



DACM

Corner

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Note from Assistant Secretary of the Navy (RD&A)

As we work through what is already proving to be a busy summer, I ask our Navy Acquisition Workforce (AWF) membership not to forget the most important task we share is to support our warfighters. Our Nation remains at war with Sailors and Marines in harm's way every day. Your daily labor in research, development, testing, procurement, delivery and maintenance of the tools of war is critical to the success of those men and women deployed to all corners of the world, engaged in the defense of our freedoms. It is our professional mission to provide the best weapon systems in the world to our Navy and Marine Corps, a mission upon which our Warfighters' lives depend.

The current fiscal environment is particularly challenging as we face significant issues in POM-13 and across the FYDP. To "do more without more" is daunting indeed, but a challenge I know you are more than capable of meeting. As responsible stewards of taxpayer dollars, we in the AWF need to be mindful of opportunities to reduce the costs of our programs. Please take time to read the joint Under Secretaries of Defense, Acquisition, Technology, and Logistics and USD Comptroller April 22 memo on Will-Cost and Should Cost Management. Implementing the principles contained within that memo will be essential to "eliminate cost overruns and begin to

deliver programs below budget baselines." Achieving this mandate requires our AWF Program Managers to develop, own, track, and report against Should-Cost estimates; to outperform the Will-Cost estimates used to inform our budget baselines. The DoN needs to seek and eliminate low-value-added ingredients from our programs and provide incentives and professional recognition for those programs that succeed.

The AWF member's support of the warfighter and stewardship of taxpayer dollars are critical to the defense of our Nation; yet maintaining high quality work obliges you to take care of yourself and your family. Coming to work fresh and energized requires ensuring balance in your lives. As vital as your work is to our men and women in uniform, truly inspired work requires a clear mind and perspective. I encourage you all to enjoy and take advantage of all the activities of summer. Take a vacation with your family; enjoy the warm weather; get out to your children's little league games and swim meets.

Finally, I want to thank you for all the terrific work you have accomplished. I could not be more proud of you and the very important successes you have achieved. Please keep up the good work and have a great summer. Thank you all.

Mr. Sean Stackley,

Assistant Secretary of the Navy, Research, Development & Acquisition

**COMING SOON:
DAWIA
Operating
Guide**

Set to be published by end of summer 2011, the new DAWIA Operating Guide clarifies and elaborates on acquisition policies and procedures, as well as provides guidance on key issues within the DoN Acquisition Workforce.

Note from the DACM

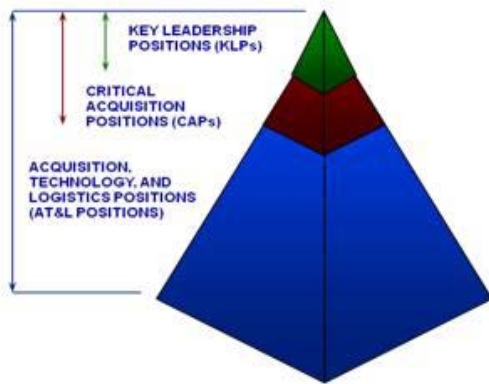
This quarter in the DACM office, we've been busy putting the final review and edits on the long awaited updated version of our DON DAWIA Operating Guide. The objective behind our review focused on taking a hard look at current policies, and seeing if they make sense given our current/future acquisition environment. Combining the feedback we've received from both you, the members of the Acquisition Workforce, and key stakeholders, we hope to provide you policy guidance that has "teeth", provides clarification and is geared toward developing a more professionalized and qualified AWF. The Operating Guide update includes guidance on how to designate Acquisition positions and certification levels, identify CAPs & KLPs, how to count Acquisition experience and waiver requirements. Other accomplishments achieved this past quarter include honoring your accomplishments during the ASN(RD&A) Acquisition Excellence Awards ceremony. Please accept my congratulations to all the nominees and winners for a job well done. Finally, as we head into the summer months, please remember to take time from your busy schedules to relax with family and friends, and come back to work recharged for a busy Fall. As always, check out the new features in this newsletter and please pass it along to a fellow AWF member. I look forward to hearing your feedback-please send your thoughts to dacm.desk.fct@navy.mil.

René Thomas-Rizzo

Director, Acquisition Career Management

The Importance of CAPs and KLPs

By Sylvia Bentley, DACM Acquisition Workforce Manager



The 51,752 members of the DoN Acquisition Workforce (AWF) are responsible for executing the Department's 217 acquisition programs. How the AWF executes these programs will determine the quality of the systems and services delivered to our warfighters.

As depicted above, a small number of the 51K+ AWF positions have been designated as **Critical Acquisition Positions (CAPs)**. CAPs are senior acquisition positions with significant responsibility, primarily involving supervisory or management duties in acquisition systems. The individuals who fill these positions must meet stringent qualification requirements. They are required to be members of the Acquisition Corps (AC); must obtain Level III certification in the career field associated with the CAP within 24 months of assignment; have a minimum 3-year tenure obligation; earn a minimum of 80

Continuous Learning Points (CLPs) every two years, and are to be reviewed on a case-by-case basis for possible rotation after completing five years in the position. Some CAPs have special statutory requirements that are specified in Title 10, USC, Chapter 87, otherwise known as DAWIA. One of those requirements is that all military acquisition positions required to be filled by officers at O-5 and above must be designated as a CAP. Beyond the special statutory requirements, most CAPs should be limited to those with supervisory/management responsibilities in the defense acquisition system. Examples include: Commanders, Deputy Commanders and Technical Directors at Warfare Centers and major shore commands with a primary acquisition mission; and ACAT III and ACAT IV Program Managers and Deputy Program Managers.

An even smaller number of positions, less than one percent of our DoN AWF, have been designated as **Key Leadership Positions (KLPs)**. KLPs require special ASN(RD&A) and USD(AT&L) attention—have significant leadership responsibilities, are held by personnel in the most demanding acquisition positions, and are critical to the success of major acquisition programs. These positions are expected to be filled by acquisition personnel at grade levels equal to or higher than CAPs. Within DoN, certain positions *must* be designated as KLPs.

