



DACM Corner

QUARTERLY NEWSLETTER FOR THE ACQUISITION WORKFORCE

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DON presents Rear Adm. Wayne E. Meyer Memorial Award for acquisition excellence

Mass Communication Specialist 2nd Class Todd Frantom

WASHINGTON (NNS) -- Assistant Secretary of the Navy for Research, Development and Acquisition Sean Stackley presented Rear Adm. Thomas J. Eccles with the 2012 Rear Admiral Wayne E. Meyer Memorial Award at the Pentagon July 30.

Eccles earned the award for superb technical proficiency and programmatic skills over the course of

his highly successful career as an Acquisition Professional. In his final assignment as the Chief Engineer for the Naval Sea Systems Command, he worked hand-in-hand with the NAVSEA Program Executive officers to balance technical requirements and affordability to arrive at the best solution for the operational forces.

Before reading the citation and recognizing this year's recipient, Stackley recognized all previous winners for their important contributions to the Navy, what the award



Assistant Secretary of the Navy for Research, Development and Acquisition Sean J. Stackley presents Rear Adm. Thomas J. Eccles with the 2012 Rear Adm. Wayne E. Meyer Memorial Award July 30 at the Pentagon. Photo by Mass Communication Specialist 2nd Class Todd Frantom

embodies and why these individuals are recognized.

The RADM Wayne E. Meyer Award, the most prestigious of the Department of the Navy Acquisition Excellence awards, recognizes a DON individual who exemplifies the highest examples of acquisition excellence and whose achievement

brings significant credit to the DON acquisition community.

"This award, in my mind, represents not only the accomplishments of this individual but more importantly the character of the individual," said Stackley.

See MEYER page 2

UCAS makes carrier landing



NORFOLK, Virginia (July 10, 2013) — The U.S. Navy demonstrated the first X-47B Unmanned Combat Air System (UCAS) carrier-based arrested landing on board USS George H.W. Bush (CVN 77) off the coast of Virginia. The successful landing marks the first time a tailless, unmanned autonomous aircraft landed on a modern aircraft carrier. Photo by Captain Jane E. Campbell

See X-47B story page 10

This newsletter is dedicated to all of our NAVSEA Ship-mates whose lives were affected by the tragic events of Sept. 16.

Our hearts go out to you all!

Senior leaders advise acquisition officers on way ahead

Carden Hedelt, MCSC Corporate Comm.

Marine Corps officers in acquisition billets gathered Aug. 23 at Marine Corps Systems Command to hear from select leaders in the Marine Corps acquisition community, including Deputy Assistant Secretary of the Navy for Expeditionary Programs and Logistics Management (DASN ELM) Tom Dee.

As the DASN ELM, Dee is the principal advisor to Assistant Secretary of the Navy for Research, Development & Acquisition Sean Stackley on matters relating to expeditionary capabilities, urgent needs processes and execution and acquisition logistics.

Dee explained that he does more than advise. "We try to help push things through," he said. "We work within the synapses in the Pentagon so that we can know what's going on and where we're going to have problems.

"There are a thousand people who can tell you no," Dee said. "We try to get the people to see the end-state that we're trying to reach, and try to get them to say yes. We're trying to work through the issues on why they can't say yes so you all can do what you [need] to do."

The portfolio Dee manages includes most Marine Corps ground and information technology system programs, from combat and amphibious vehicles, to tanks, command and control, body armor, small arms, munitions, artillery and military working dogs.

Dee also let the acquisition officers in attendance know what their programs might face financially in the drawdown after the wars in Iraq and Afghanistan.

While the post-conflict budget cut was some-



Deputy Assistant Secretary of the Navy for Expeditionary Programs and Logistics Management Tom Dee addresses a crowd of acquisition officers Aug. 23 at Marine Corps Systems Command. Photo by U.S. Marine Corps

thing they foresaw, its steepness and the uncertainty surrounding future budgets makes this particularly challenging, Dee said.

His advice was to press forward as planned.

"We've got a plan and you guys have your plans, your acquisition strategies," he said.

"Don't get your cost estimators or your industry partners all spun up. We don't know [exactly] what we're going to do. We know we've got a program objective memorandum, we know we're going forward, we know it may change sometime between when the service submits it and when the president submits it. But for now we know what we know, and we'll go forward. It will be challenging, but it won't be impossible."

Because those future budgets could change

so greatly, Dee emphasized collaboration with the Marine Corps Combat Development Center and others to get requirements right.

"We shouldn't be removed from the requirements discussion," Dee said. "We should be active participants in it. You have to understand the capability the Marine Corps needs to have."

Brig. Gen. Frank Kelley, MCSC commander, also spoke at the event, telling acquisition officers they should keep an open mind about their next rotation.

Kelley's plan for some of the officers in attendance lies outside of MCSC.

"We've done a really good job of matching Marines to program offices and to programs of high priority to the Marine Corps," he said.

"The next step for us is to make sure we also cover on those other areas where we need to have influence and don't."

Those positions of influence are in the Pentagon and in other places that have important roles in Marine Corps acquisition.

Kelley illustrated his point through Col. Greg Masiello, who is the military aide for Undersecretary of Defense for Acquisition, Technology and Logistics Frank Kendall.

"I brought (Masiello) up to speed on a program that (Kendall) was interested in," he said. "He was able to tell me what he was telling Kendall and what Kendall was telling him. I know that sounds like palace intrigue but that's how business gets done. We need to be there."

Kelley also warned against the mentality that one program manager job warranted another.

"When you have one, you've had your one," he said. "Take one for the team and go carry water for the Marine Corps. We need influence in the building. Everyone here is a successful program manager, and we have to find spots to be influential. In some cases there's an epiphany and in others there's an acknowledgement that this is exactly where we need to go after a successful program manager tour."

MEYER from page 1

"The Navy could not have had a finer Chief Engineer on watch the last five years taking care of our current and future fleet and all the technical and programmatic issues that come with that, and helping senior leadership understand the challenging things that we deal with on a daily basis in order to make the critical decisions they need to make to keep the Navy on course."

Eccles' efforts have saved the Department of the Navy countless resources over the last three years and through his personal involvement with the NAVSEA portfolio, he has been responsible for shaping the formidable and dominant capability delivered to Sailors and Marines at war.

Eccles' skills also made him the ideal candidate to lead the Navy in several independent evaluations and special investigations. He led an in depth review of the Littoral Combat Ship program at a critical time in program's development and highlighted the need for additional

acquisition workforce to oversee this vital Navy program. He was appointed to the National Academy of Engineering committee, which examined the Deep Water Horizon explosion and oil spill in the Gulf of Mexico.

Finally, Eccles led the U.S. technical team that supported the Republic of Korea joint international investigation into the loss of RoK warship Cheonan, which included diving and salvage of evidence operations, State Department negotiations, and accident cause determinations through analysis of weapons damage.

"Your willingness and ability to work across any of the Department of Defense (DoD) programs, working with specs to solve the most pressing issues and especially getting senior leadership to understand and helping them make those key decisions to keep the Navy on course exemplifies a good leader and you have defined the position with character and competence to what a Chief Engineer is," Stackley said.

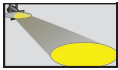
"We are all extremely proud of you for receiving this award, but most important, you

have our respect and admiration."

For more information on the DoN Acquisition Excellence Awards, see http://acquisition.navy.mil/home/acquisition_workforce/don_acquisition_excellence_awards.



Assistant Secretary of the Navy for Research, Development and Acquisition Sean J. Stackley presents Rear Adm. Thomas J. Eccles with the 2012 Rear Admiral Wayne E. Meyer Memorial Award July 30 at the Pentagon. Photo by Mass Communication Specialist 2nd Class Todd Frantom

**SYSCOM SPOTLIGHT****SPAWAR**

focuses on improving acquisition workforce

Dr. Sarah Rogers, DAWIA Program Director for SPAWAR

The Space and Naval Warfare Systems Command (SPAWAR) acquisition workforce (AWF) currently includes 5,100 members out of a total population of approximately 9,000 personnel worldwide. More than half of the workforce is dedicated to acquisition-related work for the Navy. SPAWAR has made great strides to promote continuous employee career development and provide a highly-trained, professional acquisition workforce with a broad and diverse understanding of the DoD acquisition environment. The organization is fortunate to be able to partner with the local San Diego office of the Defense Acquisition University (DAU) to help meet both certification and continuous learning goals for Southern California locations.

SPAWAR is a competency-aligned organization that provides skilled acquisition professionals to program executive offices and various integrated project teams in support the Navy mission. AWF talent management and succession planning efforts are led by SPAWAR national competency leads in mission-funded headquarters and Navy working capital fund components (i.e. echelon level two and three commands). Like all Navy organizations, SPAWAR is feeling the challenges of the hiring freeze and sequestration, making talent management initiatives all the more critical. The DAWIA Program Director at SPAWAR, Dr. Sarah Rogers has incorporated career field managers into the DAWIA management structure to better monitor emerging requirements of the AWF community across the enterprise. For example, the SPAWAR contracts competency utilizes the Department of Navy (DON) Pathways Program for recruiting to allow the career field to remain steady in meeting the workforce demand signal projections. In addition, the organization utilizes an overarching career development framework to create specific career field competency development models (CDMs) to identify entry-level, intermediate, advanced and expert proficiency points within each competency. The CDM includes required training and education for each proficiency level so that members of the community have a guide to better assist them in developing their individual capabilities.

In two business career fields, BUS-FM and BUS-CE, SPAWAR will deploy an annualized rotation planning process within SPAWAR, including job shadowing, short-term and long-term rotations. Employee rotations will promote employee career development and sup-

port future organizational requirements.

SPAWAR has also launched a formal mentoring program within each of the BUS-FM and SPAWAR Systems Center Atlantic communities that is designed to bring together mentors and mentees in a group setting. The program allows for sharing of diverse experiences and perspectives which helps build networking relationships and contributes to higher performing teams.

For the PM career field, the SPAWAR PM CDM has been updated to include the applications and experience focus areas identified in piloted DoD PM acquisition qualification standards (AQS) guidelines. The updated CDM provides a framework to improve the acquisition experience of the PM workforce without modifying existing DAWIA certification requirements or increasing the administrative burden. Additionally, SPAWAR established an integrated project team (IPT) to develop the AQS implementation plan – one that complies with DoD and DON guidance while taking into consideration the unique mission and resource requirements of SPAWAR.

SPAWAR leadership in the test and evaluation (T&E) career field has been actively working with the DON T&E workforce competency IPT to ensure certification compliance and develop new and updated DON T&E training. This includes local courses currently being developed at the systems command (SYSCOM) levels to support evaluation of personnel proficiency per the updated SYSCOM T&E CDMs. As with other career fields,



rotations, mentoring opportunities, and participation in leadership programs continue to provide growth opportunities in this very exciting and challenging career field. Meanwhile, the SPRDE-SE career field has been working on an update to their CDM that will reflect the Assistant Secretary of the Navy Systems Engineering IPT work and the growing demands of information technology technical authority.

SPAWAR recognizes defense acquisition is a complex and evolving process that requires very skilled and dedicated professionals. Leadership throughout the organization continues to make an ongoing commitment to improve the acquisition knowledge, keep SPAWAR competitive and provide the best performance for the warfighter and the taxpayer.

SPAWAR recently received recognition as the “Most Improved” toward achieving DAWIA goals. Most recently, SPAWAR broke a new record by achieving 88 percent compliance for continuous learning. While speaking to members of the AWF in response to the recognition, SPAWAR Commander Rear Adm. Patrick Brady reiterated the importance of a skilled workforce.

“Continuous improvement in our acquisition skills is definitely the trajectory we want at SPAWAR,” said Brady. “I want to thank the SPAWAR workforce for their hard work, perseverance and commitment to the acquisition excellence mission.”

ACQUISITION LEADERSHIP CHANGES



Welcome Aboard!

Program Executive Officers (PEOs)

RDML Brian K. Antonio

PEO Littoral Combat Ships (LCS)

Executive Directors (EDs)

Ms. Ruth Youngs-Lew

PEO (C4I)

Ms. Giao Phan

PEO (Carriers)

Mr. Bill Bray

PEO (IWS)

ACAT I Program Managers (PMs)

Ms. Karen Davis

PM of Advanced Technology (PEO (IWS))

Mr. John Garner

PM of Advanced Amphibious Assault (PEO (LS))

CAPT Mark Glover

PM of Navy Multiband Terminal (PMW 170)

Col. Dan Robinson

PM of V22 Osprey Joint Program Office (PMA 275)

DON T&E award winners acknowledged

Mike Said, DON T&E Office, DASN (RDT&E)

In 2012, Deputy Assistant Secretary of the Navy for Research, Development, Test & Evaluation (DASN (RDT&E)) sponsored the inaugural Department of the Navy (DON) Test and Evaluation (T&E) awards program.

The program highlights and recognizes the outstanding efforts and the critical role developmental and operational testers perform in support of Navy and Marine Corps acquisition programs, and it consists of awards categories open to military and civilian T&E workforce personnel or teams across DON SYSCOMs, PEOs, warfare/system centers and operational test activities. The awards program was born out of a strategic objective in the DON T&E Office to enhance awards and recognition for the T&E workforce in the Navy and Marine Corps, and to compliment industry awards.

The 2012 awards recipients have been recognized with award letters and award plaques at local command ceremonies.

To recognize the prestigious T&E Lifetime Achievement Award, as well as, other NAVAIR awardees, Ms. Mary Lacey, DASN (RDT&E), attended the March 2013 NAVAIR Patuxent River ceremony in person and handed out awards to congratulate local winners for their outstanding efforts.



The DON T&E Lifetime Achievement Award was presented to Mr. Joe Carbonaro, HX-21, in recognition of his distinguished career and accomplishments to NAVAIR and DON as a Flight Test Engineer providing the finest rotary wing and VTOL aircraft possible. Shown from left are: Mr. Gary Kessler, SES, AIR 5.0A, Ms. Amy Markowich, SES, AIR 5.4, Mr. Joe Carbonaro, HX-21, and Ms. Mary Lacey, SES, DASN (RDT&E). U.S. Navy Photo

2012 DON T&E awards and recipients

Lifetime Achievement Award to Joseph Carbonaro, NAVAIR, senior flight test engineer and HX-21 technical director. This award recognizes a DON T&E professional who has provided a lifetime of outstanding contributions and service to the T&E community at large. Carbonaro's distinguished career as a flight test engineer significantly contributed to the success of DON rotary wing and VTOL programs, and his leadership shaped many aspiring T&E engineers.

Working Integrated Product Team (WIPT) Award to USN Tactical Mobile Program T&E WIPT, SPAWAR, and T-45 Virtual Mission Training System T&E WIPT, NAVAIR (Honorable Mention). This award recognizes an acquisition program's T&E WIPT that provided outstanding support in all aspects of the T&E effort, to include use of T&E best practices, team work and superior execution.

Award for Technical Excellence at a T&E Facility or Range to LCDR Michael Aiena, NAVSEA (Military Category) for efforts on Desert Ship Update II Readiness Assessment for NIFC-CA test program and CG 56 combat system ships qualification trials, and Fred Hancock, NAVAIR (Civilian Category) for JSF tailhook and cable dynamics testing solution. This award recognizes efforts at a test range or facility that made a significant advancement in T&E effectiveness and efficiencies through a technical innovation or solution.

Aspiring Tester Award to LT Scott Welles, Commander, Operational Test and Evaluation Force, as operational test director for AARGM and SLAM-ER programs, and CWO3 Donald Gilmer, NAVSEA, as National Security Cutter test project officer (both Military Category); and Ms. Erin Thompson, PEO Land Systems, as T&E IPT Lead for Joint Light Tactical Vehicle test program, and Boris Jun, NAVSEA, as test director for JSG at-sea life fire testing (both Civilian Category). This award recognizes a rising tester who is new to the field, and has shown excellence and demonstrated initiative in his or her assigned duties.

Small Program Outstanding Tester Award to LCDR David Britton, NAVAIR (Military Category) as Unmanned Aerial System Department Head at Air T&E Squadron Three Zero, VX-30; and Brett Bendt, SPAWAR, as T&E Lead for Navy's Joint Tactical Radio System Program, and Abie Para, NAVSEA (Honorable Mention) for Desert Ship and NIFC-CA integration and testing (both Civilian Category). This award recognizes outstanding T&E execution and support for a small DON program (i.e., ACAT III, ACAT IV and Non-Programs of Record).



(above) DON T&E Award for Technical Excellence at a T&E Facility or Range was presented to Mr. Fred Hancock, ATR. Shown from left are: Ms. Amy Markowich, SES, AIR 5.4, Ms. Mary Lacey, SES, DASN (RDT&E), Mr. Fred Hancock, and Mr. Gary Kessler, SES, AIR 5.0A. (below) DON T&E WIPT Award Honorable Mention was presented to the T-45 Virtual Mission Training System T&E Team. Shown from left are: Aaron Schoolcraft, Cardy Hughes, George Koebke, Kevin Bauer, Laurie Mora, Mike Wallace, Jared Wood, LCDR Larry Smith, LT Chris Weaver, Mr. Gary Kessler, SES, AIR 5.0A, Ms. Amy Markowich, SES, AIR 5.4, Richard Garman, Ms. Mary Lacey, SES, DASN (RDT&E), Bill Smith, and Alicia Conrad. U.S. Navy Photos



2013 DON T&E Awards Program

The call for nominations is now open (issued in early September) with award winners to be announced in December. Local command awards ceremonies to take place in early 2014. For more information, contact Mike Said, DASN (RDT&E) at michael.o.said@navy.mil or 571-256-7889.

SHARE YOUR EXPERIENCE



Great rotational opportunity led to start of great career



Kimberly Nishinaka, NSWC PHD

I began my three year journey as a NADP Life Cycle Logistics entry level employee (ELE) in May of 2010 within the Air Dominance Department at NSWC PHD. Bright-eyed and eager to get involved in any project I could, I took every opportunity made available to me. With each project and every tasking, I

learned bits and pieces of the puzzle, eventually fitting them together to complete an overall picture of NAVSEA logistics.

While in the program, I had the unique opportunity for a rotation with the Aegis Combat System Support Equipment Branch, Code A65. I was approached by the Branch Manager, Thomas Smith, who offered me the chance, as a Logistics ELE, to learn about the engineering aspects and their impacts on integrated product support elements. This was a rotation that not every Logistics ELE is offered, so I quickly accepted, and worked the changes into my rotational schedule. At the time, I never would have thought that this small change in plans would lead to the influential experiences that would impact the direction my career path would take.

I began my rotation with Code A65 in May 2011, and was immediately introduced to a project in development, called Metrics Tracking System, Code A65 (MTS65). As my involvement and responsibilities grew, I became the lead for the MTS65 project, developing ideas into a tangible product. In its fully implemented form, MTS65 today is a database tool used to capture the accomplishments within the branch, automating and standardizing not only the data collection process, but the outputs as well. MTS65 documents the prioritization of engineering projects, while producing reports used to answer data calls and aide in performance reviews. Using MTS65 has not only reduced the time spent collecting information needed to generate branch metrics and other reports, but has given A65 a tool for knowledge management.

My involvement as the team lead for the MTS65 project led me to choose this topic as my Logistics ELE required Senior Project. Giving this presentation at Department and Command level events has sparked the interest of many, leading to the next phase of researching the feasibility of implementation in additional branches. The MTS65 project has developed into a Department project, substantiating its potential value.

After graduating the Logistics ELE program in June 2013, I accepted a permanent position with Code A65, where I continue to work as not only the lead for MTS65, but as the designated Management Support Team Lead for the branch. My experience as an ELE gave me the invaluable knowledge and tools I use today to perform in my position.

Looking back, I feel fortunate for the opportunities that presented themselves along the way. With guidance and mentorship from my Host Code Supervisor, Tony Edozie, and Career Field Manager, Debbie Jordan, as well as the many people who offered their knowledge, I was able to make the right decisions for myself each step of the way over the course of my three years.



Operation research analyst works to improve job series

Colin Hathaway, NSWC PHD

I live an interesting life. I have a job title that most people are unfamiliar with, but at the same time commands a surprising amount of respect: Operation Research Analyst.

(Colin is a Naval Acquisition Development Program (NADP) employee in the Life Cycle Logistics career field)

I was brought into the Reliability, Maintainability, and Availability (RMA) team at the Naval Surface Warfare Center, Port Hueneme Division (NSWC PHD). However, I quickly learned that my focus as an Operations Research Analyst would expand past the invisible boundaries of my home code. I was surprised to find I could apply my background in statistics, specifically stochastic processes and time series, to how we analyze data and model reliability.

I first began working on a Carrier Strike Group report that focused on analyzing and providing metrics for how our deployed AEGIS ships are doing. This project gave me a depth of understanding of the supply system by learning how to pull supply requisition data and how we keep track of maintenance data. The report helped develop score cards for AEGIS ships that gave us an understanding of the health and readiness of our systems. This also spawned NSWC PHDs 24/7 watch program to provide constant support access for our sailors. On the other end of the spectrum, I have worked on a special project looking to predict part failures by developing prognostic algorithms that can detect out of control behavior for systems.

While this is not a finished product, I got to use my statistics background for looking at autoregressive models, adopting control charts and other lean six sigma tools, and developing confidence intervals for predictions for each model. Most recently, I have been working using my background in stochastic processes and modeling and simulation on developing algorithms for calculating operational availability and reliability. Preliminary

review of current reliability engineering applications has helped us identify deltas between the current process for operational availability and the expected values based back on data from my roots in the Carrier Strike Group report.

The title of Operations Research Analyst itself is not important; what is important is the work these people do. This was a realization for the command and NSWC PHD is now putting a huge effort in supporting and developing Operations Research Analysts. A lot of the training available currently for the NADP program did not specifically address the 1515 (Operations Research Analyst) job series. NSWC PHD recognized this and, with a bit of nudging in the right direction from the interns, has begun developing a training program to produce some of the best analytical minds at the command. The training began with a simple proposal I made for a Systems Analysis certificate at the Naval Postgraduate School; NSWC PHD has expanded upon the certificate to provide an all-encompassing training program focusing around RAM-C, a methodology to balance cost, performance, and supportability over the entire acquisition cycle.

As an employee of the Naval Acquisition Development Program (NADP), I am lucky to have the support of several mentors, who have helped guide my career, motivate me, and most importantly take me under their wing and make me feel as part of a whole. I would like to say thank you to Greg Moncrief, Rob Cuccia, Fred Moeckel, Greg Wakatsuki, and Debbie Jordan for your continued support throughout my career.

What does the future hold for Operations Research Analysts? I hope to be at the cusp of developing new mathematical, innovative processes. Operations Research Analysts can help improve processes and provide the analytical backbone to tasks that normally require that one genius hidden amongst the command. It's a large undertaking to tackle these projects, but it makes for an interesting life.

Glimpses of recent/upcoming **AWF** changes

1. **SPRDE-PSE retired, SPRDE-SE renamed** — OSD(AT&L) has issued a memo sunsetting the PSE career field, and merging the SPRDE-PSE and SPRDE-SE workforce into a single career field renamed "Engineering." The DACM Office will coordinate system changes within DON to minimize impact to the workforce. The memo can be found under "HCI - Highlights" at: <https://dap.dau.mil/workforce/Pages/Default.aspx>.
2. **Recertification Requirement** — Expect USD(AT&L) to mandate career field recertification requirement sometime in the near future. *See brief below*
3. **DON DAWIA Operating Guide changes** — *Plans are in place to release an update this quarter.* Changes will include:
 - New policy for the selected reserve (SELRES) acquisition workforce
 - Updated requirements for key leadership positions (KLPs)
 - Navy unrestricted line officer (URL) communities to establish and manage their own Acquisition Corps eligible programs
 - Improved guidance on assessing acquisition experience
 - Incorporation of ASN(RDA) major program slating policy



Career field recertification is upcoming requirement

Sylvia Bentley, Acquisition Workforce Manager, DACM Office

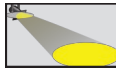
Historically, once members of the acquisition workforce receive certification in a career field, the status of that certification lives on throughout their acquisition career. However, just as we want proof that certain professionals in private industry, which we rely on for critical services, remain current in their professions, the same will become true of our defense acquisition workforce (DAW) through a new initiative, **DAW Currency and Recertification**.

Supporting one of the key components of **Better Buying Power 2.0**, "Improve the Professionalism of the total acquisition workforce" and requirements of Section 1723 of 10, United States Code, Currency and Recer-

tification will ensure our acquisition workforce members remain current in the knowledge and skills required of their position. An added bonus is that this new initiative is being developed to leverage an existing function already supporting the DAW today – an enhanced version of the Continuous Learning (CL) program. Additionally, the concept of requiring continuous learning for members of a profession or professional organization is supported by Industry Best Practices.

The basic tenants of Currency and Recertification will include:

- Once members earn certification, they maintain an "active certification"
- "Active certification" maintained by successfully completing enhanced CL requirements
- "Recertification" status being granted after a certain period of time



WARFARE CENTER SPOTLIGHT

supporting the warfighter

Jeffery Davis, NAWCWD

Innovative accomplishment is the product of effective teamwork. The combined efforts being put forth by the Naval Air Systems Command (NAVAIR) Energetics Research Division (474000D) and the Explosive Ordnance Disposal (EOD) Training and Evaluation Unit One are certainly no exception.

Building EOD Skills

Personnel within the NAVAIR Energetics Research Division, in collaboration with the EOD team of experts, are working tirelessly to further advance the Warfighter in their global mission. The primary objective for personnel within this joint program is to examine homemade explosives (HMEs) found in theater, to examine different methods of constructing HMEs both now and in the future, and to provide hands-on exposure to items and manufacturing setups the EOD team might encounter in the field.

Expert researchers are working with the EOD team to provide unique opportunities for newer EOD members to gain invaluable knowledge and experience with HMEs before they participate in

field work overseas. In 2013, the team effort has allowed over 60 EOD personnel to spend time enhancing their expertise in dealing with HMEs. Even greater numbers of EOD personnel are expected to participate in future exercises.

Specialized HME Laboratory

To maximize the benefits associated with the joint work being conducted by energetics research and EOD personnel, exceptional facilities are a necessity. NAVAIR has a dedicated laboratory set up for HME research, with efforts focused primarily on maximizing flexibility and safety. Researchers work side by side with EOD staff in the laboratory discussing and demonstrating the different aspects of HME manufacturing, as well as identifying unique chemicals or equipment that indicate HME manufacturing. It has also spanned researcher efforts in HMEs such as looking at how terrorists might use simple inkjet printing techniques to make explosive devices.

While the hard work put forth by this team of Energetics researchers and EOD personnel is surely challenging, it is not without reward. Exposure to HMEs in the laboratory has saved lives in the field.

Energetics research —



Arena Warhead Test

The incredible work associated with this joint venture has provided immediate return for the researchers who often work diligently on projects that often takes years, even decades, to have an impact on the Fleet.

Improving the Warfighter's Capabilities

NAVAIR was able to provide this phenomenal level of support because of years of hard work exploring new energetics and thinking outside the box. The incredible teamwork demonstrated in HME research has significantly improved the Warfighter's response to enemy tactics. The cooperative endeavor demonstrated by energetics research and EOD personnel is just one example of many throughout the Department of Defense (DoD) illustrating the profound impact our efforts at home have on the Warfighter abroad.

OSD (AT&L) focused on professionalization of AWF

*René Thomas-Rizzo, Director, Acquisition Career Management
Jill DeMella, Strategic Insight, DACM*

A priority objective for the Department of Defense (DoD) is to shape a high quality, high-performing, and agile Defense Acquisition Workforce to deliver technologically superior War-fighting systems to our men and women in uniform in support of America's national security. Over the past year, the Under Secretary of Defense for Acquisition, Technology and Logistics (USD (AT&L)) Frank Kendall has focused on this challenge and has implemented several initiatives to improve and professionalize our workforce. In some cases, we have already started implementing initiatives; however, with others, challenges and impact studies require a more measured approach. In this article, I will discuss the successes and challenges of **three initiatives** that are targeted to improve the qualifications and prestige of the Acquisition Workforce by establishing: 1) higher standards for Key Leadership Positions (KLPs); 2) more relevant and professional qualification requirements for all acquisition specialties; and 3) increased recognition of excellence in acquisition.



Better Buying Power Series

Initiative 1

Higher standards for key leadership positions (KLPs)

KLP standards are based on experience, education, and training. Current qualification standards place significant emphasis on certifications and less on relevant experience necessary to be truly proficient and an expert in a specific career field. In an effort to recognize experience as the most important attribute in acquisition career fields and establish higher standards for leadership, USD (AT&L) is standing up KLP qualification boards with the main purpose of pre-qualifying senior acquisition professionals to fill KLP positions. Pre-qualification would greatly assist leadership with talent management and succession planning, and provide a pool of qualified candidates for KLPs. Pre-qualification would be considered an "Elite" status. As currently envisioned, all who apply for pre-qualification may not be selected. The board would be mandatory for all KLP positions with the exception of senior executive service (SES), general officer and flag officer KLPs. However, it's important to note that it would only "qualify" the KLP candidate, rather than "select" an individual for a specific position and would not be a "limiter" to promotion or command selection boards. Those identified as "qualified" would retain that designation for five years; those currently serving in KLPs would be grandfathered. The KLP pre-selection board will be chaired and governed by AT&L functional leaders and comprised of acquisition functional leads from the services, appropriate DoD agencies, and subject matter expert (SME) incumbent KLPs. The boards would convene annually as a minimum with the Acquisition Senior Steering Board providing oversight. There would be conditions or precepts required prior to each board, for example: announcement of the board at least 90 days in advance of the convening date, standardized submission process, and endorsement of candidates by a flag or general officer. A significant consideration prior to implementing KLP boards is determining the size of the KLP qualified pool; the pool cannot be too large in order to remain elite. There are still many details that must be studied in order for this to be successful, such as resources available to the boards, how to manage and track the pool of candidates, and others. Having a structured KLP qualifying process in place is vital to establishing high standards for our most demanding acquisition positions. The KLP incumbents today will become the acquisition community leadership of tomorrow.

Initiative 2

Establish stronger professional qualification requirements for all acquisition specialties

The intent behind this initiative is to ensure that everyone who touches acquisition in a meaningful way is qualified and proficient in the skill sets required to achieve successful acquisition results. As of July 1, 2013, the USD(AT&L) functional leads, the Office of Human Capital Initiatives, and the components will have defined and finalized the skill sets required for each functional area; such as program management, systems engineering; logistics; contracting; etc. Upon identification of the required skill sets, the Defense Acquisition University (DAU) will convert the competencies into on-the-job tools and processes to develop qualification standards usable by all members of the acquisition workforce.

The final phase of this initiative will be the components' requirement to develop and execute a plan to implement the qualification tracking and planning tools. This will then be documented to a qualification data repository which will capture that individual's credentials, providing the services and agencies a structure and framework for achieving, demonstrating, and documenting employees' proficiency by skill set. Furthermore, all captured data will be accessible to the individual, as well as the employee's organization to enable analysis by both sides, thereby assisting in career planning while allowing flexibility among USD (AT&L) accredited programs to govern qualification requirements.

Initiative 3

Increased recognition of excellence in acquisition management

It has long been known that recognition of superior performance is a basic tenet and fundamental principle of good leadership. The acquisition community does not currently have in place a comprehensive awards program to recognize superior performance; therefore the assigned study group recommended that one be stood up. The study group found that there are **three components** to proper recognition of the acquisition workforce; 1) **incentives**; 2) **a communication plan**; and 3) **a Defense Acquisition Professional Distinction program**. In these fiscally challenging times with limited hiring and reduced bonuses, it becomes more important than ever for organizations to find opportunities to recognize their employees.

As part of the **incentives component**, a comprehensive review was conducted of the current acquisition awards program in the services and defense agencies with the intent of putting in place a more cohesive process across the department as well as more substantial incentives. The team reviewing the awards program provided sound recommendations for adding awards in a tiered approach from the component level to the USD(AT&L) level. They determined that a comprehensive awards program must align with all the services and defense agencies with the "Best of the Best" competing for the highest awards at the USD (AT&L) level. The

See **BBP** page 8

BBP from page 7

awards team also recommended adding a “Publisher’s Clearing House”-like award comprised of an on-the-spot recognition by the USD (AT&L) occurring during his site-visits with the person(s) being nominated by their service/defense agency senior acquisition executive (SAE). This is an informal opportunity for a command to recognize superior performance in their work place and in front of their co-workers by the most SAE. *(Editor’s note: this program’s implementation was started Aug. 7 at Naval Sea Systems Command. See page 9)*

The **second component** of recognition establishes a communications strategy that targets the acquisition workforce and is intended to highlight its successes, outstanding performers, and background stories that focus on community developments and trends. The USD(AT&L) has also established a defense acquisition workforce “Wall of Excellence”. The “Wall of Excellence” illustrates significant achievements and contributions of the defense acquisition workforce and communicates the history of acquisition excellence. The wall was a cost-effective means of communicating acquisition excellence both internally and externally. Other areas of announcing good news are USD (AT&L)’s website and service/defense agency acquisition newsletters. All of these vehicles must be coordinated and distributed

Summation

Each of the three initiatives targets the professionalism and qualification of the acquisition workforce. It is no longer enough to simply check a box to indicate an individual has met certification requirements. A true understanding of the skills necessary to execute one’s position effectively based on knowledge, experience and education is critical. Seventeen percent of the workforce is eligible for full retirement today; 19 percent is eligible within the next five years.

Combine the retirement statistics with the hiring restrictions and one quickly learns that the defense department acquisition workforce must learn to do their jobs more efficiently. It is incumbent upon every member of the acquisition workforce to be subject matter experts within their field and strive for acquisition excellence. Leadership is determined to drive acquisition excellence through the three initiatives.

properly to achieve the desired effects. The bottom line in all of this is that we must have a comprehensive and coordinated program to get the word out when an acquisition professional or an organization does something good. Simply stated; we need to communicate the qualities, capabilities and achievements of the defense acquisition workforce better than we do now.

The **third component** of recognition is currently under review and is focused on creating a sense of pride and ownership within the defense acquisition workforce. It has been proven time and again that individuals identify with a strong brand. Branding will create a source of belonging among the defense acquisition workforce. Some ideas under consideration are; establishing a professional association; designing and establishing qualification standards for earning an acquisition professional device to be worn on the lapel; establishing coaching and mentoring opportunities within the acquisition workforce; and enhancing acquisition corps (AC) qualification standards. Brands convey quality, qualification, excellence, and experience while imbuing employees with purpose and motivation as well as pride in membership to an elite organization. Creating a strong community with esprit de corps establishes a sense of ownership and professionalism.

Improving the professionalism of the total acquisition workforce in **Better Buying Power 2.0** is a strong commitment by leadership to raise the standard. The focus is on increasing each employee’s experience, skills, education, and execution through a coordinated approach in acquisition workforce quality and professionalism. It is absolutely essential that the acquisition leaders of tomorrow receive the proper training in their early careers so that they are properly prepared to lead the acquisition workforce of the future. The belief is that a comprehensive recognition program, higher standards for key leadership positions, and pride and prestige associated with the acquisition community are essential to shaping a cost-conscious, professional, motivated, and highly effective workforce that delivers a technologically superior warfighting capability that enhances our national defense.

Better Buying Power UPDATES



Pentagon Releases Acquisition Report The [report](#) on the performance of the defense acquisition system is an effort to assess how DoD delivers products to warfighters, how performance is changing, and to better understand how to improve the performance of the defense acquisition system. It also provides a broad perspective, which should inform and enable stable improvement in over-all acquisition performance. **Read the related article >>** <http://www.defense.gov/news/newsarticle.aspx?id=120421>

People at Center of Defense Acquisition Process In line with a new key focus area, improving the professionalism of the total acquisition workforce, USD(AT&L) Frank Kendall explains how BBP 2.0 guidelines came to fruition through discussions with the defense acquisition workforce. **Read the full article >>** <http://www.defense.gov/news/newsarticle.aspx?id=120139>

Assistant Secretary of Defense for Acquisition Katrina McFarland said the Defense Acquisition Workforce is the core of DoD’s BBP 2.0 acquisition program. She stated, “Our people want, and the department needs, a professionalized work-force with the tools and training needed to be successful.” **Read the full article >>** <http://www.defense.gov/News/NewsArticle.aspx?ID=120204>

FY14 DON DAWIA Goals signed, improvements throughout DON

Since the Department of the Navy established its DAWIA Goals in FY11, there has been improvements across the board.

- **Certification** has increased by 2 percentage points (88% - 90%).
- **Critical Acquisition Positions (CAPs)** filled by Acquisition Corps members has increased by 12 percentage points (77% - 89%).
- **PMT 401/402 Compliance** has increased by 27 percentage points (72% - 99%).
- The **KLP** goal, which was incorporated into the DAWIA Goals last year, has increased 5 percentage points (90% - 95%).

Read the memorandum on the Acquisition Workforce website at: <http://acquisition.navy.mil/acquisitionworkforce>

FY14 DON DAWIA GOALS

- **Goal 1 - Certification Levels:** 95% of AWF members be certified to the level required by their position within allowable timeframes.
- **Goal 2 - Continuous Learning (CL):** 87% of AWF members have current CL certificates.
- **Goal 3 - Acquisition Corps Membership for CAPs:** 95% of CAPs be filled by Acquisition corps members at the time of assignment to the CAP.
- **Goal 4 - PMT 401/402 Compliance:** 100% of ACAT I and II PMs and DPMs complete PMT 401 and PMT 402 within six months of their PM/DPM assignment.
- **Goal 5 - Key Leadership Positions (KLPs):** 100% of individuals assigned to KLPs by full qualified.

USD (AT&L) initiates “Spotlight” award during DON visits

Under Secretary of Defense for Acquisition, Technology and Logistics Frank Kendall launched a new **Better Buying Power (BBP) 2.0** initiative — “Spotlight” Recognition Awards — during visits to two Department of the Navy (DON) System Commands this summer.

The first awards (*shown below*) were handed out by Kendall during a visit to the Naval Sea Systems Command, Aug. 7, and followed-up a month later with presentations during a visit to the Naval Air Systems Command, Sept. 3.

These presentations are part of the BBP 2.0 initiative to “Increase the recognition of excellence in acquisition management.”



Mr. Frank Kendall (*left*), Under Secretary of Defense for Acquisition, Technology and Logistics (AT&L) awards the first “Spotlight” Recognition Award to Kevin Klucher for SEA 05U/05 SSGN Anti-Fouling Paint Team while visiting the Washington Navy Yard Aug. 7. Photo by Laura Lakeway, NAVSEA Public Affairs.

NAVSEA visit Aug. 7, 2013



Mr. Frank Kendall (*center-right*), Under Secretary of Defense for Acquisition, Technology and Logistics (AT&L) gives a “Spotlight” Award to DDG51 and DDG 1000 Acquisition Teams while visiting the Washington Navy Yard Aug. 7. Photo by Laura Lakeway, NAVSEA Public Affairs.



Frank Kendall (*left*), USD (AT&L), presents Eric Brown, communications, navigation and identification integrated product team lead, with a spotlight award in recognition of his role as the Propulsion and Power Department corporate experience lead for the NGJ source selection team. Photo by Kelly Schindler.

NAVAIR visit Sep. 3, 2013



Frank Kendall (*left*), USD (AT&L), presented Trudy G. Carroll, Naval Air Warfare Center Aircraft Division lead operations officer (OPSO) for the E-2/C-2 Program Office (PMA-231), with a spotlight award in recognition of her role as the past performance team lead for the Next Generation Jammer (NGJ) source selection. Photo by Kelly Schindler.

Frank Kendall (*left*), USD (AT&L), presents a spotlight award to Terry Duggan, during Kendall’s visit to the Naval Air Station Patuxent River, Md., Sept. 3. Duggan served as the in-service deputy program manager for the V-22 Tiltrotor Aircraft Program and guided the Marine Helicopter Squadron (HMX) 1 transition to V-22s from July 2011 to July 2013. Photo by Kelly Schindler.



Frank Kendall (*left*), USD (AT&L), presents Eric N. Pratson, integrated product team lead for the Cargo Resupply Unmanned Aerial System (CRUAS) team, with a spotlight award during Kendall’s visit to Naval Air Station Patuxent River, Md., Sept. 3. Photo by Kelly Schindler.



X-47B makes historic landing



An X-47B Unmanned Combat Air System (UCAS) demonstrator prepares to make an arrested landing on the flight deck of the aircraft carrier USS George H.W. Bush (CVN 77), July 10. George H.W. Bush is scheduled to be the first aircraft carrier to recover an unmanned aircraft at sea. Photo by Mass Communication Specialist Seaman Lorelei R. Vander Griend

PEO(U&W) Public Affairs

The X-47B Unmanned Combat Air System (UCAS) demonstrator landed aboard USS George H.W. Bush (CVN 77) July 10, moving the Navy one step closer to integrating unmanned aircraft into carrier-based operations.

This was the first time an unmanned aircraft made an arrested landing aboard a modern aircraft carrier and was the final of three at-sea test periods for X-47B, culminating a decade of Navy unmanned integration efforts that proved the Navy's readiness to move forward with unmanned carrier aviation.

"This demonstration has enabled us to merge industry and government technologies together, which will enable the U.S. Navy to pursue future unmanned aviation carrier capabilities," said Rear Adm. Mat Winter, who oversees the Program Executive Office for Unmanned Aviation and Strike Weapons and witnessed the historic landing. "The government engineering and testing team, in partnership with our Northrop Grumman team members, have matured the technologies in this X-47B system to position us for this event, which marked a milestone in naval aviation."

"We have been using the same [carrier] landing technology for more than 50 years now and the idea that we can take a large UAV and operate in that environment is fascinating," said Capt. Jaime Engdahl, Navy UCAS program manager. "When I think about all of the hours and all of the work-ups the team put into executing this event, I had no doubt the air vehicle

was going to do exactly what it was supposed to do."

No doubt it was exciting to see history in the making. But what happens behind the scenes? Peering into the acquisition side of this milestone event, this team put forth quite an effort to make things happen. They used standard processes at the start of the program, but soon recognized they needed an innovative business model to be successful in a fast-paced technology demonstration acquisition environment.

"The team embraced several of the **Better Buying Power** initiatives to posture the program for success and future programs for effective competition and affordability," Engdahl said. "The result was an almost fanatical emphasis on weekly earned value metrics, effective "should cost" management and integrated government scheduling."

The team demonstrated ground-breaking technologies such as precision relative Global Positioning System algorithms, digital air traffic control environments and autonomous vehicle flight controls to reduce programmatic risk

and improve competition for future unmanned and manned carrier aviation programs.

The X-47B has logged some significant time aboard aircraft carriers. The Navy UCAS program successfully completed CVN deck operations aboard USS Harry S. Truman in December 2012 and while aboard CVN-77 in May, the X-47B completed its first-ever catapult launch and precision touch-and-go landings. The program is currently planning for continued carrier integration demonstrations and has also begun surrogate Learjet testing of the autonomous aerial refueling (AAR) capability, which promises to significantly increase the endurance and range of carrier-based unmanned aircraft.

"We have learned a lot from our flight deck operations, our shore-based flight test and extensive modeling and simulation," Engdahl added. "Our team has executed all major program objectives and developed the concept of operations and demonstrated technologies for a future unmanned carrier-based aircraft capability. We have proven we can seamlessly integrate unmanned systems into the carrier environment."



ATLANTIC OCEAN (July 10, 2013) — An X-47B Unmanned Combat Air System (UCAS) demonstrator completes an arrested landing on the flight deck of the aircraft carrier USS George H.W. Bush (CVN 77), July 10. The landing marks the first time any unmanned aircraft has completed an arrested landing at sea. George H.W. Bush is conducting training operations in the Atlantic Ocean. Photo by Mass Communication Specialist Seaman Brian Stephens

Videos of X-47B Landing

<http://youtu.be/RzKDCO9KuaI>

<http://youtu.be/cPaH8CCtRVU>

<http://youtu.be/Rc2k6G8LuqY>

<http://youtu.be/3i5iYKSuzfc>



OLAD exoskeleton demonstrated to NSWCCD, NAVSEA

Nicholas Malay, NSWCCD Public Affairs

WEST BETHESDA, Md. — Naval Surface Warfare Center, Carderock Division (NSWCCD) sponsored an Orthotic Load Assistance Device (OLAD) exoskeleton demonstration in partnership with British Aerospace Electronic (BAE) Systems, May 8.

The Navy is interested in the OLAD for industrial tool holding applications and lift assistance for materiel movement. For industrial tool holding, the OLAD would significantly reduce the strain on a soldier's body when holding a tool, especially in awkward positions found within shipyard processes. This technology has the potential to reduce injuries, which reduces costs, and also improves the quality of work and mission of Navy personnel and soldier's.

The (OLAD) exoskeleton demonstration was video-teleconferenced at the following locations: Naval Sea Systems Command, Washington Navy Yard, D.C. and NSWCCD's Combatant Craft Division, Norfolk, Va.

"The OLAD is an exoskeleton built into the soldier's backpack designed to reduce soldier load. The experience of carrying 106 pounds is reduced to 40 pounds with this cutting-edge exoskeleton technology which is applicable to squad level implementations for soldier load," said Garry Shields, NSWCCD Innovation



NSWCCD sponsored a demonstration of the Orthotic Load Assistance Device (OLAD) exoskeleton from British Aerospace Electronic (BAE) Systems at Naval Surface Warfare Center, Carderock Division (NSWCCD), May 8. OLAD exoskeletal demonstrator, Jerry; NSWCCD Innovation Leader, Garry Shields; and BAE Systems Chief Engineer, Advanced Programs Security & Survivability Adarsh Ayyar, Ph.D. discuss the cutting-edge benefits of the OLAD exoskeletal apparatus and future DoD implementation areas. Photos by Nicholas Malay.

Leader. The OLAD is also a modular system that is capable of taking advantage of the NSWC Carderock Division innovation of using stabilizing arms for industrial tools to support operations within shipyards and various maintenance activities that support the Department of Defense (DoD)."

The prototype OLAD has been evaluated by the U.S. Army for transferring most of the soldier's backpack's weight directly to the ground, in turn reducing fatigue, extending a soldier's range and reducing strain related injuries due to load requirements.

"It's exciting to have BAE's OLAD exoskeleton demonstrated at NSWCCD, and potentially have a second supplier of Industrial Human Augmentation Systems (iHAS)," said James Mattern, Human Augmentation Manager at Naval Surface Warfare Center, Carderock Division. "This technology will have an extensive impact across the entire DoD industrial base. Building upon this basic system, future human augmentation research and development will lead to exoskeletal systems with ample abilities and optimized for many spin-off applications."

Research and design related to OLAD parallels with NSWCCD's ship systems concepts, technologies, and processes Technical Capability (TC) which provides the development, ap-

plication, and advocacy of advanced concepts, technologies, and processes to support Total Ship Systems Engineering (TSSE). Under this TC, the following areas are included: information, software, and hardware integration and interoperability associated with ship design; information technology for ship life cycle support; shipbuilding process improvements, product data acquisition, development, management, distribution, and use; ship costing, manpower, warfare assessment, and early stage design tool development and application; and development and application of collaborative teaming tools and environments. To learn more about the 132 technical capabilities across the NAVSEA Warfare Centers, please visit: http://www.navsea.navy.mil/Organization/WFC_TECHNICAL_CAPABILITIES_%20Rev4%20FINAL_01June2011.pdf.

NSWC Carderock Division leads the Navy in hull, mechanical and electrical engineering expertise and delivers technical solutions in order to build and sustain a dominant, ready and affordable fleet. Headquartered in West Bethesda, Md., approximately 3,600 scientists, engineers, technicians and support personnel are located across the U.S., which includes the Ship Systems Engineering Station in Philadelphia.



DAU SIS, DTS for DAU to 'Go Live' in FY14



Chris McKelvey, Deputy Director NACC

The Defense Acquisition University (DAU) and the services continue to work towards the implementation of PORTICO, the new single-face to all of the Department of Defense (DoD) for DAU registration services, with much progress having been made over the past months.

Tracking towards a "Go Live" date in the third quarter of fiscal year 2014, recent major milestones achieved have been the delivery of "feature sets" to the SIS team for evaluation, comment and preparation for inclusion in the user acceptance testing (UAT). Currently, feature sets 1 and 2 have been delivered, comprising over 75% of PORTICO functionality, with the final feature set 3 due in late September.

The next major milestone will be the UAT, starting in December and lasting into early February 2014, with the anticipated "Authority to Operate" being granted in late February and user training starting in March. Coinciding with the annual development of the following

fiscal year's new registration window, normally published in mid-May of each year, these final steps in the PORTICO development will all lead to the "roll out" of the FY15 registration window, and the stand-up of PORTICO June 17, 2014.

The much-awaited implementation of DTS (Defense Travel Service) for DAU reached a major milestone this past May, when the DAU Contractor achieved successful connectivity tests with the Defense Travel Management Office (DTMO). "DTS for DAU" is planned to roll-out June 17, 2014 as well.

The coming months will see a rapid-fire exposure of how the new system is going to look as four years of development come down to the wire. PORTICO will be a change to the DAU registration process, and with change comes challenges. Our goal is to communicate as much as possible how the new processes will work to mitigate those challenges and ease into the new era of DAU operations.

SIS ...

How will I benefit?

Students will...

- Track progress toward certification and create new career scenarios
- Communicate with faculty and DACMs

Faculty will...

- View comprehensive student profiles
- Communicate with individual students, student groups, and career fields

DACMs will...

- Access information by person or career field
- Manage training spectrum from registration approval through successful certification

DAU Staff & Regions will...

- Develop training demand forecasts to manage resources more effectively
- Adjust schedules to meet workforce needs

DACM Chalice Recognition: Significant improvement in Continuous Learning

This quarter's "DACM Chalice" will be awarded to Naval Supply Systems Command (NAVSUP) for their significant increase towards achieving our DAWIA Goal of "Continuous Learning."

NAVSUP increased 5.5% to reach a total of 72.1% in its drive to meet the FY13 goal of 85%.

Bravo Zulu to NAVSUP for their outstanding efforts on improving our acquisition workforce!



DON reaches 100% of approved NADP hires amid ongoing hiring freeze

Dave Mailander, Recruiting Div. Director, NACC

Through the combined efforts of the Director, Acquisition Career Management (DACM), Naval Acquisition Career Center (NACC), our system command partners and Office of Civilian Human Resources (OCHR) Service Center Stennis, we successfully met the challenge and achieved the recruitment and hiring of 284 NADP entry level and associate personnel through Aug. 29, 2013. This represents 100% of the approved number of hires granted under the hiring freeze exemption by Assistant Secretary of the Navy, Manpower and Reserve Affairs (ASN (M&RA)) which began on May 10, 2013. These hires, combined with 66 hires executed in the first quarter of FY13 have fully satisfied the annual execution allowance goal of 350 Defense Acquisition Workforce Development Fund (DAWDF) NADP personnel. It is important to note that this accomplishment was realized within a recruiting year severely constrained by a hiring freeze that nullified over four months of the FY13 recruitment year and during the period of time civilian personnel furlough.

The hiring exemption allowed the NADP to concentrate hiring efforts in Wounded Warrior hiring

and four critical career fields: BUS-CE, BUS-FM, CON and SPRDE-SE. As a result the following key process metrics/achievements were realized by our team members and the overall program:

- 284 hires in 119 days
- 161 Offers completed in first 60 days
- 98 hires completed in first 30 days
- Hired 24 Wounded Warriors

These extraordinary results ultimately reflect in the total number of NADP entry level and associate personnel brought into the program over the course of a recruiting year. This is most evident amongst all of our system command partners who play a key

role in the human resource planning efforts that sustain our most valued resource: the future acquisition workforce. To that end, our supported system commands were able to achieve the following hiring results in FY13:

All of our team members, systems command partners and supporting OCHR staffs should feel a deep sense of pride and be equally proud of this accomplishment during a very challenging year. Now that we are closing the books on FY13, this accomplishment gives us optimism for the coming year and what we hope is another successfully year for NADP recruitment and hiring. Congratulations!!!!

Command	Pre-Hiring Freeze Hired	Critical Career Field Exempted Hired	Total Hired
NAVSEA	7	112	119
NAVAIR	31	97	128
NAVFAC	4	20	24
SPAWAR	8	15	23
NAVSUP	5	22	27
USMC	8	6	14
All Others	3	12	15
Total	66	284	350

“Why can’t I get into a DAU Course?” (DAU ‘Tricks for a Treat!’)

Tina Gutshall, NACC, DAU Team Lead

How often is THAT heard around the Coffee Pot? To help clear the air on the “scary” DAU process, here are some ‘Tricks’ to ensure that you get the ‘Treat!’

1. **INVOLVE** your local DAWIA / Workforce POC / Career manager in the process! They can’t help you if they don’t know you have a problem.
2. **VERIFY** your Student Profile in eDACM – make sure it is UP TO DATE, contains ACCURATE and CURRENT Student and Supervisor contact information.
3. **ENSURE** your eDACM Transcripts / Dashboard are 100% accurate. If there are errors, discuss with your DAWIA POC and eDACM Support to help you get them squared away.
4. **BE PROACTIVE** – REGISTER EARLY! Registration is on a priority basis and seats fill fast.
5. **BE AWARE** of course Pre-Requisites and plan a reasonable amount of time to complete them.
6. If you apply as a Priority 01 for a specific offering and it is full, the Registrar will look for the next available Cost Effective Location (CEL) offering and will book you there; you will receive an email confirmation.
7. If you must attend only a SPECIFIC offering as a Priority 01 applicant (and say so in your remarks), and that offering is full, you will be waitlisted for that offering and the Registrar will not consider other offerings; you will get an email notification confirming your waitlisted status.
8. If WAIT-LISTED for a course, **submit** an application for ANOTHER offering at a later date. Yes – to go along with #4 above, we REALLY ARE saying “Register Early, and Register Often!” There is no restriction on the number of waitlisted offerings you can apply for. CEL and other requirements apply. Once you receive a reservation in a waitlisted offering, all other applications / waits will be cancelled.

9. **VERIFY** your Course Status. ALWAYS be aware of your course enrollment status – know and track if you are waitlisted, registered, registration pending, etc. Check your Status; Questions? DAWIA POC!
10. If you apply and are NOT a Priority 01 Registration and are NOT informed of being waitlisted, your application MAY NOT BE LOOKED AT until the “65 day window.” 65 days prior to a class start date, the Registrars will review all pending applications for that offering and start, in priority order, filling any vacant seats for the class. YOU WILL NOT GET NOTIFICATION that your application is in this ‘bucket;’ it will show that your application status is “Registrar Pending” until a registration action is taken.
11. If your workforce / professional status CHANGES after you have applied for a course, you MUST **inform** your Registrar of this change as it MAY affect your Priority for any outstanding reservations / applications. I.e., if you were WAIT-LISTED / in the “pending” bucket as a Priority 02 or lower, but are promoted / change career fields after applying and would now be a higher priority, you must **advise** your Registrar as the eDACM system does NOT automatically upgrade your Priority.
12. **Consider** EQUIVALENCY or FULFILLMENT methods as alternative means for course credit. See your DAWIA POC for more information. INVOLVE your local DAWIA / Workforce POC / Career manager in the process! Yes, this one is SO important it is worth saying TWICE. They can’t help you if they don’t know you have a problem. Obtaining a DAU “Treat” is not all that hard, but takes some planning, reading, understanding of the process and timely action. Otherwise, there ARE some ‘tricks’ that will de-rail your progress and cause frustration. Read the DAU i-Catalog, know how eDACM works, understand what is required of you as you progress through your DAWIA career, and ask those professionals in your chain of command for assistance.



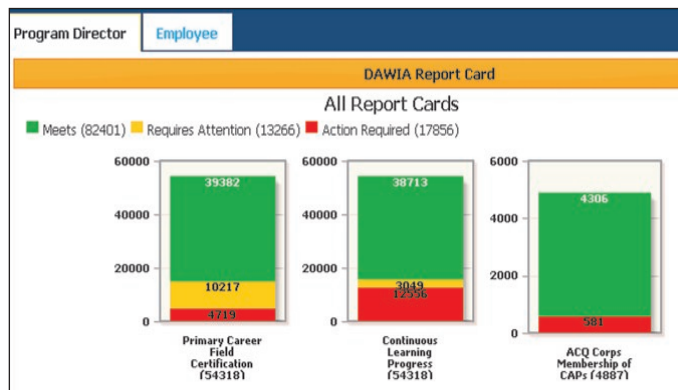
Acquisition Workforce: Education & Tuition Assistance, Training & Related Travel, Experience, Certification, Continuous Learning, Acquisition Corps, Reporting & Analytics

eDACM: DON's Tool for Acquisition Career Management

Michelle LeBlanc, Acquisition Workforce Systems Manager, DACM Office

The Department of Navy has experienced impressive achievement in DAWIA requirements over the last few years. The eDACM Team has been making system changes to support these strides. You may have noticed some of the recent changes as you were working on your acquisition qualifications:

- DAWIA Management dashboards (right) and reports to track workforce progress in key qualification areas
- PERS-447 assessment of military experience
- Email reminders of approaching due dates requests pending for primary career field certification
- Capture of additional military assignment statuses to ensure correct priority in DAU course registration



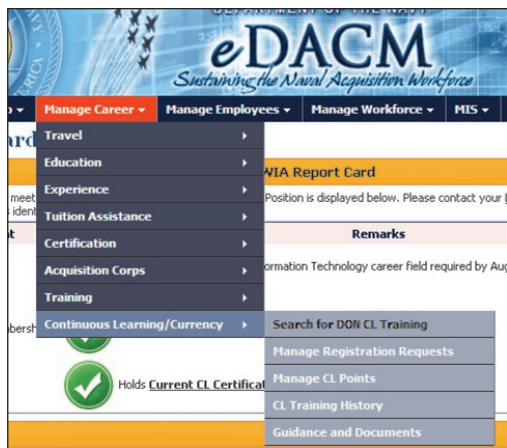
1. Command Report Card for DAWIA Program Directors

◆ Upcoming changes to eDACM ◆

The eDACM Team is excited to release an updated Continuous Learning module this Fall. All things continuous learning will be integrated with eDACM:

- Commands will manage their own continuous learning events, with the option to open enrollment to other commands. At event completion, graduations and CL points can be pushed to all students' transcripts at once.
- Employees will see new options for searching continuous learning events: by keywords, dates, proximity to home or duty address.
- AWF members can record CL activities beyond the 80 point requirement, so that all key learning activities of your career are captured in a single location.
- Supervisor rank will be used to determine routing of CL point requests. Employees with Flag/SES-level supervisors will be able to self-approve their CL points. All other CL point requests will be routed for supervisor approval.
- "Stop words" will be incorporated to prevent duplicative CL points and credit for non-acquisition activities.

Please check eDACM Announcements for updates on this release and where to find help materials.



2. Continuous Learning Menu for Employees

After continuous learning, the eDACM team will focus on improvements in Acquisition Experience. Based on your feedback, we'll be building on the concept of *all* key learning activities in a single location, and applying it in the area of acquisition career experience, particularly as it is recorded on your DAWIA transcript.

eDACM frequently asked questions

Q: I have submitted an AWTAP SF 182 and now I need to update my course fees or my course start and end dates. How do I do this?

- A:** Please use the following steps for editing an approved SF182:
- To correct your SF 182, you will simply have to edit your course with the correct dates or course cost. When you complete this action, your EDP will have to be re-approved. Once your EDP is approved your SF 182 will automatically be amended to represent the correct information
 - Log into eDACM go to Manage Career>> Tuition Assistance>> Manage EDP.
 - Under the Manage EDP section select Edit EDP information
 - There is an EDIT button to the left of the course click on that to update your course cost.

Q: I am MILITARY and submitting an Access Request in eDACM, and am not sure what to put for the "Civilian Series / Military Designator, MOS or NEC:" fields.

A: Please use the following for your form:

PAY PLAN: E or O (Enlisted or Officer).

GRADE: This is the pay grade of the individual, E6, O4, etc.

RANK: this will automatically populate based on Service and Grade.

MOS DESIGNATOR: four digit Military Occupation Specialty code; use 0000 if you do not know yours.

UIC: you can get this from your LES.

When an Access Request form goes through successfully you will receive an email saying it was submitted, as well as one saying you have been granted access. Access typically takes one business day to be granted. In most cases delays are being caused by entry of an incorrect play plan (like "AD").

Q: I have taken all the required acquisition level 1 DAU courses and I have the required acquisition experience, but my profile doesn't show that I have attained acquisition level 1 certification.

A: Completing the required courses does not automatically certify you. You still

See FAQ page 18

Certification training changes for FY14



DAU has announced changes to mandatory certification training requirements starting with the Fiscal Year 2014 Academic Year (Oct. 01, 2013). The Career Fields of Contracting (CON); Life Cycle Logistics (LOG); Production Quality and Manufacturing (PQM); ~~Systems Planning, Research, Development, and Engineering~~ ~~Systems Engineering (SPRDE-SE)~~ †Engineering; and Test and Evaluation (T&E) are affected as follows:

Career Field	Level	Added	Deleted
CON	1	CLC025 - (Small Business) CLC057 - (Performance Based Payments)	
	2		CLC057 - (Performance Based Payments)
	3	ACQ315 - (Understanding Industry) added to "Choose One of Seven"	
LOG	2	CLC011 – Contracting for the Rest of Us <i>The following two options added (pick between one of the two options)</i> OPTION 1: Choose ONE of the following: EVM101 – (Fundamentals of EVM) LOG204 – (Configuration Management) RQM110 – (Core Concepts for Requirements Management) OPTION 2: Combination of the following: CON121 – (Contract Pricing) CON124 – (Contract Execution) CON127 – (Contract Management)	
	3	ACQ315 - (Understanding Industry) "Choose One of Four" LOG211 - (Supportability Analysis) "Choose One of Four"	RQM110 - (Core Concepts for Requirements) LOG204 - (Configuration Management)
PQM	1	CLE003 - (Technical Reviews)	CLC024 - (Basic Math Tutorial)
	2		CLE003 - (Technical Reviews)
† SPRDE-SE ENGINEERING	1	CLE001 - (Value Engineering) CLE004 - (Introduction to Lean Enterprise Concepts)	
	2	LOG103 - (Reliability, Availability and Maintainability)	
	3	CLE012 - (DoD Open Systems Architecture) CLE068 - (Intellectual Property and Data Rights)	
T&E	2	TST204 - (Intermediate Test and Evaluation)	TST203 - (Intermediate Test and Evaluation)

** For questions, please contact your [DAWIA POC](#), or the eDACM Support Team at edacm_support@navy.mil or (717) 605-2357.

† As of Sep. 16, 2013, ~~SPRDE-SE~~ is renamed to **Engineering** per USD(AT&L) memo. See memo at <https://dap.dau.mil/workforce/Pages/Default.aspx>



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Building a culture of cost consciousness

CAPT Cate Mueller, ASN(RD&A) PAO

With a constant drumbeat about the constrained budget environment's effects on defense procurement, the acquisition workforce (AWF) is focusing on how to achieve greater efficiency and productivity in defense spending.

In the recent implementation guidance for **Better Buying Power 2.0**, Under Secretary of Defense for Acquisition, Technology and Logistics (USD[AT&L]) Frank Kendall described 34 initiatives and seven focus topic areas as a "Guide to Help You Think." **Better Buying Power (BBP)** is part of a continuous learning and improvement management approach practiced in a culture that requires a commitment to reduce costs and increase productivity with dedicated support to the warfighter, and a strong stewardship of the taxpayers' dollars. BBP 2.0 "... continues to increase the cost consciousness of the acquisition workforce — change the culture." Those last three words — "change the culture" — have been the mantra for a team of AT&L and Service professionals who have been looking at what counterproductive behaviors exist across the workforce, what actions might be required to change those behaviors, and how to instill the new behaviors into a more cost-conscious culture.

Instilling cost consciousness began as a formal project after Kendall hosted an offsite meeting for AT&L leadership and Service acquisition executives in February 2012. Discussions centered on recognized behaviors that act against getting the best value in a contract. The prime example was the obligation and expenditure of funds. Although a program manager is assessed based on meeting the established obligation and expenditure rates, doing so does not always drive the best deal and the lowest cost. The leadership at the off-site agreed that the right metric was not whether all the dollars were obligated, but whether the department was getting the right value for what was obligated.

Kendall established the Cost Consciousness team to investigate counterproductive behaviors and assess whether there were policies or processes that led to the behaviors and what needed to change to allow for reasonable cost-conscious behaviors to benefit the warfighter and taxpayer. Sue Dryden, then deputy assistant secretary of defense for materiel readiness, led the team as it set out to understand the elements of cost consciousness.

"The team started with brainstorming as well as interviews with experienced acquisition workforce members about what things occur in a program that go against getting the best deal for the taxpayer. We looked at a wide range of

bad behaviors, with the first major behavior being end-of-year obligations and expectations — the right metric is not whether all the dollars were obligated, but whether the department got the right value. The team focused on three other behaviors: contract negotiations and pricing; understanding the cost elements and the drivers of cost; and requirements — making sure we get the right level, understanding how certain requirements drive costs and also stability of requirements because changing requirements also drive costs in the acquisition process," said Dryden.

The team developed a clear statement of intent to keep its actions in alignment with the other acquisition improvement projects resulting from the February 2012 offsite as well as the update to BBP, which was worked concurrently on the AT&L staff. