

- ▶ DON PERSONNEL RECEIVE PACKARD AWARD ..... 2
- ▶ NAWCAD RAPID RESPONSE TEAM SPEEDS SUPPORT.. 7
- ▶ NSWCCD-SSES TESTS WORLD'S FASTEST GENERATOR..... 9
- ▶ MCSC, PEO (LS) PRESENT ACQUISITION AWARDS ..... 10



# DACM

## Corner

QUARTERLY NEWSLETTER FOR THE ACQUISITION WORKFORCE

## Note from the DACM — “Happy New Year”



Happy New Year to all, and I hope that everyone had a terrific holiday season with friends and family. I would like to take a moment to talk about where we are as an Acquisition Workforce after an extremely challenging FY13 and

where we are going in FY14.

With your support these past 4 years, the Department has grown the Acquisition Workforce by approximately 4,800 personnel, an increase of 15%. This has been the key to growing our technical and business skill sets and restoring the core competencies inherent to our responsibilities in the Department.

We have instituted several initiatives focused on improving the training and development opportunities for our Program Managers.

These initiatives include: 1) *the development of an executive course at the University of North Carolina* specifically targeted to provide a better understanding of our Industry partners; 2) *establishment of our Acquisition War Rooms*, a re-

source available to our PMs to leverage lessons learned in solving complex acquisition challenges; 3) *our PMT-401 Navy Day* where several of our Acquisition Leaders dedicate the day sharing their knowledge and expectations with the DON students; and 4) *establishment of three additional “acquisition” seats in the Secretary of Defense Corporate Fellows Program*. This program selects three military acquisition professionals each year to spend a year working on-site with industry.

Additionally, in FY13 we made great strides across the board in our DAWIA goals, improving between 3 and 7 percentage points in certification, continuous learning, Critical Acquisition Position (CAP) Acquisition Corp (AC) qualification, PMT-401/402 compliance and KLP qualifications.

However, despite these substantial investments and accomplishments in the Acquisition Workforce in FY13 we experienced a considerable hiring slowdown that has caused attrition to outpace hiring for the first time in several years. This condition was exacerbated by the “hard” hiring freeze (implemented in January and continued through the remainder of FY13),

sequestration, and civilian workforce furloughs. Additionally, we started seeing a diminished condition in our mission critical career fields to include contracting, cost estimating, financial management and engineering. We quickly engaged and successfully achieved a hiring exception for these career fields as a risk mitigation strategy, which resulted in slowing down the atrophy across each of these career fields over the last two quarters of FY13.

We have great people, as demonstrated by the winners of the Packard Award, Defense Acquisition Workforce Awards, Acquisition Awards, and Civilian Service Award listed in this issue.

Throughout FY14, we will continue to focus on the sustainment and professionalization of our Acquisition Workforce while keeping a watchful eye on attrition and concentrating hiring efforts on mission critical career fields. We fully understand that we must sustain our Acquisition Workforce at the level required to support our mission and our warfighters; to this we are all dedicated.

Ms. René Thomas-Rizzo  
Director, Acquisition Career Management

## DON acquisition leaders discuss challenges to workforce

**Jerry Ray, DACM Office**

Acquisition leaders from the Department of the Navy (DON) met at the Pentagon, Dec. 11, for a summit to discuss the state of DON's Acquisition Workforce.

These leaders represented the Assistant Secretary of the Navy for Research, Development and Acquisition (ASN(RDA)), DON Systems Commands (SYSCOMs), DON Acquisition Career Field Council (ACC) Leads and DON Director, Acquisition Career Management (DACM).

"We are doing a lot of things right," said Jim Thomsen, Principal Civilian Deputy, ASN (RDA) during his opening remarks. "[DON], as an enterprise, routinely exposes its military and civilian personnel to some of the most complex problems and challenges. We've tried to build that mindset into our strategy and we don't want to lose that."

Thomsen continued to say that the challenge ahead is for the Acquisition Workforce (AWF) to maintain its footing and not lose the investments that have already been made. To help with that,

DON leadership needs to know what the SYSCOMs' biggest challenges are so that strategy can be adjusted going forward.

As the summit progressed, there were several issues discussed, which were common throughout the SYSCOMs. These were:

- 1) *a difficulty with hiring in the Contracting career field,*
- 2) *retention challenges for the AWF — especially after sequestration and furloughs, and*
- 3) *upcoming 20% reduction in Major Headquarters Activities (MHA).*

Each of the SYSCOMs spent time briefing the current state of their AWF and discussing the areas of greatest concern for its future.

Additionally, with the continuing budgetary cutbacks, Thomsen said that it is imperative the SYSCOMs are using viable forecasting models for their workforce. Without justifiable data from a viable forecasting model, personnel requirements will continue to be determined based on budgetary constraints vice being based on actual requirements. Thomsen wants to meet with SYSCOM leaders to more thoroughly discuss the

different workforce forecasting models being used.

Early in the summit, Assistant Secretary of Defense for Acquisition Katrina McFarland stopped by to talk with the leaders. She acknowledged that there are tough times ahead, but that the Department of Defense (DoD) is working hard to protect the AWF. She said that because of Better Buying Power (BBP) 1.0 and BBP 2.0, DoD has seen a larger amount of respect coming from Congress for the business practices that DoD engages in. It was recommended that everyone read the [“Performance of the Defense Acquisition System — 2013 Annual Report”](#)

Thomsen said, in summary, that there are two areas which need to be revisited with each of the SYSCOMs. These are:

- 1) *hiring in the Contracting career field and*
- 2) *MHA reductions.*

He also wanted to ensure that the Defense Acquisition Workforce Development Fund (DAWDF) is being utilized to help with retention.

"It's all about the people," said Thomsen, "and [DON] has really good people."

# DON personnel receive Packard Award

*Jerry Ray, DACM Office*

The Department of the Navy's *Air and Missile Defense Radar (AMDR) Team* and the *Joint Light Tactical Vehicle (JLTV) Team* were each presented with the David Packard Excellence in Acquisition Award, Nov. 25, by Deputy Secretary of Defense Ashton Carter. These teams were two of the four teams awarded during the Pentagon ceremony.

According to Under Secretary of Defense for Acquisition, Technology and Logistics Frank Kendall during his welcome, this award recognizes organizations and teams that have succeeded at improving the efficiency and productivity of the Department.

"This year's winners have demonstrated superior program management in successfully executing many of the Better Buying Power acquisition efficiency initiatives," Kendall continued.

The *AMDR Team* was awarded for its exemplary execution of cost saving and risk reduction initiatives in the pre-Engineering, Manufacturing and Development (EMD) phase of this mission-critical Major Defense Acquisition Program. Through the application of Should Cost management activities, the team secured \$271 million savings from FY 2012-FY 2018 as well as reduced Program Acquisition Unit Cost from \$714 million at Milestone A to \$284 million at Milestone B without significant capabilities impact. Furthermore, in using multiple Fixed Price Incentive Firm Target contracts for competitive Technology Development phase prototyping, the team incentivized its contractors' continual improvement of their key Line Replaceable Units' (LRU) designs. This was so successful that the AMDR team was able to justify LRU basis of estimate refinements that decreased the program's Average



Deputy Secretary of Defense Ashton Carter presents the David Packard Excellence in Acquisition Award to the JLTV Team during the awards ceremony at the Pentagon on Nov. 25, 2013. DoD photo by Erin A. Kirk-Cuomo.

Procurement Unit Cost by more than \$100 million from Milestone A.

The *JLTV Team* was awarded for its cost-saving efforts during the Technology Development phase of the JLTV program to address force protection, mobility, payload, rotary-wing transportability, and reliability capability gaps in the Army and Marine Corps light tactical vehicle fleets within affordability constraints. By incorporating early investment planning in the Technology Development phase to derive an affordability cap based on what the Services could afford, the Average Unit Manufacturing Cost and

Average Procurement Unit Cost targets were fully established and embraced by both program offices and combat development partners, and were codified in the Milestone B Acquisition Decision Memorandum.

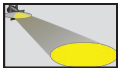
The David Packard Excellence in Acquisition Award was originally established to recognize organizations, groups, and teams who have demonstrated exemplary innovation using best acquisition practices that achieve acquisition excellence in the Department of Defense. It is the Department's highest acquisition team award and was first awarded in 1997 in honor of David Packard, a former Deputy Secretary of Defense during the Nixon Administration. Packard was also the co-founder and chairman of the Hewlett-Packard Company and chairman of the President's Blue Ribbon Commission on Defense Management chartered by Ronald Reagan in 1985. He founded the Defense Systems Management College in 1971 and was a strong advocate of excellence in the defense acquisition practices.

The Packard Award currently recognizes teams that have demonstrated superior program management and accomplishment in the successful execution of one or more of the Better Buying Power efficiencies and associated initiatives. The principles of acquisition excellence and exemplary innovation using the best acquisition practices remain fundamental to the Packard award.

"Congratulations to the winners, as well as all the nominees, for this prestigious award," said Kendall. "The people we are recognizing here today are standout performers, but there are many more outstanding acquisition professionals dedicated to our mission and contributing to our national security, and we salute you all."



Deputy Secretary of Defense Ashton Carter presents the David Packard Excellence in Acquisition Award to the AMDR Team during the awards ceremony at the Pentagon on Nov. 25, 2013. DoD photo by Erin A. Kirk-Cuomo.



# NAVFAC stays focused on people with Community Management Plans

*Loujie Alforque, NAVFAC Contract Specialist*

“People” is a NAVFAC Strategic Focus Area and Civilian Community Management is an essential element of this strategy. The Community Management Plans were established to help employees plan a rewarding, challenging, and successful career. It represents a partnership among employees, supervisors, and mentors, who will help integrate individual goals with the requirements of the Defense Acquisition Workforce Improvement Act (DAWIA) and NAVFAC’s mission.

The Community Management Plans address workforce shaping, recruitment, employee development and training, mentoring, retention, and succession planning. Communities are groups of people with related job series, job functions, and career paths. NAVFAC’s communities are focused on all members and maintaining a culture that embraces diversity and the importance of leveraging the distinct contribution of a workforce that is representative of our nation. Communities cross Business Lines, Support Lines, and Functional Areas and include every NAVFAC employee.

NAVFAC recognizes that high levels of performance can only be achieved by investing in people and nurturing their well being and development. To ensure effective and efficient implementation of the Community Management Plan, NAVFAC’s organization consists of the following:

- Echelon II Community Leaders. Senior leaders and experts in their field, responsible for translating workload and skill requirements into a vision for the Community. The goal is to ensure the right people with the right skills and capabilities support mission accomplishment.
- Echelon III Community Managers and Echelon IV Community Coordinators. These individuals directly support the Community Leader and are responsible for ensuring successful execution of community management plans.

There are job series within the Acquisition Contracting Community that

have unique responsibilities and their career development is different than that of the 1102 Acquisition Contracting professional. The Community Management Plan includes the appropriate training and developmental opportunities tailored to the positions supporting the Acquisition Contracting Community.

NAVFAC’s guiding principles include helping employees grow personally and professionally, and the plan will help ensure they have the right people with the right skills, working as one team to provide Acquisition Contracting support to their Supported Commanders. NAVFAC recognizes that helping employees plan a successful and rewarding career is also the best way to continue to improve the quality of their processes and efficiency of the workforce.

Whether it is the employee’s first assignment or a seasoned professional, the plan will help map out their future and be a resource for supervisors to assist employees in career planning and development of their Individual Development Plan (IDP). A Community Management Supervisory Guide has also been prepared to assist supervisors in this endeavor. NAVFAC’s Community Management Plans are periodically revised to address changes for the different Communities to ensure the workforce is provided with relevant career planning opportunities.

The Naval Facilities Engineering Command (NAVFAC) is a global military Command with a Headquarters element and Component Commands that work together as one team providing facilities engineering support to the Navy, Marine Corps, Federal Agencies, and other Department of Defense (DoD) Supported Commands. NAVFAC provides Systems Command (SYSCOM) support to all Warfare and Provider Enterprises, serves as the lead SYSCOM for the Navy Expeditionary Combat Enterprise (NECE), and provides warfighter support, including contingency engineering, expeditionary operations, sealift support programs, and ocean engineering.

## NAVFAC Announces 2014 Engineers of the Year

*Don Rochon, NAVFAC PAO*

WASHINGTON (NNS) -- Naval Facilities Engineering Command (NAVFAC) announced the winners of its 2014 Military and Civilian Engineers of the Year Awards Dec. 9.

Lt. Cmdr. J. Doug Herrin from NAVFAC Southeast was selected as the Military Engineer of the Year and Joseph M. Woliver from NAVFAC Atlantic was selected as the Civilian Engineer of the Year for 2014.

"We've selected our NAVFAC engineers of the year from a group of exceptional candidates," said NAVFAC Commander, Rear Adm. Kate Gregory. "We are very fortunate to serve with a vast number of extraordinary engineers who lead NAVFAC and the Navy with dedication, service, selflessness and technical superiority. They continue to build to our 171 year legacy of serving the Navy with the 'Can Do' spirit."

Herrin and Woliver will represent NAVFAC in February during Engineers Week at the National Press Club in Washington, D.C., where the National Society of Professional Engineers (NSPE) will announce their 2014 Federal Engineer of the Year.

In his role as the NAVFAC Southeast Contingency Engineering and Disaster Preparedness Officer, Herrin oversaw \$32 million worth of planning, design and construction of 62 projects at 22 remote locations as part

of the Haiti earthquake recovery effort.

He coordinated and deployed the Contingency Engineering Response Team (CERT) to the naval complex in New Orleans after being damaged by Hurricane Isaac. Under his direction, the team surveyed damaged facilities and developed stabilization and repair packages.

"It is an honor to be recognized for my efforts and accomplishments," said Herrin. "This recognition extends to the exceptional dedicated professionals that I have the privilege of working alongside. The accomplishments are the result of many talented individuals coming together as a team to support the Navy mission and enable the warfighters."

Herrin also leads NAVFAC Southeast's energy program, supervising the execution of 80 energy projects worth \$95 million, and programmed an additional 90 projects valued at \$230 million. These projects implemented an array of energy conservation technologies such as photovoltaic, solar heating, geothermal, biomass, wind turbine, LED lighting, and retrofitting buildings with high-efficiency mechanical systems, which are expected to save more than \$15 million annually across the Southeast Region.

Woliver, from NAVFAC Atlantic, performed as the senior geotechnical engineer and the NAVFAC subject matter expert for airfield pavements as he executed designs, oversaw construction, and provided consultation efforts across the Navy and

Marine Corps. He planned, programmed, budgeted and executed inspections for Commander Navy Installations Command, United States Marine Corps, North Atlantic Treaty Organization and National Aeronautics and Space Administration assets totaling more than \$2 billion.

Using his vast knowledge, Woliver designed emergency repairs for Naval Air Station Souda Bay's failed taxiway pavement and damaged arresting gear during Operations Odyssey Dawn and Unified Protector (Libya).

He developed a unique concrete mix design solution incorporating on-site materials, which allowed Navy Seabees and Air Force Red Horse teams to construct the 50-meter Walela Culvert Bridge as part of a humanitarian effort in northern Uganda. The bridge improved the lives of 60,000 villagers by eliminating a half-day walk to work, hospital and schools, and provides a year-round link to markets at the economic center.

Woliver also designed the Navy's first Joint Strike Fighter-capable, simulated carrier deck at Naval Auxiliary Landing Field Fentress, which allowed the fleet to train and practice using future aircraft platforms.

"I am honored by this recognition, but it would not have happened without my team's support," said Woliver. "We all deserve this award. It was a team effort and I want to thank them all for their contributions, enabling me to receive this recognition."

# Sea Warrior develops cost saving system for Abbreviated Acquisition Program

## PMW 240 Sea Warrior Program PAO

The Sea Warrior Program, PEO(EIS)(PMW-240) produces many of the Navy’s Defense Business Systems (DBS) focused on Manpower, Personnel, Training, and Education. Sea Warrior acquires these business information technology (IT) systems using Abbreviated Acquisition Programs (AAPs) defined within the Secretary of the Navy Instruction (SECNAVINST) 5000.2E.

The SECNAVINST 5000.2E has a gap in addressing the Business Capability Lifecycle (BCL), which has been mandated by the Under Secretary of Defense for Acquisition, Technology and Logistics to manage DBS acquisitions. In response to this gap, Sea Warrior developed and implemented a process for AAPs to cost-effectively procure business IT systems. This process is currently being applied with success to a number of key acquisitions including personnel and pay systems modernization, billet-based distribution, and Navy online learning management.

In the past, IT business systems followed the same process as larger acquisition programs, which meant a large amount of requirements and longer timelines. But times change, and with an ever-increasing demand for more IT within the fleet, the acquisition process was slowing the accelerated nature of

IT business system development. This gap in acquisition policy left the modern day Sailor behind the curve on business IT systems.

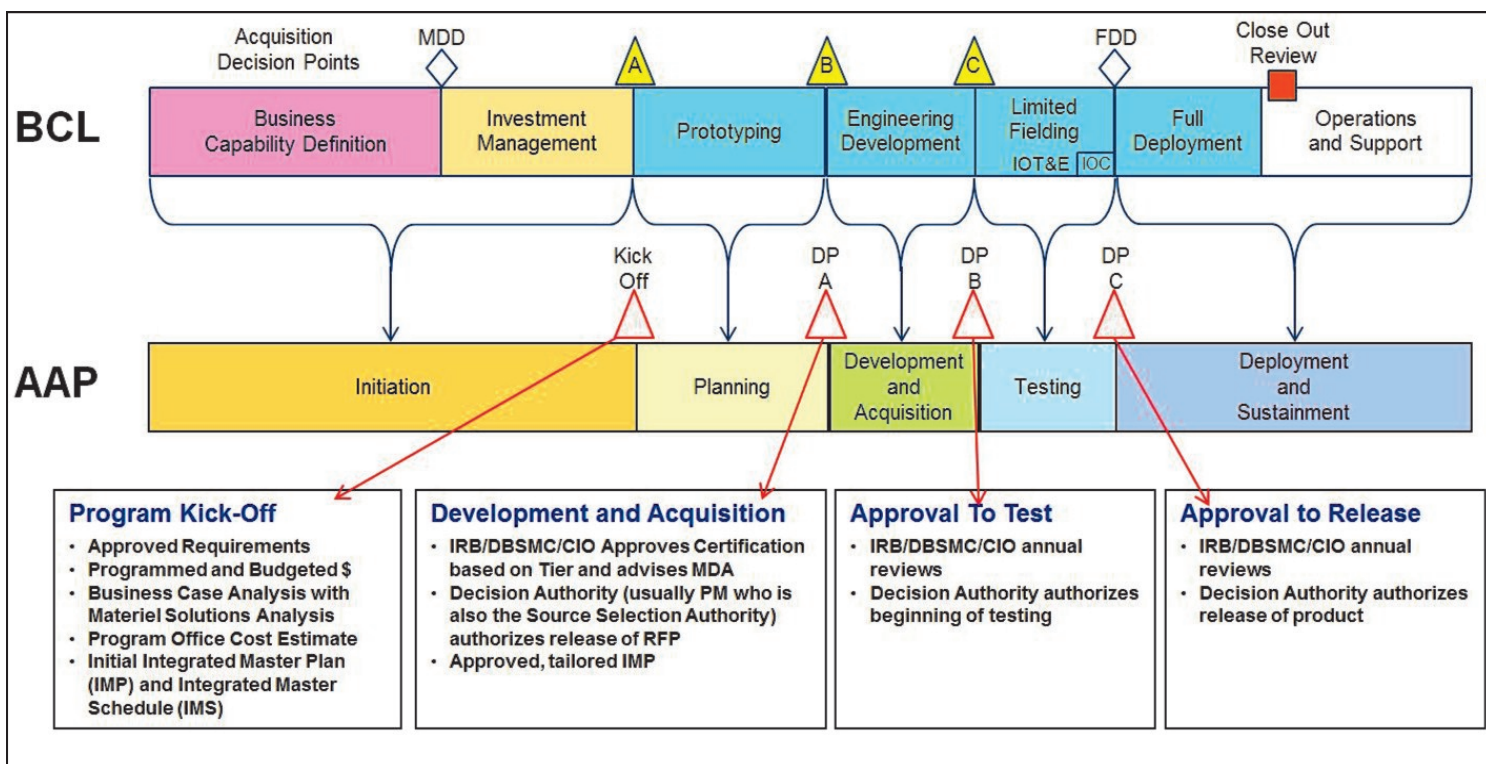
PMW 240 saw the solution in two policies: the SECNAVINST 5000.2E, which defines the regulations for AAPs, and the 2011 Acquisition Policy for DBS, which introduced the BCL. “By combining the AAP process and the BCL to make a PMW 240-tailored AAP process, we can now follow an acquisition process that could move at the appropriate pace to keep up with technical advances while adhering to acquisition regulations,” said Laura Knight, Program Manager for Sea Warrior.

The new process defines the requirements for initiating and the activities for executing a program. It provides a statutory and regulatory compliant coordination mechanism across all acquisition disciplines, including: program management, contracting, systems engineering, Business Financial Management (BFM), scheduling, Information Assurance (IA), and logistics. The PMW 240 AAP process is composed of five phases and four decisions points (see graphic). Each phase leads to a decision point requiring a formal review of the program with a set of required processes and documents that need to be accounted for before moving to the next phase.

The repeatable AAP process has been applied to PMW 240 programs since early FY

12 cutting both time and cost. It has already had success with several programs including PMW 240’s Learning Management System-Distance Learning (LMS-DL). By using the tailored AAP process the project team was able to leverage work completed in the first phase to avoid unnecessary duplication during the second phase by updating existing documents rather than creating new artifacts. Also, because the process was repeatable the LMS-DL team was able to use lessons learned and sample documents from previous project teams helping to eliminate delays while still demonstrating appropriate management and oversight.

By eliminating or combining meetings and reviews, accepting reasonable risk, and streamlining the acquisition process PMW 240 has minimized oversight costs and decreased delivery time. PMW 240 has cut the acquisition timeline by at least 12 months for AAPs and saved the Navy approximately \$2 million per program. Beyond the cost and time savings, the new acquisition process focuses on the deliverable rather than the process, which ensures that the Navy receives the best possible Defense Business Systems to serve the fleet’s needs. In a time of tight budgets and timelines, it is essential to not only cut costs and time, but deliver high quality products to ensure that Sailors can focus on their jobs.



Business Capability Lifecycle(BCL) decision points and phases mapped to the PMW 240 Abbreviated Acquisition Program (AAP) decision points and phases and descriptions of the actions at each of the decision points.(Please note: not meant to represent amount of time in each phase)

# NADP Developmental Rotation Assignments of FY14

**Rob Praydis, NADP Career Management Team Lead**

Rotational assignments are an important facet in the development of our Acquisition Workforce in the Naval Acquisition Development Program (NADP). Prior to our current budget uncertainty, NADP participants executed up to two developmental rotational assignments. All funded rotations were suspended in January of 2013. NADP has resumed lim-

ited funded rotational travel activity in support of the mission of training future Acquisition Workforce professionals.

Rotational assignments are not ordinary travel and are an important extension of the formal training process toward the attainment of a journeyman level acquisition professional skillset through the development of career field competencies. The importance of competency development cannot be understated and those

achieved through rotational opportunities often provide dimension to the skills learned at the homeport command. Value added rotation examples include headquarters to field activity, field activity to headquarters, and headquarters/field activity to customer.

As a result of the review and the need for continued prudence of limited travel funds signifi-

See NADP page 6

## NADP opportunity leads to job as deputy APEO(L)

**Lori A. Thompson, Deputy APEO (L)**

Looking back now it seems like a very short journey from intern to Deputy Assistant Program Executive Officer for Logistics (APEO (L)). I think this is due in part to the foundation I received from my time in the Naval Acquisition Development Program (NADP) and to my Career Field Manager (CFM). I was very lucky – not only did I have a great CFM, but I graduated from NADP with a mentor who continues to provide feedback and guidance throughout my career.

I started out at the Space and Naval Warfare Systems Command (SPAWAR) in San Diego where the focus was getting my DAU classes knocked out, learning about the Navy, and what logistics entailed from a more strategic or policy focus. When I transferred to Space and Naval Warfare Systems Center (SSC) Atlantic in Charleston I was assigned to Brad Hoisington who became my CFM and mentor. What made Mr. Hoisington a great CFM is that he is a very good logistician and an even better mentor. When I first arrived in Charleston, Mr. Hoisington sat down with me to determine where I wanted to go in my career and used that information to help map out a path for me. Not only did he know what opportunities that I would need to develop as a logistician and that would benefit my career, but he knew how to create those opportunities. Granted I was, and continue to be, a type A personality who wants to know about everything and experience every professional and personal growth opportunity available. My drive and Mr. Hoisington's guidance made for a great combination.

I was first given a variety of rotational assignments ranging from Logistics Manager for satellite communications programs such as Joint (UHF) Military Satellite Communications Network Integrated (JMINI) and Digital Model Radio (DMR) to performing Integrated Logistics Support certifications and independent logistics assessments where I learned through on the job training. Mr. Hoisington and Mike Davis, my branch head who also became a second mentor, determined that I learned best by doing and they let me run. Neither one ever minded my 5000 questions that I asked – and often told me to go find out the answer and then come back so they could confirm the answer, tell me why it wasn't quite right, or explain subtle nuances I wasn't aware of. Mr. Hoisington also encouraged me to take advantage of the educational opportunity provided by NADP. So even though I had come into the program with an MA, I went back to graduate school and obtained my MBA. Even though I didn't know it at the time, the MBA would be a great asset.

During my third year in the program, I had two great opportunities thrown at me – my senior project and a role as the lead logistician on a major program. My senior project was a high visibility project – it revolved around material (parts, end items, etc) in the SSC warehouses. Not



### SHARE YOUR EXPERIENCE



only was this a great learning opportunity but it afforded me opportunities to brief regularly in front of senior leadership and the CO. The culmination of experience gained, classes taken, and lessons learned was my being named lead logistician on a major program as a third year intern. It was an incredible opportunity. This was my chance to sink or swim. I swam – with a lot of guidance from both my mentors. I learned what it took to do acquisition logistics on a pre-MDAP system. Mr. Hoisington also frequently volunteered me to assist with other areas in the program such as leading the first Cost Analysis Requirements Description document which required me to work with each area of the program office and I learned a little about everything – from systems engineering to cost estimating to acquisition to engineering.

Due to the guidance and opportunities afforded me while I was an intern; upon graduation, I was appointed as the Assistant Program Manager for Logistics for the Airborne, Maritime, and Fixed Station Joint Tactical Radio System (JTRS), a Joint Service Acquisition Category ID program, and was responsible for all logistics, manufacturing, configuration management and specialty engineering activities. While I didn't know everything, I knew how to research and find the answers and how to ask questions whether I thought they were dumb or not.

Even after my graduation, Mr. Hoisington and Mr. Davis continued as my mentors and helped me map out a path to get me where I wanted to go in my career. They encouraged me to get cross certified in DAWIA – which I did, and when I expressed interest in program management, they supported my efforts to obtain my PMP certification. I was encouraged to take leadership classes from both government and non-government entities. They encouraged me to apply for a branch head position in Charleston where I supported Command-level Logistics Integrated Product Teams and oversaw more than 30 logisticians, technical writers, and business financial managers.

Shortly before I left SSC Atlantic to take the position of Deputy APEO (L) at PEO EIS, I was growing bored and needed a new opportunity. Rather than stifling my need to experience new things, Mr. Hoisington and Mr. Davis both supported my desire to try something new. I volunteered for the Civilian Expeditionary Workforce program and was appointed as the Army's J4 Director of Logistics and Base Closure Lead for Contingency Operating Base (COB) Delta, Iraq from December 2010 to October 2011 responsible for all base life support and base closure activities for COB Delta and COS Shocker.

When I returned from Iraq, I still needed a new challenge and wanted to continue growing professionally. Even though it might mean I would leave SSC Atlantic, Mr. Hoisington and Mr. Davis both encouraged me to apply to the Deputy APEO (L) position knowing that it was what I needed both professionally and personally. That is what makes a great CFM and mentor – knowing that your mentored individual might leave, but continuing to encourage them nevertheless.

Part of my new position includes being the CFM for east coast SPAWAR interns. My goal is to provide the same type of opportunities and mentoring that was afforded to me during my time as an intern as well as after I graduated.

# DAU 'seats' determined by demand

**Tina Gutshall, DAU Registration Team Leader**

How do the Services end up with the number of 'seats' for DAU classes? The answer is rather simple – it's all based on DEMAND.

The Services' goal is for DAU to meet our "demand signal" 100% - give us the seats necessary for everyone to meet certification requirements. DAU has a goal of maximizing resource availability (classrooms and instructors) and maximize the limited travel funding provided to the Services. Allowing for budget and resource constraints, this equates to a goal of an 80% Fill Rate for Pri 01/ 02 courses (DAU's "Report Card" in 2013 was 83% overall, 86% for Navy).

A Ten Step Process is how we get there.

Starting in November, DAU and the Services hold a "Pre-Scheduling Meeting" and a "Regional Preview" where the Services and DAU meet to discuss trends, successes, failures, challenges and recommendations. Highlights this year were discussions of alternative delivery methods to be piloted, looking at FIPTs' (Functional Integrated Product Teams) requests for future changes, and setting the DAU Bar higher to a 90% Fill Rate goal.

In December, DAU distributes a Workbook to the Services to input demand on a per-class basis, as well as to request On-Sites. The DACM, NACC and Systems Command DPDs review their perspectives on the courses, using various tools such as Deficiency Reports, hiring plans, and historical trends, to develop our requirement based on the Demand Signal.

In late January, the DACM submits the Workbook to DAU, who start a series of five "iterations." The First Iteration sees the Service requests input into a series of Algorithms called the "CAP Allocation Model." This tool incorporates DoD workforce data, DACM input, DAU History, special considerations, and a unique algorithm called the Demand Management Tool (DMT). The result of this review is the first Seat Allocation Recommendation which is then sent to the DAU Regions and Services for Review.

The Regions review their resources, and the Services address differences between their demand and DAU's recommendation. A Second Iteration follows in February, with the Services and DAU holding a "CAP Negotiation" where classes are discussed on a one-on-one basis, and On-Site requests are reviewed. From this comes the Third Iteration a month later which is then sent to the DAU Regions for their final review of facility and resource capacity (Iteration Four). In early April of each year, DAU provides the Services with the "Fifth and Final" Iteration which is gone over one last time by all, and then the numbers go into the DAU Business System Files.

In May of each year, the following years Schedule is complete and around the middle of the month, the following Fiscal Years' schedule "Goes Live" and the Registration Window is opened.

Rocket Science? Not really. It's all about Demand – demand for courses, demand for resources, demand for time, demand for funding; all evened-out to leverage requirements and resources to the greatest extent possible.

## Glimpse recent/upcoming AWF highlights

1. **DON Acquisition Excellence Awards Call for Nominations** — It's time for submitting your award nominations for the 2013 DON Acquisition Excellence Awards. Deadline for submitting your nominations is February 4, 2014. You can find and download the [Call for Nominations Memo](#) from ASN(RD&A), [Nomination Procedures](#); standard SECNAV [nomination form](#) from ASN(RD&A) Acquisition Workforce website in the *Announcements* section <http://acquisition.navy.mil/awf>

2. **SECDEF Corporate Fellowship Program** — [Please read memo](#) requesting nominations for three ASN RD&A Acquisition seats to the SECDEF Corporate Fellowship Program. These seats are for the 2014-2015 Academic Year (Jul 2014-Jun 2015) and are open for military O-5/O-6 Acquisition Corps members that have a high potential for future Major Program Manager command and Key Leadership Positions. Nominations are due January 30, 2014.

3. **Eisenhower School (formerly ICAF) Nominations** — The call for nominations for the Dwight D. Eisenhower School for National Security and Resource Strategy / Senior Acquisition Course (SAC) for the 2014-2015 academic-year will be going out soon with packages due February 28, 2014.

4. **Interim DoDI 5000.02 (11/26/2013)** — Operation of the Defense Acquisition System

*"I have determined that the current DoD Instruction (DoDI) 5000.02, "Operation of the Defense Acquisition System," December 8, 2008, requires revision to create an acquisition policy environment that will achieve greater efficiency and productivity in defense spending and effectively implement the department's Better Buying Power (BBP) initiatives. Therefore, I am canceling this issuance with the exception of Enclosure 9, Acquisition of Services, and replacing it with the attached interim policy effective immediately."*

— Deputy Secretary of Defense Ashton Carter, November 26, 2013

The Interim DoDI 5000.02 can be downloaded from the [DoD Issuances website](#)



### NADP from page 5

cant procedural changes occurred to rotational assignments. The most significant ones are:

- 1) No cost rotational opportunities should be considered first to achieve training objectives,
- 2) Limited to 2nd and 3rd year in the program,
- 3) Must have completed all training required for Level I certification, and
- 4) Limited to one rotational assignment not

to exceed 90 days in length.

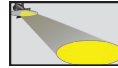
Employees are always encouraged to find local opportunities for rotational assignments where they may exist. In 2013, over 300 employees completed external, value added rotations which resulted in no cost to the government. Is it expected that this trend will continue.

For further information about NADP rotational assignments visit our NADP web site at: <http://acquisition.navy.mil/nadp> and in the

**NADP Employees** section click the *Rotations* link.

If your office is interested in hosting an NADP employee on a value added rotational assignment for up to 90 days please send an email to [NACC\\_CAREER\\_MANAGEMENT@NAVY.MIL](mailto:NACC_CAREER_MANAGEMENT@NAVY.MIL) with the position particulars. Upon receipt and review for appropriateness we will share the opportunity with our NADP employees.

# New NAWCAD team aims to speed up how Navy meets needs of the fleet


**WARFARE CENTER SPOTLIGHT**

## NAWCAD Public Affairs

NAVAL AIR SYSTEMS COMMAND, PATUXENT RIVER, Md. — A new program office created by the Naval Air Warfare Center Aircraft Division (NAWCAD) is changing the way warfighters' urgent and emergent needs are met.

Launched in November at the Naval Air Systems Command at Naval Air Station Patuxent River, the Rapid Response Program was created after a recent NAWCAD study indicated a need for a consolidated team to support the Integrated Warfighting Capability effort, which executes high-priority DoD needs.

"Before this office, our rapid capabilities existed in pockets throughout the command," said Robert Smith, director for NAWCAD's Rapid Response office. "With the goal of 'speed to the fleet,' we had to look at how we could respond to that and make it part of our everyday way of doing business."

Dan Skane, NAWCAD director of Acquisition Management, said the Rapid Response program provides critical operational capabilities for time-sensitive operational needs.

"My focus is to help teams identify a streamlined approach that delivers a capability rapidly, while maintaining the same high-degree of acquisition management rigor found in more traditional programs," Skane added.

One Rapid Response community has already made successful deliveries to meet warfighters' requirements. The NAWCAD created Persistent Ground Surveillance System (PGSS) to fulfill an urgent need at overseas combat locations. PGSS is a tethered aerostat, or a balloon filled with lighter than air gas, with surveillance equipment that



A Persistent Ground Surveillance System (PGSS) aerostat undergoes testing before deploying to an overseas combat location. The Rapid Response community within the Naval Air Warfare Center Aircraft Division created the PGSS aerostat in response to urgent and emergent warfighter needs. (U.S. Navy photo)

provides situational awareness and security to forward-operating bases.

"Rapid Response allows us to take greater risk than 'business as usual,' as the goal is to expedite fielding of a critical capability, including planning and executing an abbreviated test program," Smith said. "We want to build in processes that we can go to when needed and have a network of experts and capabilities. We are also looking at other agency's rapid processes to prevent reinventing the wheel."

Additionally, the Rapid Response office plans to use the expertise provided by the NAVAIR Fellows, a peer-oriented program of

experienced NAWCAD engineers, to provide rapid response services, Smith said. He added that the group will also network NAWCAD, Naval Air Warfare Center Weapons Division and Fleet Readiness Center capabilities together, emphasizing how systems connect and what the capabilities are.

"As we exploit our capabilities and re-focus on providing products for mission areas, we'll uncover the ability to do things for which we may not have originally planned and establish more and more networks that enable this rapid response, including testing and subsequent fielding of systems," Smith said.



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POSTGRADUATE  
SCHOOL

*Upcoming online  
degree programs*

### Master of Science in Systems Engineering (Systems Development Focus)

**Commencing Tuesday, April 1, 2014**

The Naval Postgraduate School's (NPS) Department of Systems Engineering is pleased to announce the offering of a two year Systems Engineering Non-Resident Master's degree program with a Systems Development focus beginning Tuesday, April 1, 2014. The program is open to qualified uniformed officers, federal employees and defense contractors.

