, starting Aug. 16, to learn how their jobs impact support for the warfighter. Pictured from the left: Jeffrey Jamieson, Logistics Management Specialist; Katelin Strand, Operations Research Analyst; David Hayes, Computer Scientist, Lakehurst, New Jersey; Hamedah Dhalai, Operations Research Analyst; Joshua Ransford, Logistics Management Specialist, Jacksonville, Florida; Tamela Lucas, Operations Research Analyst; Lt. Riley Swinney, USS Theodore Roosevelt Aviation Intermediate Maintenance Detachment; David Boniche, Operations Research Analyst; Laura Gateau, Logistics Management Specialist; Calvin Mack, Logistics Management Specialist; Justin Zarzaca, Operations Research Analyst; Meghan Wagner, Operations Research Analyst, and Oscar Zuniga, Electrical Engineer, Orlando, Florida. U.S Navy photo/Released

Joint Qualification Boards for Key Leadership Positions

Jill DeMella, DACM Office and
CDR Carl Nolte,
Military Acquisition Workforce Manager

On November 8, 2013, the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)) expanded the guidance for Key Leadership Position (KLPs) to ensure that personnel serving in Key Leadership positions possess the level of acquisition knowledge and experience required to ensure program success. As part of his expansion, USD(AT&L) established qualification standards for Joint Qualification Boards.

The purpose of the board is to prequalify senior Acquisition professionals to fill KLP positions providing leadership with a pool of qualified KLP candidates. A joint qualification from the KLP qualification board is an “Elite”

qualification. Qualification board members will be executives in the designated career fields from each of the different components including fourth estate. The board will “qualify” the KLP candidate, NOT select the person for a position. Once qualified, the person shall remain qualified as long as they maintain career field currency. A person does not need to be pre-qualified to apply for a KLP position at this time.

A common SOP and Application will be used by all career fields for the Joint Qualification Board. It will contain a standard application for Common Cross-Functional Requirements and a standard format for the Functional Specific Requirements. The Joint Qualification Boards will be held annually for each participating career field.

On August 11, 2014 the T&E Career Field

became the first career field to start the Joint Qualification Board process when Mr. Rick Quade, Department of the Navy (DON) Test and Evaluation (T&E) Executive, sent out the call for nominations for the first ever KLP Joint Qualification Board. The T&E Qualification Board will be held on 9 December 2014.

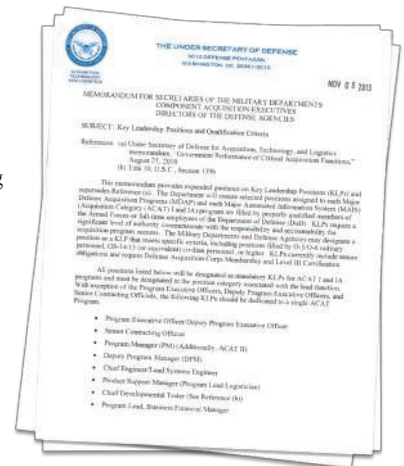
Engineering, Life Cycle Logistics, Program Management and Contracting will be the next group of career fields to start the Joint Qualification Board Process. These qualification boards will be followed by the remaining career fields with designated KLP required positions.

Additional information regarding the application process and timeline can be found at <http://www.secnav.navy.mil/rda/workforce/Pages/StrategyPolicy.aspx> under KLP Qualification Boards.

Joint Key Leadership Position (KLP) Qualification Boards: FAQs – *Installment #2*



In our October 2013 edition, we introduced our Better Buying Power (BBP) 2.0 series. As part of the BBP 2.0 initiative to improve the professionalization of the Acquisition Workforce, which includes establishing higher standards for Key Leadership Positions (KLPs), USD (AT&L) issued a memorandum, Subject: [Key Leadership Positions and Qualification Criteria, dated November 8, 2013](#). The memo established OSD-level Joint KLP Qualification Boards. To provide better understanding of the boards and the process, we will be featuring recurring installments of frequently asked questions (FAQs) and responses as a continuation of our BBP series. If you have questions, please forward those questions to our *DACM Desk mailbox* at dacm.desk.fct@navy.mil.



Question: What is the benefit, to the employee, of participating in the KLP Q-Board and being pre-qualified?

Response: Having the KLP qualification credential on your resume will set you apart. Specific benefits include:

- Meaningful professional credential
- Qualified to fill mandatory KLPs in your career field
- Reflection of quality level in knowledge and performance
- Demonstrate your dedication, leadership, and professionalism

Question: Who are the Joint KLP Qualification Board Members?

Response: The Joint KLP Qualification Boards will be chaired by the USD (AT&L) Functional Lead and consist of acquisition functional executives from the services and appropriate agencies as well as incumbent KLP who are SMEs in their Acquisition Career Field.