They include: Program Executive Officer (PEO); Deputy PEO (DPEO); Executive Director, PEO (ED PEO); Direct Reporting Program Manager (DRPM); Deputy DRPM (DDRPM); ACAT I/IA/II Program Manager (PM) and Deputy PM (DPM); Senior Contracting Official (SCO); and certain ACAT I/IA/II Program Leads. Interim guidance recently released provides the full list of mandatory KLPs and can be referenced at the [DACM Website](#).

In addition to other requirements, personnel assigned to KLPs must be AC members, obtain Level III certification in the career field associated with the KLP, earn at least 80 CLPs every two years, have a tenure obligation, and meet applicable Special Statutory Requirements. For example, PEOs and PMs/DPMs of our ACAT I and II programs must attend the Program Manager's Course (PMT401) and the Executive PM Course (PMT 402).

Because of the criticality of the KLP positions, many are chosen by Slating Panels. Being selected for a KLP often represents the capstone of an AWF member's career. Serving in a CAP is a privilege, and being selected to serve in a KLP is an indication of the trust and confidence our DoN leadership has placed in you. *Serve well!*

Updated DAWIA Operating Guide Strengthens and Clarifies Policy

By Heather Jacobs, DACM, Acquisition Workforce DAWIA Career Manager

The DoN DAWIA Operating Guide is the go-to reference for DAWIA matters within the Department. During the past year the DACM team reviewed all policy and guidance contained in the Nov. 24, 2009 edition and solicited input from DAWIA program representatives at all levels across the enterprise. The result is an improved Guide that reflects a "back to basics" approach and better aligns with the DoN's Acquisition Workforce (AWF) Strategic Plan. Highlights include:

- A Quick Reference Guide for AWF Members that provides quick summaries of key elements of the DAWIA program and tips on where to obtain assistance.
- The most current statutory and regulatory requirements for Key Leadership Positions and other Critical Acquisition Positions (KLPs and CAPs), along with a more focused approach to designating and monitoring these important positions.
- Clear, step-by-step instructions and tools to assist you in properly designating acquisition positions.
- Slating panel guidance for major ACAT program managers.
- Updated guidance on AWF Position Waivers and reporting requirements.
- Assistance in crediting acquisition experience toward career field certification and Acquisition Corps membership.
- Changes to the DoN Continuous Learning Program (how CL cycles are set and tracked; what constitutes creditable activity for CL points and what does not, etc.).

We trust that you will find the new format easier to navigate, but more importantly, that you have an appropriate, useful resource that reflects the Department's strategy for the entire DAWIA program.

FY2010 Department of the Navy Acquisition Excellence Award Winners

By CAPT(Sel) Ron Bishop, Military AWF Manager

Secretary of the Navy Ray Mabus recognized more than 50 individuals and commands, during a ceremony at the Pentagon June 13, for improving Department acquisition processes with a combined cost savings to the government of more than \$5.5 billion. The annual awards included this year's Rear Adm. Wayne E. Meyer Memorial Award for acquisition excellence presented to Arthur Divens Jr., executive director of Amphibious, Auxiliary and Sealift Ships within the Program Executive Office, Ships. Mr. Divens led efforts to reduce costs for the Maritime Landing Platforms to save the Navy nearly \$2.1 billion and preserve the shipbuilding capability of the Navy's only West Coast shipyard. Among a number of other accomplishments, Mr. Divens led the acquisition work to rebuild the Iraqi Navy and served as a key member of the Navy's evaluation of the shipbuilding sector divestiture by Northrop Grumman. Different from years past, the recipient of the Rear Admiral Wayne E. Meyer Memorial Award was not made public prior to the ceremony, and came as a genuine surprise to Mr. Divens. In Oct. 2010, Mr. Divens was also the recipient of the Meritorious Executive Presidential Rank Award. Past Meyer Award recipients have included, Paul Mann, MRAP Program Manager (2008), and Randy Delarm, DPEO (EIS) (2009).

Other individuals recognized included Timothy McLaughlin of Naval Sea Systems for small business advocacy, Barbara Hickman of Marine Corps Systems Command for excellence in expeditionary contracting in support of Operation Unified Response relief efforts in Haiti, and Acquisition Professional of the Year, Louis Fabian, who serves as the Harvest HAWK mission kit lead engineer at Program Executive Office Air ASW, Assault and Special Mission Programs. In this role, he oversaw the integration of an intelligence, surveillance and reconnaissance (ISR) and weapons system into the KC-130J aircraft to meet a critical U.S. Marine Corps need, and enabled this innovative concept to be delivered to the warfighter in support of Operation Enduring Freedom in less than 18 months from program initiation.

Teams recognized for their work with small businesses included Military Sealift Fleet Support Command for exceeding all program targets in support to small businesses, including the Navy's internal target for service-disabled, veteran-owned, small business awards by 216 percent; Naval Supply Systems Command for promoting acquisition opportunities for small businesses to support the needs of Sailors and Marines; and the Naval Air Systems Command Office of Small Business Programs for improving numerous procurement strategies resulting in seven awards to small businesses worth more than \$200 million.

Naval Sea System Command's Littoral Combat Ship Price Analysis Team won Competition Excellence Acquisition Team of the Year for its LCS proposal analysis leading to the largest naval ship procurement in four decades. Naval Facilities Engineering Command, Southwest received the Field Acquisition Activity Award for its excellence to bringing services to the customer at the right place and the right time, specifically in its support of the Marine Corps initiatives and a fast track award of the \$349 million hospital replacement at Camp Pendleton.

The innovation excellence teams of the year were the Mobile Landing Platform (MLP) Team, of Naval Sea Systems Command, for their work to reduce per-ship costs and help ensure the long-term viability of shipbuilding programs on the West Coast; and the F/A-18 and EA-18 Multiyear Three Procurement Team, from Naval Air Systems command for their three-month effort to develop, negotiate and execute a multiyear procurement for the purchase of 124 aircraft, saving \$590 million.