For more information, visit the program website [www.nps.edu/Academics/DL/DLPrograms/Programs/degProgs\\_SE\\_nonRes.html](http://www.nps.edu/Academics/DL/DLPrograms/Programs/degProgs_SE_nonRes.html)

### Master of Science in Contract Management Commencing Tuesday, July 8, 2014

The Naval Postgraduate School and its School of Business and Public Policy are pleased to announce the offering of an eight quarter part-time Master of Science in Contract Management by distance learning commencing Tuesday, July 8, 2014. Students that complete the degree program also earn fulfillment in DAWIA training requirements which currently include ACQ101, ACQ201, PMT251, PMT257, and specified Contracting courses. The program also meets DAWIA requirements for 24 hours of business subjects and 40 hours of annual continuous learning.

Applications accepted ONLINE through: 15 May 2014

To apply visit the site below and select **NPS Application Management System** [www.nps.edu/gsbpp/mssc](http://www.nps.edu/gsbpp/mssc)

## Navy Career Day

# PMs give back to their own



PM panel at PMT 401 Navy Service Day

### Sylvia Bentley, Acquisition Workforce Manager, DACM Office

When starting something new, especially something difficult, one of the best resources you can have is the ability to consult someone who has already done it. This valuable concept is being put to use in the Department of the Navy (DON) on what's becoming a regular occurrence – the Program Managers Panel during the PMT 401 Navy Service Day. One of our PM-focused initiatives to prepare our Program Managers for success in the execution of their Programs, the PMT 401 Navy Service Day, is an event held in conjunction with our future PMs and DPMs attendance in the PMT 401 Program Manager's Course offered at Ft. Belvoir. One of the highlights is a Program Managers Panel that consists of sitting and past Major Program Managers. Our most recent Panel featured CAPT Jaime Engdahl, Program Manager for the Unmanned Combat Air Systems program office (PMA-268), CAPT Paul Ghysel, Program Manager, Navy Communications Satellite Program Office (PMW-146) and CAPT Douglas Small, Program Manager for Above Water Sensors (IWS 2.0).

The PMs shared valuable insights and real examples of how they are executing some of our key initiatives such as Better Buying Power 2.0 and Should Cost Will Cost, and ensuring program success by introducing innovation. The following provides just a glimpse into some of the golden nuggets shared:

- Managing communications and controlling the message
- Establishing the right team structure and organization
- Controlling program affordability (e.g. making BBP a focus, 'competing everything', block buying, smart software license agreements, and taking advantage of technological changes)
- Providing keys to developing a well-planned, enduring and executable program schedule
- Honing the execution of Program Reviews to where they can be executed in under an hour
- Managing multiple relationships that have different perspectives and priorities
- Ensuring inherent government technical expertise is maintained by making use of field activities and DON's technical infrastructure
- Establishing (and keeping) guiding principles

The PMs even offered recommended reading and echoed the importance to be the most knowledgeable person about the program. One panel member offered the thought that meeting financial metrics is an excellent way to determine you're doing the technical part right.

Questions from the audience, and the quality discussion, provided proof of just how much the panel members were appreciated by our future PMs and DPMs. As another panel member put it "There's no better time to be a PM than right now."

# DAU Executive Courses for Acquisition Professionals



- > *Would you like to sharpen your critical thinking skills or perhaps increase your currency?*
- > *Would you like to better implement today's best practices?*
- > *Would you like to better understand the policies that have been recently introduced?*

**Yes? Well, then read on.** The Defense Acquisition University (DAU) Defense Systems Management College (DSMC) offers a variety of resources and services to the Department of Defense Acquisition Workforce, to include multiple Executive-level courses that may provide just the solution you need. Read the descriptions and targeted audience of the courses below and if it meets your need, log onto your eDACM account and let the "refreshing" begin.

### **PMT400**

**(for Non-ACAT I & II PMs)**

The Program Manager's Skills Course provides program management focused acquisition professionals with policy updates, practical applications, and insight into acquisition best practices.

Students in this two week course are O-5/GS-14/industry equivalent. DoD students in this course are Level III certified in Program Management.

### **PMT401**

**(for Potential ACAT I & II PMs)**

The Program Manager's Course is designed to improve DoD acquisition outcomes by strengthening the analytical, critical thinking and decision-making skills of potential leaders of major defense acquisition programs and program support organizations using a case study method.

Students in this ten week course are O-5/O-6/GS-14/GS-15/industry equivalent largely from the program management career field. DoD students are Level III certified in an acquisition career field and have demonstrated the potential to become major program or project manager.

### **PMT402**

**(for ACAT I & II PMs)**

The Executive Program Managers Course is an assignment specific course designed for newly selected ACAT I & II Program Managers and Deputy Program Managers.

Students in this four week course are board selected O-6/GS-15/industry program managers/directors actively leading major defense programs. DoD students in this class have completed PMT-401

### **ACQ404**

**(for DoD Executives)**

Senior Acquisition Management Course provides senior acquisition professionals in any career field updates on recent DoD acquisition policies and processes.

Students in this one week course are at the GO/Flag/SES/industry equivalent grade and actively working in executive positions associated with DoD acquisition.

### **ACQ405**

**(for Directors and Functional SMEs)**

Executive Refresher Course provides senior acquisition professionals in any career field updates on recent DoD acquisition policies and processes.

Students in this two week course are Level III certified in any career field, are at the O-6/GS-15/industry equivalent grade and assigned to acquisition coded positions within the DoD.



# NSWCCD-SSES tests most powerful high-speed generator ever built

Science & Technology



Joseph Battista, NSWCCD - SSES Public Affairs

PHILADELPHIA - Naval Surface Warfare Center Carderock Division - Ship Systems Engineering Station (NSWCCD-SSES) engineers conducted full scale testing of a 7,000 rpm, 6,600 volt, 14-megawatt high-speed generator (HSG) at the Land Based Test Site, Sept. 19.

The prototype provides six times more power than lower speed, conventionally cooled, similar sized generators currently available.

"This testing was performed on the most powerful high speed generator ever built," said Eric Manna, lead test engineer from Electric Power Research and Development Branch at NSWCCD-SSES. "This design is a significant step forward in advancing state-of-the-art HSGs with advanced cooling systems in order to achieve the power density levels necessary for future ship designs."

The HSG test site incorporates about a dozen prototype components and systems. The HSG includes a high-speed advanced rotor coil cooling system unlike any other generator, allowing for safe operation at the high speeds and high voltage.

NSWCCD-SSES successfully completed initial testing of the HSG for durations of an hour in late 2012. After modifications to



Naval Surface Warfare Center Carderock Division – Ship Systems Engineering Station (NSWCCD-SSES) engineers completed full scale testing of a 7,000-rpm, 14-megawatt High Speed Generator (HSG) at the Land Based Test Site (LBTS), Sept. 19. The prototype provides up to six times more power than lower speed, conventionally cooled, similar sized generators currently available. Photo by Martin Sheehan.

reduce vibration, the team successfully demonstrated the HSG in operation for a period of eight hours with an output at full load. The testing also demonstrated initial operation of the six-phase automatic voltage regulator prototype, which provides steady voltage output from the generator under various load conditions.

The HSG research was initiated to develop

the power plant for the next generation cruiser CG(X) platform and NSWCCD-SSES completed the research utilizing Naval Innovation for Science and Engineering (NISE) funds. The NISE program provides the DoD science and engineering organizations the capability to develop and transition technology as well as develop the workforce and enhance laboratory facilities and equipment.

"Through this NISE-funded work force development project, we were able to increase our technical knowledge for the installation, troubleshooting, and operation of high speed generators and will be able to apply what we learned developing high speed naval machinery for future classes of Navy ships," said Dr. E. Michael Golda, Machinery Research and Engineering Department chief technologist.

During the testing, senior engineers served as mentors to more than 20 junior engineers to complete the high-value, research and development testing of new technologies in a laboratory environment providing them with direct, hands-on experience on cutting-edge technology.

A command within the Naval Sea Systems Command, the Ship Systems Engineering Station, Philadelphia, is a major component of Naval Surface Warfare Center Carderock Division. It is the Navy's principal Test and Evaluation Station and In-Service Engineering Agent for all hull, mechanical and electrical ship systems and equipment and has the capability to test and engineer the full range of shipboard systems and equipment from full-scale propulsion systems to digital controls and electric power systems.



Tony Lee, an engineer with Machinery Technology Research and Development Branch at Naval Surface Warfare Center Carderock Division – Ship Systems Engineering Station (NSWCCD-SSES) monitors testing of a 7,000-rpm, 14-megawatt High Speed Generator (HSG) at the Land Based Test Site (LBTS). The prototype provides up to six times more power than lower speed, conventionally cooled, similar sized generators currently available. Photo by Martin Sheehan.

# MCSC, PEO LS present acquisition awards

*Jim Katzaman, MCSC Corporate Communications*

Distinguished service and dedication are the touchstones for the 2013 Acquisition Excellence Awards announced Nov. 4 at Marine Corps Base Quantico, Va. The awards reflect accomplishments of individuals and teams within Marine Corps Systems Command and Program Executive Officer Land Systems.

Heading the list are the three recipients of the Marine Corps Awards for Acquisition Innovation and Excellence.

Lt. Col. Michael Burks of PEO LS received the *Andrew J. Higgins Award*, which honors an acquisition officer. He led the Marine Corps effort to acquire, field and support the Joint Light Tactical Vehicle.

Gunnery Sgt. Raymond Jentz of MCSC received the *Eugene M. Stoner Award*, which honors an acquisition noncommissioned officer. He pursued the acquisition, fielding and support of the Radio Reconnaissance Equipment Program to the operating forces.

Salvatore Fanelli of MCSC received the *Donald Roebling Award*, which honors an acquisition civilian. He worked on the acquisition, fielding and support of MK-318 and M-855A1 ammunition to the warfighter.

MCSC pioneered the acquisition awards as part of its role as the Department of the Navy's systems command for Marine Corps ground weapon and information technology systems. It is also the Marine Corps commandant's agent for acquisition and sustainment of warfighting systems and equipment.

The Commander's Honorary Awards represented a full spectrum of acquisition specialties and achievements by individuals and teams. These were the awards and recipients:

**Excellence in Contract Management (individual).** Stasia Baker of Programs was recognized for her abilities and professionalism to work under significant pressure by processing hundreds of contracting documents. She also aided programs with the critical help they needed to attain programmatic support service contracting success.

**Excellence in Contract Management (team).** The Tactical Fuels and Water Systems Acquisition Team was cited for supporting the \$99 million Tactical Fuel Systems Logistics Support and Water Supply Support Equipment Logistics Support programs. The team is from Combat Support Systems.



Gunnery Sgt. Raymond Jentz (right) accepts the Eugene M. Stoner Award from Brig. Gen. Frank Kelley, commander of Marine Corps Systems Command, Nov. 4 on Hospital Point at Marine Corps Base Quantico, Va. Jentz is a project officer for the Radio Reconnaissance Equipment Program in MCSC's Marine Intelligence.

Photo by Bill Johnson-Miles, U.S. Marine Corps.



Col. Michael Manning (left), Marine Corps Systems Command's program manager for Infantry Weapons Systems, congratulates Salvatore Fanelli on winning the Donald Roebling Award, which honors an acquisition civilian. He worked on the acquisition, fielding and support of Mk318 Mod 0 and M855A1 ammunition to the warfighter. Photo by Bill Johnson-Miles, U.S. Marine Corps.

**Excellence in Marine Air-Ground Task Force Engineering (individual).** The recipient was Deana Hudson of MAGTF Command, Control and Communications. As lead engineer of the Tier-1 Integrated Product Team, she led the engineering efforts of a very complex and technically demanding portfolio of 23 programs and initiatives.

**Excellence in Marine Air-Ground Task Force Engineering (team).** The Expeditionary Energy Engineering Team of CSS found innovative means to reduce combat casualties and expand operational reach in Operation Enduring Freedom and future operations. They did this by lessening energy dependence.

**Excellence in Financial Management (individual).** April Burks, lead financial manager in Infantry Combat Equipment, worked with her product teams to develop alternative plans for more than \$100 million for operations and maintenance.

**Excellence in Financial Management (team).** Financial Management Competency Leadership Board Sub-Team 3 identified and defined all areas and aspects of financial management. They also developed a practical and comprehensive handbook on financial management.

**Excellence in Logistics and Product Support (individual).** James Adams of CSS identified discrepancies, highlighted inefficiencies and improved data management processes. This greatly enhanced combat readiness and total lifecycle systems management for Marine Corps ground systems and equipment.

**Excellence in Logistics and Product Support (team).** Tier 2 Combat Operations Center Integrated Product Team of Marine Air-Ground Task Force Command, Control and Communications delivered effective field-level lifecycle sustainment management. They leveraged contractor logistics support and provided the operating forces with an extremely responsive sustainment capability.

**Excellence in Operations Research/Systems Analysis (individual).** Maj. Troy Kiper of Programs was the study director for the Mobile Electric Hybrid Power Sources Analysis of Alternatives. Multiple alternatives across several power bands will increase fuel savings and maintain a mobile power system.

**Excellence in Operations Research/Systems Analysis (team).** The Cost Analysis Guidebook Team of Programs created a guidebook to educate cost analysts and program stakeholders. The guidebook standardized processes and procedures, and publicized cost analysis best practices.

See MCSC page 11

# DON personnel awarded Defense Acquisition Workforce Awards

**Jerry Ray, DACM Office**

One individual and one team within the Department of the Navy (DON) were each presented a Department of Defense (DoD) Acquisition Workforce Achievement Award by Under Secretary of Defense for Acquisition, Technology and Logistics Frank Kendall during an awards ceremony held at the Defense Acquisition University, Fort Belvoir, Va., Dec. 19.

**Michael Halloran**, with the Marine Corps' Program Executive Officer (PEO) Land Systems (LS), received the *DoD Acquisition Workforce Individual Achievement Award - Science and Technology (S&T) Manager*.

Halloran has defined and directed the PEO LS

S&T organizational focus through the establishment and execution of an innovative "Concept to Capability Process" that aligns PEO LS S&T investments to program-critical technology needs. The result is a focused, repeatable, fully integrated PEO LS S&T Advanced Technology Investments Plan (STIP) that articulates and integrates the PEO's approach to technology transitions for nine Acquisition Category I/II programs totaling more than \$2.5 billion across the Future Years Defense Program.

The **Program and Business Analysis Department (AIR7.8)**, with Naval Air Systems Command, received the *DoD Acquisition Workforce Development Awards' large organization Silver honor*.

AIR 7.8 develops its workforce through ave-

nues such as the College of Business and Financial Management (CoB&FM), which provides knowledge and training in NAVAIR's financial and business practices. The college facilitates a continuous learning environment, allowing knowledge-sharing and collaboration among workers from intern to journey level.

The Defense Acquisition Workforce Achievement Awards were established to recognize and motivate individuals who have demonstrated excellent performance in the acquisition of products and services for DoD.

The Defense Acquisition Workforce Development Awards were established to recognize those organizations that are achieving excellence in developing their employees as acquisition professionals, leaders, and our future Acquisition Workforce.



Michael Halloran (right) is presented the DoD Acquisition Workforce Individual Achievement Award - Science and Technology (S&T) Manager by Frank Kendall, Undersecretary of Defense for Acquisition, Technology and Logistics, during an awards ceremony at the Defense Acquisition University, Ft. Belvoir, Va. Dec. 19. Photo by Erica Kobren.



Members of Naval Air Systems Command's Program and Business Analysis Department (AIR 7.8) accept the Silver Award in the large organization category. From left, John Waddell, Sharon Gellerson, Frank Kendall, Undersecretary of Defense for Acquisition, Technology and Logistics, Jennifer Blake, Kathy Groat, Katrina McFarland, Assistant Secretary of Defense for Acquisition. Photo by Erica Kobren.

## MCSC from page 10

**Excellence in Program Management (individual).** Steven Batts of MAGTF C3 was team leader for the Marine Corps Counter-Radio Controlled Improvised Explosive Device Systems Team. He was also acting team leader for the Surveillance Systems Team in the Force Protection Systems Product Office.

**Excellence in Program Management (team).** The Marine Corps Joint Light Tactical Vehicle Milestone B Team of PEO LS overcame a Senate Appropriations Committee cancellation of the joint program. The team achieved a successful reversal from the undersecretary of defense for acquisition, technology and logistics.

**Excellence in Command Support.** Dawn Wiley, a program analyst with Programs, made significant contributions toward process enhancements and procedure modifications. She executed many procurement requests to support contract officer representative responsibilities and contract awards.

**Innovation (individual).** Gunnery Sgt. Shawn Souders is assigned to MCSC's Marine Corps Tactical Systems Support Activity at Camp Pendleton, Calif. He coordinated the sourcing of personnel, safety equipment, test equipment, and training and test areas aboard Camp Pendleton.

**Innovation (team).** The MAGTF Command and Control Systems and Applications Tactical Service Oriented Architecture Team is revolutionizing tactical software development. The innovations ulti-

mately benefit Marine commanders and operators.

**Lawrence P. Kreitzer Leadership Award.** This award is presented to a person who exhibits the highest standards of excellence, honesty, dedication and accomplishment. Robert Forrester of Infantry Weapons Systems was instrumental in the acquisition and fielding of more than 114 Infantry Weapons Systems programs.

**Col. Richard "Dick" Bates Award.** This award goes to someone who exemplifies leadership making an extraordinary contribution toward achieving the command's vision. Col. Michael Bergerud, program manager of Marine Intelligence, led the planning and execution of \$258 million of current and prior year Military Intelligence Program funding.

**Excellence in Acquisition Support.** This award is for someone from an external agency who exemplifies extraordinary acquisition support to an MCSC or PEO LS acquisition program or activity. Christine Liou was lead engineer for the Space and Naval Warfare Systems Command Pacific, supporting the Network on the Move Increment 1 Program.

**Secretary of Defense Performance-Based Logistics Awards Program for Excellence in PBL in Lifecycle Product Support.** The Combat Operations Center Team demonstrated comprehensive logistical planning and execution skills. This led to successful development and implementation of tailored PBL strategies that sustained Combat Operations Center systems both in-country and deployed to Operation Enduring Freedom.