Question: Are there limitations to how many KLP Qualified people there can be within the acquisition workforce? Are there limits within a career field?

Response: No, limit has not been set on the number of personnel awarded the KLP Qualification credential either in total or within a specific career field.

Question: Assuming I meet the eligibility requirements, can I be KLP Qualified in a career field I am not currently working in? (For example, can I qualify as a PSM KLP even though I am currently working in an Engineering billet?)

Response: Yes, an individual may apply to be KLP Qualified in any career field in which he/she meets and maintains the requirements. Once qualified, qualification status remains in effect as long as the individual remains current in their respective career field.

Question: What added value does the Joint KLP Qualification Board bring to the DoD’s acquisition workforce?

Response: The selection of qualified personnel to fill KLPs is essential for the organization and the individuals filling these highly demanding positions. The KLP Qualification Board process will allow DoD and Components’ Acquisition leadership to create a pool of pre-qualified personnel who are ready to fill KLPs as well as assist in Acquisition Workforce talent management and succession planning.



eDACM Spotlight

Michelle LeBlanc, AWF Systems Manager, DACM Office

Since our last article, the eDACM team has released several small increments of workflow improvements and system corrections. We are working with DAU on the transition to Portico next summer and on additional improvements to workflow and experience. In this article we put the spotlight on two of the most commonly asked eDACM questions:

What to expect when applying for certification? I've applied for certification. What happens next?

The short answer is: routing and review. Your application will be routed to reviewers in eDACM based on how your command has configured certification routing. You will be notified by email each time your application moves to the next reviewer, and each time a reviewer makes a recommendation or final decision.

The levels of review and the individual reviewers depend on a couple of things: whether

you are a military or civilian employee, and your command's eDACM configuration.

- Per section 8.8.2 of the DON DAWIA Operating Guide, Navy Active Duty military applications are first routed to PERS-447 for an experience assessment.
 - Your command configuration may include your DAWIA POC, your supervisor, and the Final Approving Authority for your career field.
- Coincidentally, this is an area under review with the DACM Office and acquisition commands. We are assessing the levels of review



used, the nature of review at each level, and the impact each level has on total routing time, as we finalize planned improvements to routing configuration for a near-future release.

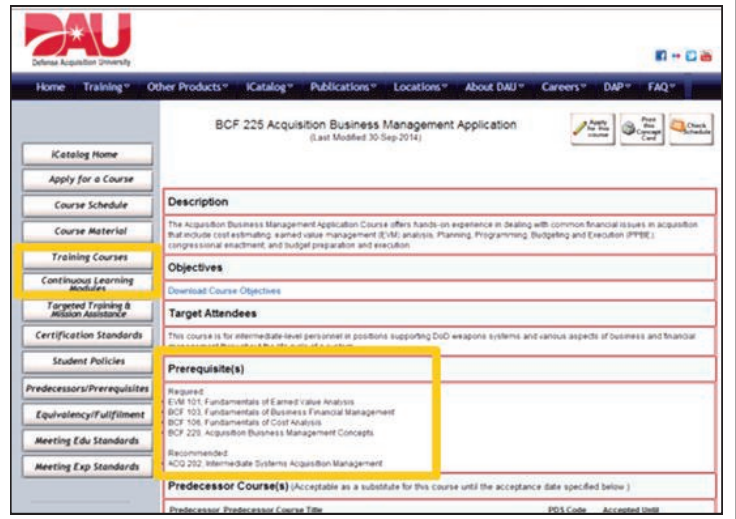
Are you ready for that course?

You know you need take a specific course for your readiness on the job, but do you have all the pre-requisites?

A seasoned acquisition professional is not created overnight, but from incremental and progressive training and career experiences. Likewise, much of our acquisition training is designed with the assumption that lower level topics have been mastered. Course pre-requisites ensure that assumption is a good one. Even online courses may have pre-requisites to ensure students are ready for the materials to be covered.

Defense Acquisition University (DAU) instructors and instructional designers provide pre-requisite requirements and other information for each acquisition course in Course Concept Cards available at iCatalog (<http://icatalog.dau.mil/>). You can check there to ensure you have met the pre-requisites before you register for your next course.

In 2015, registration for DAU courses will be transitioned to DAU's new student information system, Portico, and the pre-requisite check will be automatic when you request a course.



DACM Chalice Recognition: Goal #1: 95% Certification

In FY14 Quarter 3, there were three Systems Commands who have reached the DAWIA Certification goal of having 95% of their acquisition workforce attaining the correct certification level for their position.

The Naval Sea Systems Command, the Naval Facilities Command and the Space and Naval Warfare Systems Command are all at 96%.

Bravo Zulu to these three SYSCOMs for their outstanding efforts on improving our Acquisition Workforce!