Receiving a standing ovation from the ceremony attendees for their support on the ground to the warfighter were the members of Operational Contract Team, I Marine Expeditionary Force (MEF). The I MEF team led requirements definition and validation for more than \$600 million of supplies and services in Helmand Province Afghanistan, pioneering delivery of operational contract support for the Marine Corps. Congratulations to the following winners:

Monetary Awards (\$5,000 for each winning team)

Competition Excellence Acquisition Team of the Year: Littoral Combat Ship, Price Analysis Team, NAVSEA

Innovation Excellence Acquisition Team of the Year: F/A-18 & EA-18 Multiyear III Procurement Team, NAVAIR Mobile Landing Platform Team, NAVSEA

Small Business Team Award: NAVAIR, Office of Small Business Programs

Non-Monetary Awards

Acquisition Professional of the Year: Louis Fabian, NAVAIR

Field Acquisition Activity Award: Naval Facilities Engineering Command Southwest

Expeditionary Contracting Award:

Individual – Barbara Hickman, Marine Corps Systems Command
Team – 1st Marine Expeditionary Force Operational Contract Support

Office of Small Business Program Secretary's Cup: Naval Supply Systems Command

OSBP Director's Award: Military Sealift Fleet Support Command

Small Business Advocate Award: Timothy McLaughlin, NAVSEA

Rear Admiral Wayne E. Meyer Memorial Award: Art W. Divens, Jr.



The 1st Marine Expeditionary Force Operational Contract Support team accepting their award



Sec. of the Navy Ray Mabus and ASN(RD&A) Sean Stackley present Mr. Divens with the Wayne E. Meyer Memorial Award



Marine Corps Systems Command equips the Nation's 'middleweight force'

By Bill Johnson-Miles & Barb Hamby, Corporate Communications, MCSC

"The Marine Corps is America's Expeditionary Force in Readiness, a balanced air/ground logistics team, forward deployed and forward engaged," said General James Amos, Commandant of the Marine Corps. "We are a middleweight force. We are light enough to get there quickly, but heavy enough to carry the day upon arrival. We operate throughout the spectrum of threats – irregular, hybrid, or conventional – or the shady areas where they overlap. Marines are ready to respond whenever the Nation calls – wherever the President may direct."

It is this middleweight force that Marine Corps Systems Command (MCSC) supports.

"Our priorities are our Commandant's priorities," said Brigadier General Frank Kelley, MCSC Commander. "The first priority is supporting the fight in Afghanistan. That's the number one priority. That is not going to change... and we know how to support that fight. The next one is sort of looking to the future, rebalancing our Corps, experimenting, and using new and innovative ways to make us a more efficient, work-fighting force. The next priority is education and then, finally, keeping faith with our families, civilians, Sailors and Marines."

"This Command is responsible for the execution of the programs, the management of the programs, and ultimately for acquiring and filtering these capabilities based on the requirements and based on the resources that we have to our operational forces," said Dr. John Burrow. "And I would argue we're very, very successful in doing that."

But to stay successful, the Marine Corps acquisition workforce needs to continue to improve. "We need to be smarter; we need to be more agile," said Kelley. "We need to think about more efficient ways to accomplish our mission within the acquisition enterprise. We need to respect the American taxpayer and look for the value in every dollar, squeeze the maximum value that we can spend out of every dollar." Partnering with other commands helps to stretch the taxpayer's dollar. That's one of the reasons MCSC works closely with and supports Program Executive Officer (PEO) Land Systems (LS), along with other organizations, such as the Army's PEO Ground Combat Systems regarding Robotics and the Navy's PEO Enterprise Information Systems (EIS) regarding Global Combat Support Systems–Marine Corps (GCSS-MC).

MCSC not only equips Marines; the Command also trains them and teaches them how to properly use the equipment. This helps Marines to successfully accomplish their mission and to come home safe, which makes working at the Command a very rewarding experience.

"I remember the motto 'Freedom isn't Free,'" said Natalie Dunbar, MCSC's Acting Director for Life Cycle Logistics. "And I feel like, if I'm not out there carrying the rifle or out there fighting the battle, the least we can do is work as hard as the day is long to make sure that they have confidence in the products that we put out and that they can perform their mission with high confidence that the system will do what it's supposed to do when they need it to do it."

"I think that every life is precious, especially that of my sister who is over serving a one-year tour in Afghanistan," said Staff Sergeant Coral Guilbe, Office of the MCSC Chief of Staff. "I sleep better at night knowing that she is equipped and well protected with the products that come out of MCSC, and it's like she is doing her part to serve her country, and we are doing the same here."

"I think what we do here is important for equipping our Marines to win because when the Marines win we feel a sense of pride ourselves," said Kim Yarboro, Business Manager, Program Management Competency Lead, GCSS-MC. "The systems, the tools and sometimes the training we provide our Marines gives them the skill set and the equipment they need to win the battles, to win the wars, to accomplish the mission."

Members of the Command's workforce are well-connected and passionate about their mission. "Equipping the Warfighter to win is personal to me," said Beverly Hobbs, MCSC's Director of Career Management, Contracts Competency. "I actually have two nephews who are Marines. And I take personal ownership. Whenever we see one another at family gatherings, they're always on me about what works and what doesn't work. ... So it's personal to me that we ensure that our Marines have the very best, because they need to be agile. They need to be able to win in the situations that they're in, and so we have to equip them to win."

"We make a difference," Burrow said. "There's not a day that I go home where I don't think that we've pushed the ball farther down the field in terms of supporting the operational forces."

"This is tough work," Kelley said. "Everybody's got an opinion about what we do. These are challenging times for us. What we do is very, very important. And I can't think of a better place to be at this time in our Corps' history because we are going to play an absolutely vital part in our Corps' future."

The 2011 NAVSEA Logistics Intern Forum

On April 12 and 13, more than 120 Naval Acquisition Program (NAIP) logistics interns, their career field managers (CFMs) and various speakers gathered from all over the United States at the Norfolk Hilton for the Logistics Intern Forum. The forum, held every two years, is a graduation requirement for all logistics interns. Bert Upton, Senior Logistics CFM for NAVSEA, oversees the planning process, with assistance from Cindy Doyle, Assistant Project Manager, and Mike Klobetanz, Intern Coordinator, from NAVSEALOGCEN (NSLC).

CAPT Keith Sykes emceed the two day event, encouraging interns to network as much as possible by insisting everyone find a seat next to an intern not from their host activity. The first speaker, RDML David Baucom, Deputy Assistant Secretary of the Navy for Acquisition and Logistics Management (DASN (A&LM)), reminded the interns that “everything [they] do, affects our sailors” and encouraged everyone to live a “principle-centered life.” Baucom was followed by Fabio Vitale, director of the Office of Logistics in Port Hueneme, who advised the interns to “find what interests you and become the best you can.” Vitale was followed by CAPT Peter DeMane, Commodore for Destroyer Squadron 26, who underscored the importance of logistics and how when properly implemented helps to avoid problems that undermine a ship’s mission.

The second half of day one included a ship tour on two DDGs – the Truxtun and Porter. Interns were able to board the ships and ask crew members questions, as well as get a close look at the control room, mess area and more. For many, this was their first opportunity to meet the Fleet and see exactly how their work directly impacts the sailors on the deck plates.

Day two started with words from the interns’ advocate, Linda Hawkins, NAIP Program Manager. Subsequent speaker, CAPT David Pry, Assistant Chief of

Staff for Supply and Financial Management at COMNAVSURFLANT, encouraged interns to “give the customer the best tools we have to win the battle.” During a CFM panel, interns asked questions on topics that included finding a mentor, volunteering for projects, networking and certification questions. After lunch, CAPT Tim Harrington, Commanding Officer (CO) of NSLC, told interns to always use their best judgment based on facts and metrics.

Jill Itterly and Ron Fevola from the Naval Acquisition Career Center (NACC) presented an ethics refresher and were followed by the final speaker, Michele Burk, the Naval Undersea Warfare Center (NUWC) Keyport Logistics Manager and CFM. The forum ended with Captain Sykes announcing the Intern of the Year and Runner-Up selection. He also recognized the other nominees. The Intern of the Year was Ms. Tiffanye Cameron from Keyport and the Runner-up was Lydia Velez from Panama City. The other nominees were Paul LaFountain, Tyler Cover, Lisa Dychus, Julie Ligman, Jaimie Brock and Caitlin McInnes.



NAVSEA Logistics Interns listen to a speaker at the forum held April 12-13.

ANNOUNCEMENT: ASN(RD&A) ORGANIZATIONAL REALIGNMENT

The following recent organizational changes and realignments have occurred within ASN(RD&A):

- Stand-up of DASN (Research, Development, Testing & Evaluation) RDT&E
- Stand-up of Senior Manager for Services Contracting
- Establishment of new program office, Program Executive Office (PEO) Littoral Combat Ships (LCS)
- DASN(A&LM) renamed to DASN (Acquisition and Procurement) (AP),
- DASN(A&LM) Logistics function will transition to DASN(ExW), to be renamed DASN (Expeditionary Programs and Logistics Management) (E&LM)

Introducing New DASNs:

- DASN(RDT&E) – Ms. Mary Lacey
- DASN(AP) – Mr. Elliott Branch
- DASN(AIR) – Mr. Richard Gilpin
- DASN(C4I) – Dr. John Zangardi

NAVSUP Interns Learn Servant Leadership at Intern Conference

By Gina Brown, NAVSUP Training & Employee Development

Naval Supply Systems Command (NAVSUP) interns gathered in Mechanicsburg, Pennsylvania, May 18-19 2011 for the 3rd annual Enterprise-wide Intern Conference. More than 230 interns participated in Mechanicsburg, as well as across the country via VTC to obtain an understanding of servant leadership, and to hear accounts of servant leadership in action.

The highlight of the first day events included keynote speaker, national leadership consultant, Mr. James C. Hunter. Mr. Hunter, author of "The Servant: A Simple Story about the True Essence of Leadership", advised the interns, that living as a servant leader means leading by influence and character rather than by coercion or power. He differentiated between leadership and management and emphasized servant leaders set aside their own wants and needs in seeking the greater good of others. Servant leadership is about checking your ego at the door and helping those entrusted to your leadership

to be the best they can be. Mr. Hunter's closing challenged the interns, saying, "Of those who attend leadership conferences, only ten percent actually put into practice the principles they had been taught! Decide right here, right now, that you will be among that ten percent!"

The second day keynote speaker, Dr. Heidi Squire Kraft, Ph.D., author of "Rule Number Two," served as a clinical psychologist in the US Navy deployed to Iraq and currently serves as a consultant for the US Navy and Marine Corps' Combat Stress Control Programs. Dr. Kraft shared a powerful firsthand account of providing comfort amidst the chaos of war, and what it takes to endure. Dr. Kraft captivated the group as she shared traumatic stories of war as a military member, and doctor.

The two-day event also highlighted areas of interest to include career development, hiring reform, protocol, and networking opportunities. The interns gained further insight into the NAVSUP Enterprise through a refreshing dialog



Mr. Hunter addressed interns on the importance of acting as a servant leader.

during a Q&A session with NAVSUP Vice Commander, Mr. John Goodhart, and panel discussion with several key members of NAVSUP Senior Leadership. Each Intern received autographed copies of both Mr. Hunter's and Dr. Kraft's book. Both speakers received overwhelmingly enthusiastic reviews, and interns agreed that the conference gave them invaluable "knowledge about my career choices, our organization, and a greater sense of our purpose".

ASN(RD&A) Announces Mary Lacey as the new DASN RDT&E

By Adam Nave, PCD Staff

ASN(RD&A) has named Mrs. Mary E. Lacey Deputy Assistant Secretary of Navy (Research, Development, Test, and Evaluation) [DASN (RDT&E)]. Some of the responsibilities of Mrs. Lacey's office that are relevant to the acquisition community include:

- Senior RDT&E portfolio advisor to ASN(RD&A) to optimize the effective use of resources in support of Naval acquisition objectives;
- Steward of the Naval RDT&E Establishment to sustain the long term health of the Navy's critical technical capabilities;
- Facilitate key initiatives and programs within the RDT&E Establishment in support of Navy and Marine Corps acquisition objectives;

- Facilitate the Naval RDT&E interface with industry to foster and enhance technology transition for future acquisitions;
- Ensure the long-term continuity of Naval RDT&E initiatives intended to strengthen the technology base;
- Facilitate the implementation of the Naval Research Advisory Committee recommendations from the FY2010 study "Status and Future of the Naval R&D Establishment" that calls for strengthening the technical depth of the Laboratory and Warfare Center workforce, improving the coordination between the operational and technical communities to drive the future technology needs for the Navy, and more effective coordination across OPNAV, ASN(RD&A), CNR, SYSCOMs, WCs, NRL and UARCs.

where she served as Deputy Program Executive for Aegis Ballistic Missile Defense (BMD). She shared responsibility with the Program Executive for policy development planning, and execution of the design, development, integration, test, deployment, and operation of Aegis BMD programs. She served as the civilian executive counterpart to the Program Executive in creating, managing, and overseeing Aegis BMD policies, practices, organization, and mission execution. In the final four months of her MDA tour she served as the Acting Executive Director – the senior civilian advisor the MDA Director.

Mrs. Lacey brings to her position a wealth of experience and valuable insight into civilian workforce issues. Throughout her career Mrs. Lacey has been actively involved in engineering recruitment and workforce development.

Mrs. Lacey came to the ASN(RD&A) Staff from the Missile Defense Agency

Revitalization of the Test and Evaluation Workforce: A Work in Progress

By Mike Said, ASN(RD&A) T&E

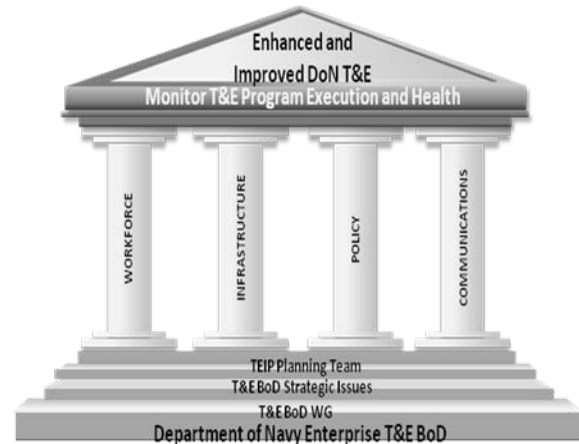
Did you know that since 2009 there has been a concerted and very deliberate effort to revitalize the Department of Navy (DoN) Test and Evaluation (T&E) workforce as part of DoD Acquisition Reform efforts? Two important events occurred in 2009 that will impact DoN T&E for many years to come. In early 2009, the Weapon System Acquisition Reform Act (WSARA) was passed by Congress and put U.S. Code Title 10 “teeth” into starting programs right. There are many improvement initiatives affecting the acquisition process, including a renewed focus on Developmental T&E (DT&E) by standup of the Deputy Assistant Secretary of Defense, DT&E (DASD (DT&E)). The office was formed to provide oversight and advocate improvements in DT&E activities for acquisition programs, and to lead development of the DoD T&E Workforce.

The next big event in 2009 was the filling of the Deputy DoN T&E Executive position in ASN(RD&A) to provide executive-level leadership in DoN T&E. This provides an improved interface and linkage to the other Service T&E Executives, Director Operational T&E (DOT&E) and DASD (DT&E) on critical T&E issues. Ms. Amy Markowich is dual-hatted as ASN(RD&A) T&E and N091C to bridge T&E support for Naval systems acquisition, T&E resource requirements and test strategy development. N091 is also a Resource Sponsor for the Major Range and Test Facility Base (MRTFB) and the associated Navy test ranges and labs, ensuring that advanced test capabilities are ready to support programs today and in the future.

Ms. Markowich is the Acquisition Competency Council (ACC) T&E lead and has the task to evaluate the health of the career field to ensure sustainability in the future. The T&E office also represents the DoN on the OSD T&E Functional Integrated Process Team (FIPT) and will be involved in improving policies and training for DAWIA T&E coded personnel. To improve T&E across the board, Ms. Markowich has established the T&E Improvement Process (TEIP) with four major T&E thrust areas: **Workforce, Infrastructure, Policy and Communications**. A TEIP overview is provided in Figure 1. The TEIP desired end state is: To have adequate, workforce, policy, infrastructure, and communications that support acquisition programs and urgent operational needs; ultimately providing weapon systems performance information to decision makers at all levels in a timely and efficient manner.

T&E Workforce. The workforce thrust is relevant and aligned with DACM and DoN goals to revitalize the Acquisition Workforce. As far as DAWIA career field communities go, the DoN T&E acquisition workforce is not a large group and is unique in that there are many other career fields (e.g., Program Management, Systems Engineering (SPRDE), and Information Technology) who execute T&E in acquisition programs. Coding, tracking, and organization of the T&E workforce differ by the SYSCOM/PEO/Warfare Center (WC). The T&E workforce is comprised of the following personnel:

- Acquisition position T&E career field
- Acquisition position coded other than T&E (e.g., PM, SPRDE, IT career field)
- T&E support non-acquisition position
- T&E support contractors
- Navy T&E range and lab workers



In Feb 2010, Ms. Markowich hosted a two day T&E Workforce Competency Offsite with SYSCOM and Operational Test Activity (OTA) T&E representatives to understand the “as is” state and develop “to be” goal and objectives for DoN T&E. Three critical workforce improvement elements were identified:

1. Forecasting and Rightsizing
2. Hiring, Retention and Career Progression
3. Development (Training)

A DoN T&E Workforce Competency (WC) IPT was established to implement “to be” goals and objectives. This is a quarterly forum including all T&E stakeholders. The team will support the yearly DoN DT&E Self Assessment Report, and provide field activity feed-back to DoD T&E Function IPT (FIPT) and DACM Acquisition Competency Council (ACC). The T&E WC IPT is also developing a metrics score card for DoN T&E Workforce best practices, a DoN T&E Career Field Guide, and in-house Integrated Development and Training Roadmap.

T&E Communications. The T&E Communications thrust goal is for a consistent and appropriate level of insight into T&E programs, efforts and workload across the DoN T&E enterprise. That involves communications up, down and across the T&E workforce. A major component of this initiative is the DoN T&E Website which has completed Beta testing and is nearing final deployment. The website is expected to significantly enable the T&E workforce by providing relevant information, references, postings, libraries and even blogs and social networking. If you have time check it out, and contact christine.gough.ctr@navy.mil for more information and access. The T&E community continues across the Acquisition Workforce to evolve and grow to meet program needs. We all have the common goal of ensuring that the systems we develop, deliver and deploy do what they should for our warfighters. It’s an exciting area to work in and our workforce is valued and appreciated for the contributions they provide.

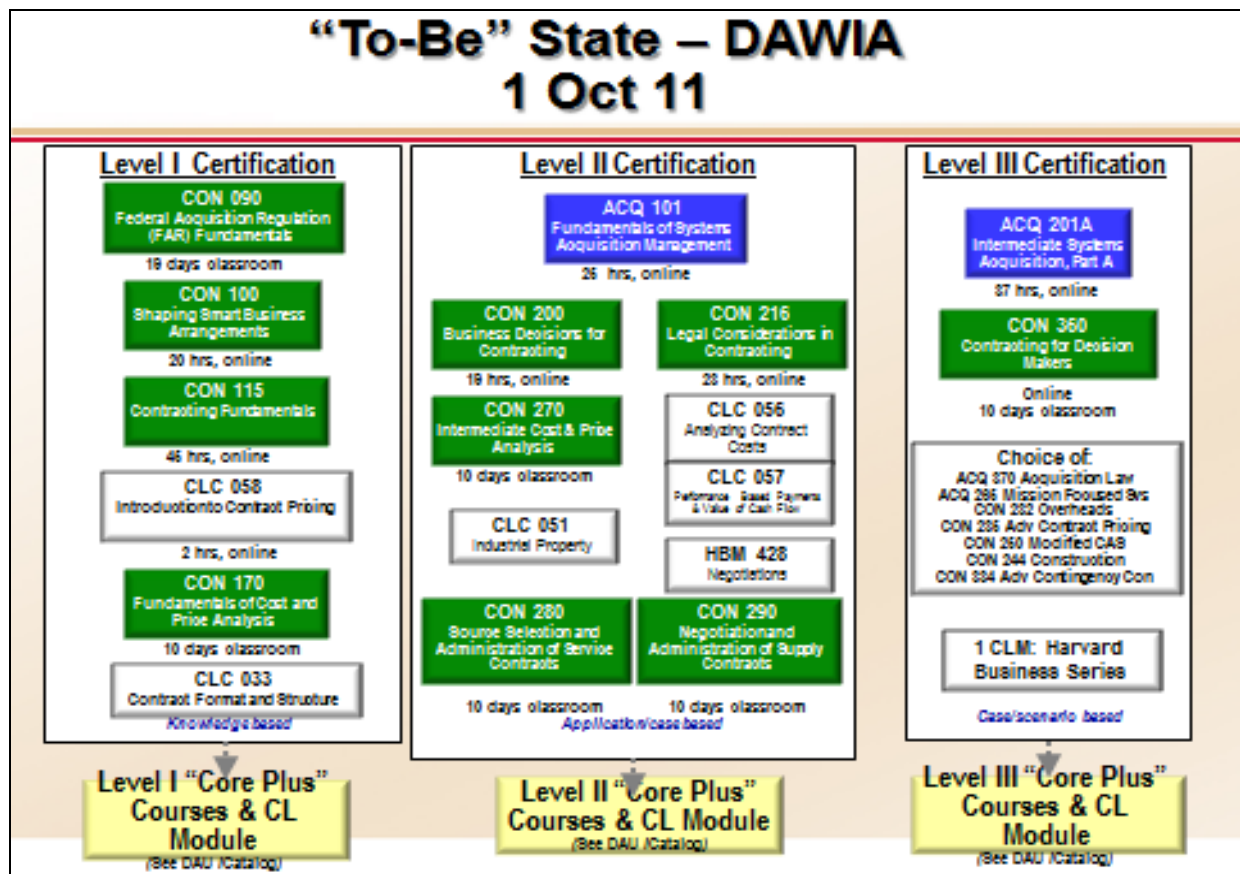
Career Field Corner

Coming Changes for the Contracting Curriculum

By Sylvia Bentley, DACM Acquisition Workforce Manager

Changes are ahead for Contracting (CON) acquisition workforce (AWF) members. A 25 March 2011 USD(AT&L) memorandum (SUBJ: Upcoming Changes to the Contracting Curriculum in Fiscal Year 2012) announced changes to the CON Curriculum beginning 1 Oct 2011. The changes were designed to address emergent training requirements and called for a strategic contracting course curriculum revision and restructuring. The changes included:

- **Level I:** CON 115 will absorb and replace CON 110, 111, and 112, and parts of CON 120, the new CLC 058, Introduction to Contract Pricing, will serve as a primer for cost & price analysis. The new CON 170 will be the fundamental cost and price analysis course and will require successful completion of a pretest prior to entry.
- **Level II:** CON 200(formerly CON 214) will remain largely unchanged. The major additions to that course will be a source selection module and increased emphasis on small business. The new CLC 056 will serve as a transition module between CON 170 and the new CON 270. CON 270 will be an application-based course. It will also serve as a “tools” course for both CON 280 (formerly CON 215) and CON 290 (formerly CON 218), which will both be enhanced. CON 280 will focus on source selection and the acquisition of services, while CON 290 will focus on the acquisition of supplies. CLC 057, CLC 051 and Harvard Business Module on Negotiations, will be prerequisites to CON 280 or CON 290.
- **Level III:** CON 360 represents a minor revision to the current CON 353. Workforce members will also choose one of seven electives that best complement their assigned position to complete the DAWIA Level III certification requirement.



The memo specified that members who had not obtained certification by 1 Oct 2011 would be required to meet the new certification requirements. The Services have been working with OSD on possible modifications to the planned implementation of the coming changes to ensure the implementation is completed in the most effective manner for our CON AWF members. As decisions are reached, additional guidance will be published and provided via the Contracting functional channels as well as through your Command DAWIA Program Directors.

MYTHBUSTERS

DACM EDITION

In this new section, we will attempt to clear up any widespread misconceptions about the acquisition workforce, as well as address commonly misunderstood policies and procedures.

MYTH #1: Once I complete DAU training I'm certified.

FACT: DoN AWF members must meet mandatory experience, education, and training requirements for certification, then submit a request for career field certification to their command approving officials via eDACM.

MYTH #2: Continuous Learning Points are only required while I'm working toward career field certification.

FACT: Earning at least 80 CL points is required every 2 years while assigned to a designated AWF position. DoN AWF members use eDACM/DoN Continuous Learning to request CL points. Continuous Learning is an avenue allowing AWF members to remain current in their primary career field.

MYTH #3: Recodes, or re-designated positions, are only considered recodes if the position is being coded into the AWF.

FACT: Recodes include positions being re-designated both into AND out of the AWF. Per the Temporary Hold ON Acquisition Billet Designation Memo (Jun 25, 2010), there is currently a suspension on the recoding of any existing non-acquisition billets.

MYTH #4: The Job Start Date determines the 24 month grace period of the position certification requirement.

FACT: Certification requirements are determined by the career field and level assigned to the position. The certification requirement must be met within 24 months of assignment to that career field/level. Entering a new position within the career field/level ONLY resets the Job Start Date, however entering a position in a new career field/level will change the certification requirement due date.

MYTH #5: An AWF member's eDACM dashboard and My DAWIA Transcript pages are the definitive source of accounting for acquisition experience gained by an acquisition workforce member.

FACT: The eDACM transcript only includes experience from time served in acquisition designated billets over the last eight years. It does not include acquisition credit from command tours, education, or experience gained in non-acquisition designated positions. Individuals are afforded the opportunity to provide experience justification when submitting packages for Acquisition Corps membership, PM slating panels and career field certifications. Selection boards, slating panels, or certification approval authorities should not base their decisions solely on the experience data provided in eDACM.

MYTH #6: All Acquisition Corps members (including those serving in CAPs/KLPs) get higher priority in DAU training than other AWF members.

FACT: All AWF members in an acquisition coded position receive Priority 1 for DAU training while pursuing their primary career field certification.

Have a question or myth you'd like busted? Email the DACM Desk: dacm.desk.fct@navy.mil for more info!

DACM Systems

By Michelle LeBlanc, DACM Acquisition Workforce Planning

Most of you know eDACM as the portal to all things "acquisition career management" - where you can review your acquisition profile, register for acquisition classes, apply for acquisition certifications, record your continuous learning (currency in career field), and apply for membership in the prestigious Defense Acquisition Corps. But, eDACM is also the source for reporting and analysis on the acquisition workforce (AWF). The Management Information System (MIS) component of eDACM provides AWF leadership, PEOs, PMOs, SYSCOMs, the DACM office, and the Naval Acquisition Career Center (NACC) with standardized tracking and monitoring of DoN's AWF and all of the important initiatives underway to rebuild the acquisition capability of our organic workforce.

The eDACM MIS integrates position, personnel, training, and certification data from eight authoritative sources, providing a holistic, yet multi-dimensional view of our total acquisition workforce. It is the main source of data within the DoN for DAWIA-required reporting, for the SYSCOMs' Quarterly Reviews with ASN(RD&A)'s Principal Civilian Deputy, for DoD Functional Integrated Product Teams (FIPTs), and for the Navy Acquisition Competency Council.

In late April, we made several enhancements to the eDACM MIS. We added several new data elements, including demographic fields, critical acquisition position flags, and special acquisition assignments for mandatory Program Lead positions. We also added new reports measuring and describing the AWF, detailing career field certifications and Defense Acquisition Corps membership, and comparing the diversity of recent new hires to our baseline population to understand how the composition of our AWF is changing. We are planning to add reports on continuous learning, intern retention, and workforce gains & losses in the near future.

DACM Welcomes New Director, Acquisition, Technology and Logistics (AT&L) Human Capital Initiatives, Mr. Keith Charles



Mr. Keith Charles is the Director, Acquisition, Technology and Logistics (AT&L) Human Capital Initiatives. He is a visionary leader and a subject matter expert in Human Capital Program Management and Federal Acquisition. He has over thirty years of Senior Executive Service leadership experience in resource and manpower management. He demonstrated strategic leadership producing the budget of the United States for four consecutive years; advising a U.S. President; developing, managing, and administering multi-billion dollar budgets for the U.S. Army and NASA; and serving as Deputy Director of the Threat Reduction Support Center.

Mr. Charles was Deputy Director of Budget in the Office of Management and Budget, and led development of the U.S. Government's \$4 trillion budget, working with the full Cabinet, briefing the President, and testifying before Congress. Mr. Charles then served Deputy Assistant Secretary of the Army, Research, Development and Acquisition, from 1985-1999, where he played a key role in the Army's transition to compliance with Goldwater-Nichols congressional mandates designed to professionalize Army acquisition processes and the acquisition workforce. He served as the U.S. Army's lead in developing and persuading Congress to establish a first-ever DoD-wide, modern, and professional Acquisition Corps. This created a comprehensive and professional DoD Acquisition program in place of earlier, haphazard, uncoordinated, and wasteful practices. He established aggressive career development programs to enhance program management expertise through Masters level programs at the Harvard Business School and the Naval Post Graduate School.

At NASA, Mr. Charles was lead Congressional Liaison and then Division Manager for all resources involved in space transportation, including the Space Shuttle, all expendable rockets, and the Tracking and Data Relay system. From 2004 to 2009, Mr. Charles served as the Deputy Director, Threat Reduction Support Center at the Defense Threat Reduction Agency, where he oversaw and directed day-to-day operations. Charles has testified before both chambers of Congress multiple times concerning establishment of the DoD Acquisition Corps, and has expert knowledge of high-level U.S. government operations, with specific emphasis on DoD operations and U.S. Government funding and budgeting. We are excited to have Mr. Charles aboard and look forward to working with him to further strengthen the acquisition community!

Hints from the Help Desk

Erin Fulfer, NACC eDACM AWSP Manager

We're listening to you! Thanks to new support desk tracking software and your feedback, we are better able to determine your needs for navigating and using the new **eDACM** system (formerly known as Register-Now). For example, a large number of support inquiries were in relation to locating the steps to apply for DAU training and log continuous learning points. All user functions related to training requests, continuous learning, certification, Acquisition Corps and the AWF Tuition Assistance Program (AWTAP) are now located under the **Manage Career** tab on the **eDACM** menu. Each time you log onto **eDACM**, be sure to check your status on the employee dashboard, ensure your user profile is up-to-date, then select **Manage Career** and navigate to the appropriate selection on the menu.

Reminder

AWTAP – Education Development Plans (EDPs)

- As the end of the fiscal year approaches, workforce members will need to ensure that their EDPs are updated and accurately reflect the course start and end dates.
- If EDPs are not updated to accurately reflect desired course start and end dates, especially for the current fiscal year, they will be **automatically disapproved**.

Share Your Experience! NAIP/NAAP Alumni Corner

The NAIP Logistics Intern Program played a pivotal role in my professional development and helped to establish the initial foundation upon which I have built my Navy career. The ability to learn and grow during rotational assignments across the Navy (from coast to coast) has proven invaluable. The opportunity to be "at sea and underway" on an aircraft carrier for a week observing our fleet at work, on the airfield observing F/A-18 pilot training at Naval Air Station Lemoore, California, supporting and assisting engineering rework/repairs at our Fleet Readiness Center (Depot) in San Diego, working side-by-side with members of our uniformed Navy in the Type Command (TYCOM) operations of the Commander, Naval Air Forces, US Pacific Fleet, learning about aircraft launch and recover equipment at Lakehurst New Jersey, and the Headquarters Operations of the Naval Air Systems Command (NAVAIR), was the learning experience of a life time. The classroom training, hands-on training, and the personal networks and relationships I developed have helped to support me throughout my career. More importantly, they have helped me to be a more knowledgeable, understanding and effective person today. The opportunity to have stood "shoulder to shoulder" on the carrier deck with the men and women that serve our Navy, the chance to live a day in their life, to watch the wonders they perform at sea, still inspires me to strive to serve them better, faster and more affordably in all that I do today. The opportunity to be a Navy intern affords an individual the greatest ability to maximize potential, to learn grow and develop, and to build a solid foundation so that we can build our future Navy Strong!

*Gary Kurtz, (SES)
NAIP Graduate (1984)
Naval Air Systems Command
Assistant Commander, Corporate Operations & Total Force*

Submit YOUR NAIP/NAAP experience to dacm.desk.fct@navy.mil to share with the AWF!

DoN Policy Change on DAU Course Registration

By Chris McKelvey, NACC Deputy Director



On 4 May, DACM issued a Memorandum outlining changes in DAU Course Registration and priorities. This will allow our AWF members to schedule and plan their DAWIA training in accordance with their job responsibilities and commitments. These actions are being undertaken to ensure the highest priority students get the training first!

Priority 1 students may request resident (DAU Campus or On-Site) courses prior to completion of prerequisites; the NACC will register you for resident offerings without regards to prerequisite status, but you must complete them a minimum of ten business days (or sooner if there are unique class pre-course requirements and cut-off dates) before a class begins. Supervisors are responsible for ensuring their employees satisfy prerequisite requirements in a timely manner!

Priority 1 students may also administratively disenroll a lower priority student who already has a reservation; this can happen up to 15 days prior to the course start date. These disenrolled students will be notified and must reapply for the next available course offering.

Since mid-May, over 1,000 students have been 'priority registered' and nearly 150 AWF members have been moved off the Wait List and into confirmed seats by the "bumping" process. These actions have not been without their challenges, but on the whole, they have worked fairly smoothly.

The single most problematic issue encountered to-date is perceived errors in the Student Profile. With the roll-out of eDACM and the Dashboard in 2010, AWF members have a quick and easy way to see what need to routinely review the Dashboard to ensure what it cited is accurate and current! If errors are discovered, work with your command and local HR organization to have the source data system corrected. NACC recommends working with your local Training and DAWIA representatives to assist in this effort, and once corrected, you can contact the NACC eDACM Support Team who can assist in final verification.

After only a brief period in which to analyze, it appears these two changes are helping to better meet the demand signal of DoN AWF students and allow for more efficiency in long-range career planning to meet mandatory certification requirements.

DON TRAINING OPPORTUNITIES

For more information, visit:
<https://www.atrrs.army.mil/channels/clm/default.asp>
 Click on Class Schedule, then View/Apply

CONGRATULATIONS

Congratulations to the last three inspected Warfare Centers within NAVSEA for achieving a "Satisfactory" grade on their respective NAVSEA Performance and Compliance Inspection (NPCI) for their DAWIA Programs! This reflects the positive trend NAVSEA has achieved in the challenging management of DAWIA! Congratulations to NSWC Division Panama City, FL; NSWC Division Carderock, MD; and NSWC Division Indian Head, MD. Well Done!

NEW AT DAU

FY12 brings changes to Contracting & Logistics Certification Requirements.
 For more information, visit
<http://icatalog.dau.mil/onlinecatalog/CareerLvl.aspx#>

Conferences & Events

26-27 JUL **Annual Intern Conference**

11 AUG **Acquisition Competency Council**

22-30 AUG **FY11 3rd Quarter SYSCOM Quarterly Reviews**

Government Holidays

04 JUL **Independence Day**

05 SEP **Labor Day**

10 OCT **Columbus Day**

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Director, Acquisition Career Management

https://acquisition.navy.mil/rda/home/acquisition_workforce Ph: (703) 614-3666 Fax: (703) 614-4262

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