## ACQUISITION LEADERSHIP CHANGES



# Welcome Aboard!

## ACAT I Program Managers (PMs)

**CAPT Michael Abreu**

PM of Naval Enterprise Networks (PMW-205)

**CAPT Joseph Kan**

PM of Navy Communications Satellite/Mobile User  
Objective System (MUOS) Programs (PMW-146)

# DACM Chalice Recognition:

## Most improved in DAWIA Certification Compliance for FY13(Q4)

This quarter's "DACM Chalice" will be awarded to Marine Corps Systems Command (MCSC) for their improvement towards achieving DAWIA Goal 1: Certification Compliance.

During the fourth quarter of FY13, MCSC increased 2.0 percentage points in Goal 1 to reach an 87.2% certification compliance rate. Additionally, MCSC made marked improvement across all DAWIA Goals for FY13.

**Bravo Zulu to MCSC for their outstanding efforts on improving our Acquisition Workforce!**



## Distinguished Civilian Service Award





Dave Hansen (right) is presented the Distinguished Civilian Service Award, the highest honorary award the Secretary of the Navy can confer to a Department of the Navy civilian employee, Nov. 12 at the Pentagon. Assistant Secretary of the Navy for Research, Development and Acquisition Sean Stackley, presented the award and medal to Hansen for his exemplary management of the Joint Mine Resistant Ambush Protected Vehicle Program from December 2010 to May 2013. Hansen now serves as program manager for Global Combat Support Systems-Marine Corps. U.S. Navy photo by MC2 Martin L. Carey.

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## SHARE YOUR EXPERIENCE



# Wounded Warrior gets second chance through NADP



QUANTICO, Va. -- By Monique Randolph, MCSC Corporate Communications

When John Patterson was whisked away on a Black Hawk helicopter Jan. 23, 2011, all he could think about was recovering from his injuries and getting back to his team.

The lance corporal's fire team was conducting combat patrols in Helmand Province, Afghanistan, and needed to clear a building along their route.

"As a rifleman, I was the first one through the door," Patterson said. "When I kicked it in, a bomb went off."

Realizing the severity of his injuries, Patterson picked up the radio and called for air transport himself.

"I realized it wasn't good for me—I was missing a leg—so I called up medevac," he said. "My guys were still working on me when I looked up and saw the Cobras coming around with a Black Hawk rolling through the center. My team popped smoke, the bird landed, the medics came out with the litter, threw me on it and took off."

Within a half hour, Patterson was headed to Camp Bastion, a British military base connected to U.S. Marine Corps Base Camp Leatherneck in Afghanistan, where he stayed for about two days.

"My sister's unit had just deployed to Leatherneck three days before, so they sent her a Red Cross message and she was able to come see me in the hospital," Patterson said.

Cpl. Karlyn Patterson, who is assigned to 8th Communications Battalion, II Marine Expeditionary Force at Camp Lejeune, N.C., joined the Marine Corps one year after Patterson—following in her big brother's footsteps, she said.

"John and I have always been the closest friends," she said. "In high school, we had all the same friends, and we graduated at the same time because I skipped a grade. After I joined the military, we were stationed together at Camp Lejeune and then surprising-

ly, we were deployed at the same time."

Corporal Patterson said she did not know what to expect when she arrived at Bastion to visit her brother after his accident.

"I was bawling my eyes out, and I was so scared when I saw him lying in the bed," she said. "But as I walked up to him, he said to me, 'Karlyn, no... stop. The good thing is I saved money on my car insurance by switching to Geico.' I just started laughing. I'll never forget that. After what happened to him, that was the first thing he said to me. That says a lot about him."

After the brief visit with his sister, Patterson was transferred to Bagram, Afghanistan, and then out of theater to Landstuhl, Germany, where he was treated for about two weeks. From Landstuhl, he was flown back to the States to begin his recovery at Walter Reed Army Medical Center.

Patterson had been in the Marine Corps less than two years when he was injured. The remainder of his four-year Marine Corps career would be spent recovering from his injuries.

"I knew I wanted to be in the military when I was pretty young," he said. "At first, I wanted to be a fighter pilot, but the older I got the more focused I became on the Marine Corps."

Patterson, a native of Columbia, Md., was in the Junior Reserve Officer Training Course at his public high school, and he and his sister transferred to a military school during his senior year. Once military recruiters began visiting his school, the choice of which branch to join was easy.

"I always thought Marines were awesome," he said. "The way they carried themselves was inspirational. They were living to a higher standard and I wanted to achieve that."

When he enlisted in the Marine Corps in August 2009, Patterson's goal was to be a "career grunt"—to serve in the infantry for his 20 years or until they kicked him out, he said. After he was injured, Patterson knew he would not be able to serve in the same capacity as before.

"There were opportunities for me to stay in the [the Marine Corps] as an infantry instructor, or working with [unmanned aerial vehicles] and things like that," he said. "But all I wanted was to go back to theater with my friends and continue the mission."

During the two years he spent recovering at Walter Reed, Patterson said he tried to stay positive and make the best of his situation. He participated in trips and activities offered by various nonprofit organizations. One such event was the Wounded Warrior Hunt at Marine Corps Base Quantico, hosted by the Quantico Injured Marine Sportsman Association, or QIMSA. It was during that hunt that Patterson met Dan Pierson, the man who helped him turn the page to the next chapter of his life.

"I briefed the Marines attending the hunt on the Wounded Warrior Intern Program and the positions we had available," said Dan Pierson, deputy program executive officer for Land Systems, or PEO LS, the Marine Corps acquisition arm for major land programs. "John

was one of the first ones to approach me."

The Wounded Warrior Intern Program is part of the Naval Acquisition Development Program. It provides qualified wounded warrior candidates training in the lifecycle logistics career field and a full performance level position in the civilian workforce upon successful completion of the program.

"You have to be a minimum of 30 percent disabled, but the intent of the program is also to hire someone who was injured in combat," Pierson said. "It's pretty difficult to fill the billets because many of the injured Marines are younger and lack the experience and educational qualifications for positions at the PEO and Marine Corps Systems Command."

As a young Marine infantryman without a college degree, Pierson knew Patterson would fall into that category, but Patterson's attitude was just as important as a "piece of paper or years of experience," Pierson said.

"When I met John, he was so enthusiastic and upbeat," Pierson said of the Marine. "He doesn't view himself as being handicapped; nothing holds him back. He was just the kind of candidate we were looking for."

Patterson began working for PEO LS in April 2012 while he was still in uniform and still in recovery. He was medically retired from the Marine Corps in September 2012 and started as a civilian at PEO LS the following January. Although Pierson began looking for recruits for the program more than two years ago, Patterson was one of the first Marines selected to participate in the program at MCSC and PEO LS.

"A lot of Marines don't want a desk job, so we had a lot of false starts," Pierson said. "The key is to help them see the big picture—it's not just a desk job; they're doing something meaningful. What I tell them is, 'Now you're the guy who will make sure Marines are getting whatever piece of gear they need, that it's reliable and sustainable, and it's going to do what they need it to do.'"

Over a four-year period, interns are expected to obtain Level 2 acquisition certification while completing on-the-job training in various programs and organizations. The certification requirements—along with strong mentoring relationships and six-month rotational assignments both within and outside of the command—allow interns to progress from the GS-5 to GS-12 civilian pay grade by the end of the program.

"When I was in the fleet, I didn't understand all the acquisition and processes that occur in order to feed the warfighter their gear—I just thought, 'Here's a truck. Here's a pack. Here's a gun,'" Patterson said. "Now, I get to put my two cents in by giving feedback to the [program offices] about how Marines actually operate these systems and weapons. It's a great feeling. It's like I'm still fighting the battle by improving it for others.

"That's what's so rewarding for me," he said. "Helping the warfighter—helping the next guy out there get the job done."



Acquisition Workforce: Education & Tuition Assistance, Training & Related Travel, Experience, Certification, Continuous Learning, Acquisition Corps, Reporting & Analytics

## eDACM News

Michelle LeBlanc

AWF Systems Manager, DACM Office

The eDACM team released version 5.0, updating Continuous Learning last quarter. The release was complex but very successful. Much thanks to the command staffs who helped us with testing!

We've got more exciting changes planned for this year. As announced last quarter, our big project is making improvements to the Acquisition Experience sections of eDACM, including a way to have additional acquisition experience verified and counted in total experience. Other enhancements include:

- To ensure everyone gets important eDACM-related updates, new announcements will pop-up when you login. Thereafter, they will still be available for reference via the menu and Announcement widget.

- To keep task lists cleaner, training registration requests will be automatically cancelled once the class start date occurs.

- Routing of certification requests for the SELRES community.

- To provide better oversight to DAWIA Program Directors, add a command option to add the DPD to certification and Acquisition Corps routing.

- Clarify access instructions for eDACM and eDACM MIS.

### Release 5 Q&A (most common inquiries)

**Q:** Why doesn't all of my training show up on my DAWIA Transcript? (from employee not currently assigned to an acquisition position)

**A:** The DAWIA Transcript in eDACM is a summary of acquisition credentials for the Acquisition Workforce. To keep the transcript size manageable, continuous learning courses are only included in the Continuous Learning section (not under DAU Training), and with release 5.0 CL courses are included *only if* the CL requirement applies to you (you are assigned to an acquisition coded position). If you are not currently in an acquisition position, you can still take acquisition courses, but continuous learning courses will be recorded as part of your training history. For a full list of course completions, regardless of acquisition designation, go to **Manage Career >> Training >> Training History**.

**Q:** Where is the old "CL History Report" in the new version of CL?

**A:** Overlapping reports were consolidated, rather than copied into eDACM with this release. For those who have a DAWIA Management Role, the All Report Cards report from the DAWIA Report Card widget of your Dashboard includes employees' progress on certification, continuous learning, and AC Membership progress, all in one location.

*Note: The DAWIA Report Cards, designed for monitoring your workforce, reflect employees' progress towards meeting requirements, just as reflected on the Employee Dashboard.*

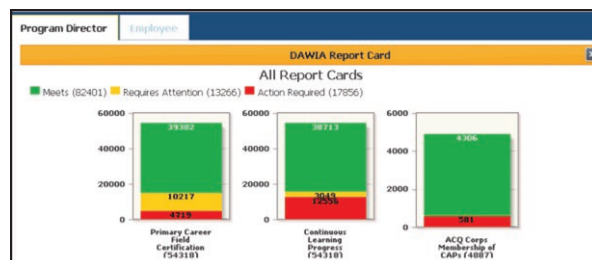
- "Meets" (green) includes those that are in the certification grace period or initial CL cycle, making good progress.

- "Requires Attention" (amber) indicates an employee is not making sufficient progress and their deadline is approaching.

- "Action Required" (red) identifies where employees have missed a deadline.

*This color scheme has different meaning from that in the Certification and Continuous Learning Compliance reports in eDACM MIS, designed for status reporting.*

Course #	Course Title	Status	Start Date	End Date
ACQ 101	Fundamentals Of Systems Acquisition Mgmt	Graduation	Sep 16 2012	Oct 30 2012
ACQ 201A	Intermediate Systems Acquisition	Graduation	Jul 3 2013	Sep 28 2013
CLC 007	Contract Source Selection	Graduation	Mar 23 2012	Apr 4 2012
CLC 222	Contracting Officers Representative(COR) Tng	Graduation	Jul 19 2012	Sep 9 2012
IRM 101	Basic Information Systems Acquisition	Graduation	Nov 29 2012	Jan 10 2013



## NADP Recruiting - Getting the most out of Recruiting Actions

— Helps and Hints for the New Year —

Mike Runkel, NADP Recruiting Team Leader

By the time you read this article, it is hopeful that you have been able to post your first NADP USA Jobs Announcements for the year. For those early birds, one could

expect that several certificates might have already been delivered to your Hiring/Selection Managers and that you are planning those important interviews and follow on selections! Every year we learn from the most successful commands, particularly when it comes to managing recruiting actions. However, time and time again there is always one common theme that ties success to these efforts and that is: good planning and attention to detail. So in order to "share the wealth" we offer these helpful hints to assist you over the coming months:



- **Certificate Selection Requirements.** For Delegated Examining (DE) and Expedited Hiring Authority (EHA) announcements, candidates will be listed in order of their preference category, (i.e. CPS- 10 Point compensable service-connected disability rating of 30 percent or more; CP-10 point compensable service-connected disability rating of at least 10 percent but less than 30 percent; XP- 10 Point less than 10 percent disabled; TP-5 Point preference). When making your selections from a certificate where there are preferred qualified applicants, they must be from the highest category of preference when there are three or more of that category on the certificate. Candidates in the next lower group can only be considered when there is less than three or of the highest category. For Pathways Program announcements, you will receive certificates with all preference eligibles listed on top in no specific

order followed by non-preference eligibles. You can select any preference eligible candidate no matter where they are listed. You may select any non-preference eligible candidate once all preference eligibles have been exhausted. In either case, a preference eligible may never be passed over to select a non-preference eligible candidate without approval by Navy OCHR/Office of Personnel Management.

- **Annotating Selection Lists.** Based on your particular USA Jobs Announcement, you may receive up to two Lists of Eligibles (GS-7&9) for each series and location. In some cases, applicants can qualify for each pay level advertised. Please ensure that you check each list for duplicates and that you select any duplicate at the level you desire to hire the individual. The extension of job offers is based on the grade level for which an individual is selected and cannot be changed by NACC personnel.

See RECRUITING page 15

# NAVSUP Online Learning Library – Knowledge Sharing

**Gina Brown, NAVSUP DAWIA Program Manger**

Before the Super Committee ... before sequestration ... before the budget cuts, which led to the training cuts ... Naval Supply Systems Command (NAVSUP) N7 Contracting was searching for cost effective, “Just-In-Time” (JIT) Training for the Acquisition Workforce (AWF).

N7 Contracting searched for training that would augment the Defense Acquisition University’s (DAU’s) online Continuous Learning Modules and provide technical, “hands-on” training for the Contracting Workforce. The solution was not easy to find until N7 discovered the Applied Learning Online™ (ALO) Library. The ALO library provides just-in-time training

modules offering high quality and high impact training. Each module provides opportunities for self-paced and focused training on federal acquisition and program management.

Easily accessible via the MyNAVSUP Contracting Knowledge Site’s website, Contracting and other NAVSUP AWF members are able to request a user ID and password. Once AWF members have access, they are able to select from a collection of online learning modules in Federal Acquisition, Contracting, COR and Program Management.

The modules are specific to the Contracting and PM community, and offer training on topics that students need immediate assistance with to perform their jobs. The modules are self-paced,

and members can complete them within one to two hours at their desk. There is no downtime.

Besides saving the planet by going green and avoiding costly travel and per diem expenses, the online library is convenient, flexible, and offers individual instruction by allowing students to ask questions. The real-world skills provided along with the financial benefits make the student well rounded, foster creativity, and provide the immediate knowledge our Contracting and PM AWF need to do their job successfully every day.

For more information on how to bring this library to your command, please contact Louise Beer at NAVSUP. You will find her in the global address directory.

**RECRUITING** *from page 14*

- **Returning Certificates.** Selections must be returned NLT 30 days from the date of issue. Extensions of up to 15 days may be granted based on justification submitted by the Selecting Official.
- **Applicant Fails to Respond.** Provide documentation of at least two different attempts by the Selecting Official to make contact. E-mail may be used. All contacts must include information about potential employment with the Department of the Navy/NADP. Adequate time must be given for the applicant to respond (5 Days). Submit all documents to your Assigned NACC

Placement Representative to support this finding.

- **Alternates.** It is highly recommended that you make alternate selections for any recruitment action. There is no limitation on the number of alternates you annotate on the selection certificate. However, when marking in excess of 3 alternate selections, you will mark all after the third as “AO3”. In the notes section of the certificate, list the prioritization of alternates as you desire for potential consideration.
- **Shared Certificates.** During the year, NACC Recruiting will publish a list of available certificates with qualified candidates for a respective job series and location. These certificates have

already been acted on by the primary requesting SYSCOM. However, there are still viable candidates that could satisfy your requirements. The advantage is that announcing and certificate generation time is removed from the hiring process and you can begin to schedule interviews after you receive the certificate from OCHR-Stennis.

For any questions on the above information please contact *Dave Mailander, NACC, Recruiting Division Director (717-605-1029)* or *Mike Runkel, NACC Recruiting Operations Team Lead (717-605-2258)*. We wish you the best of luck in FY14 with all of your NADP hiring initiatives.

## Calendar & Events

January						
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	

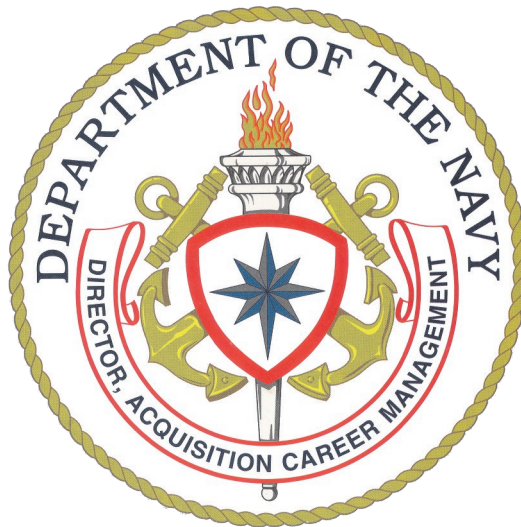
February						
Su	M	Tu	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	

March						
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	
30 JAN	SECDEF Corporate Fellowship Program nominations due to DACM ( <a href="#">see page 6</a> )
30 JAN	USD(AT&L) PEO Day
04 FEB	DON Acquisition Excellence Awards Nominations due to respective DASN/Office of small business ( <a href="#">see page 6</a> )
28 FEB	Dwight D. Eisenhower School for National Security and Resource Strategy / Senior Acquisition Course Nomination packages due ( <a href="#">see page 6</a> )

Federal Holidays	
01 JAN	New Year’s Day
20 JAN	Birthday of Martin Luther King, Jr.
17 FEB	Washington’s Birthday

**Director, Acquisition Career Management**  
 Office of the Assistant Secretary of the Navy  
 (Research, Development and Acquisition)  
 1000 Navy Pentagon, Washington DC 20350-1000  
<http://acquisition.navy.mil/acquisitionworkforce>  
 Ph: (703) 614-3666 Fax: (703) 614-4262



CONGRATULATIONS TO THE WINNERS OF:

**DAVID PACKARD EXCELLENCE IN ACQUISITION AWARD**

(See page 2)

**MCSC, PEO(LS) ACQUISITION AWARDS**

(See page 10)

**DEFENSE ACQUISITION WORKFORCE AWARDS**

(See page 11)

**DISTINGUISHED CIVILIAN SERVICE AWARD**

(See page 12)