NAWCWD Manned for Unmanned Systems

Science & Technology



NAWCWD Public Affairs

Naval Air Warfare Center Weapons Division scientists, engineers, technicians and operators are involved in all levels of Unmanned Systems (UxS) research, development, acquisition, testing and evaluation (RDAT&E).

“Unmanned systems are a huge part of our future,” said Elijah Soto, NAWCWD director of Unmanned Systems. “Persistence is key because it is an important part of our nation’s defense.”

UxS work at NAWCWD began in the early 1960s as unmanned aerial targets were created from refurbished and reconfigured combat aircraft.

“We provide warfighting effects – that is our primary mission,” said Soto, who oversees UxS work at NAWCWD. “This includes payload (anything that is added to a UxS to complete a mission) development and fleet integration.”

NAWCWD leverages the in-house engineering expertise from decades of weapon, target and manned system support and applies it to UxS. Many of NAWCWD’s existing engineering and testing processes can be tailored to support UxS projects.

UxS project support at NAWCWD includes Navy program work, multi-service government work and partnerships with industry through cooperative research and development agreements and commercial service agreements.

“NAWCWD is on the cutting edge of UxS advancement,” Soto said. “We like to be first, we tend to be first. Our ability to support first flights, first weapons firings and first payload integrations were built around the RDAT&E environment that we have created at China Lake and Point Mugu.”

NAWCWD firsts include:

- The RQ-8 Fire Scout and the X-47A Pegasus first flights.
- The first launch of an air-to-air Stinger from an MQ-1.
- The first release of the GBU-39 Joint Direct Attack Munition from an MQ-9 Reaper was completed using NAWCWD resources and ranges.
- The first support of UxS search and rescue efforts on land and at sea with Predator B.

Past experience has positioned

NAWCWD for new projects, no matter how unusual, according to Soto.

“We are cleared for weird out here,” Soto said. “Due to the vast resources we have at our finger tips, we have the ability to support many programs. We provide them with resources and environments for testing their systems that they could not find anywhere else.”

There are many “one-of-a-kind” resources offered at NAWCWD according to Soto. The 20,000 square miles of military controlled airspace (known as R-2508), 1.1 million acres of land ranges at China Lake and up to 220,000 square miles of sea ranges at Point Mugu offer a diverse terrain for UxS tests. Terrain that is similar to many warfighting environments. Sparsely populated range areas offer a chance to test and train without critical infrastructure concerns, allowing the focus to be on the safety and control of the system. Because the R-2508 airspace is controlled by the military, authorized customers do not need to obtain a certificate of authorization from the Federal Aviation Administration to test within NAWCWD ranges.

With 350 days of clear weather each year, testing is completed year round.

UxS testing and training at China Lake is supported by the Flash Site UxS Facility, Integrated Battlespace Arena, Mobile Command and Control Lab and Payload Integration Lab. The Rapid Prototyping Facility, Software Engineering Lab, Systems Integration Lab and a 2,200-foot combat aircraft loading-area-enabled unmanned airstrip also assist. The facilities and runway at Point Mugu

and San Nicolas Island provide access to dedicated hangers, launch pads, surface craft and chase aircraft for marine testing and training.

“The intellectual resource that comes from the scientists and engineers that work at NAWCWD is among the best in the nation,” said Scott O’Neil, executive director for NAWCWD.

China Lake and Point Mugu have a mixed military and civilian workforce that is located closely with various operational military units. This allows for early involvement from the warfighter as RDAT&E is accomplished.

The resources at China Lake and Point Mugu support testing and fleet integration for all forms of UxS, including:

- Aircraft systems (from group 1, which is less than 20 pounds to group 5, which is more than 32,000 pounds).
- Ground systems.
- Undersea systems.
- Surface systems.

These resources allow for cost effective and flexible testing under one command (NAWCWD) Soto added.

“NAWCWD is focused on providing full-scope mission capabilities for UxS,” said Soto, a 14-year employee with NAWCWD. “We respond to fleet needs. As the demand from the fleet increases for unmanned systems, we react quickly to those needs.

“Many of the specialized capabilities that come from NAWCWD go from an idea, or concept, to being used by the warfighter in a matter of months. UxS is a strategic thrust area (point of focus) for NAWCWD, as is counter-UxS,” added Soto.

In fiscal year 2011, UxS flight hours and revenue generation exceeded manned flight efforts at NAWCWD

and have continued to ever since.

“We are developing common standardized interfaces that lead us away from unique or stovepipe proprietary systems,” Soto said.

NAWCWD focuses on common standardized interfaces to apply the same technology across multiple UxS programs to save time and money.

“The potential to apply standardization to the integration and interoperability of manned and unmanned systems is also being explored,” Soto said. “The government needs to be the lead systems integrator for our programs and capabilities that we bring to the warfighter.”

NAWCWD leadership realizes that UxS is a worldwide venture. The UxS International Programs Office at NAWCWD provides a focal point for international engagement, to include working with coalition partners, co-development of capabilities or foreign military sales testing and engineering support.

“Over 18 countries are developing their own indigenous unmanned systems capability,” said Kelly McDonald, UxS International Programs Office lead for NAWCWD. “Whether for future conflicts, or large humanitarian disaster relief, the Navy will need to work with our allies where numerous UxS are operating from multiple countries. It’s important we understand the policy implications of flying unmanned systems in a coalition environment, and how to best work together. The UxS International Office is working to develop those relationships to enable the effective use of unmanned systems.”

Soto said that the future of UxS will include tactical work to alleviate the need to put military members in harm’s way.

Future UxS work, where the system is controlled by humans from a remote location, will combine with swarming and autonomous systems, where the system is controlled by its own software. Efforts to incorporate the “sense and avoid” technologies that are seen in today’s automobile industry are being done on UxS, said Soto, who envisions a future where there is a UxS solution for every direct combat situation.

“Technology is advancing in UxS,” Soto said. “We are leading that because we are early adopters and early adopters always benefit when the technology explodes. UxS can, and will, perform a large majority of roles in dangerous scenarios.”



A rail launch is performed during Integrator unmanned aerial vehicle testing at Naval Air Warfare Center Weapons Division China Lake. U.S. Navy photo

Glimpses of Recent/Upcoming AWF Changes

- Annual Requirement for Ethics Training:** In his [Jan. 15, 2014 memo](#), the Under Secretary of Defense for Acquisition, Technology and Logistics Mr. Frank Kendall directed all Department of Defense acquisition workforce members to complete ethics training annually beginning in calendar year 2014. After the issuance of that memo, the Department of the Navy's *Office of the Assistant General Counsel (Research, Development & Acquisition)* reviewed the [Continuous Learning Module CLM003](#) and reviewed USD (AT&L) memorandum dated January 15, 2014. **CONCLUSIONS — a.)** The Continuous Learning Module is SUFFICIENT to satisfy the requirement for annual ethics training described in USD (AT&L) memorandum dated January 15, 2014 *for those members of the acquisition workforce who ARE NOT already required to complete annual ethics training as required by the financial disclosure requirements in title 5 of the Code of Federal Regulations.* **b.)** For those individuals who are required to complete annual ethics training pursuant to the financial disclosure requirements in title 5 of the Code of Federal Regulations 2638.704 (i.e. who must file OGE forms 450 or SF forms 278), *existing procedures must be followed.* The annual ethics training for this purpose must be approved DON Assistant Counsel for Ethics. The training for 2014 will be posted to <http://www.ethics.navy.mil/>.
- Gate 6 Sufficiency Reviews Reinstated:** Effective immediately, Gate 6 Reviews will be reinstated as described in SECNAVINST 5000.2E of 01 Sep 2011. Read the OASN(RDA) Memorandum for Distribution at [https://rdais.stax.disa.mil/kb/en/Policies_%26_Instructions#ASN.28RD.26A.29_Memoranda].
- NADP Training Symposium:** The Department of the Navy has been granted approval to host their Naval Acquisition Development Program (NADP) Training Symposium in January 2015 in Crystal City, VA. This symposium is a capstone course for the 2015 graduation. NACC expects to send out invitations in the coming months.
- USD(AT&L) creates new Small Business career field and expands IA career path:** On September 2, 2014, Mr. Frank Kendall, USD (AT&L) signed two memorandums: The first is a [memo which establishes Small Business \(SB\) as a DoD acquisition career field](#), and the second is a [memo which expands the use of the International Acquisition career path to career fields other than Program Management](#).



Calendar & Events

October						
Su	M	Tu	W	Th	F	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

November						
Su	M	Tu	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23 30	24	25	26	27	28	29

December						
Su	M	Tu	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Acquisition Events

10 OCT	T&E KLP Qual-Board applications due to Command T&E Lead/POC
24 OCT	Endorsed T&E KLP Qual-Board applications to DON T&E Office at Navy_T&E@navy.mil
29 OCT	Military Acquisition Corps (AC) Board
29-30 OCT	NAVSEA Logistics Virtual Conference (click for website registration)
07 NOV	T&E KLP Qual-Board applications due to OSD HCI
DEC (TBD)	SYSCOM / ACC Acquisition Workforce Summit
09 DEC	T&E Joint Qualification Board
31 DEC	Last day for annual ethics training to be completed

Federal Holidays

13 OCT	Columbus Day
11 NOV	Veterans Day
27 NOV	Thanksgiving Day
25 DEC	Christmas Day

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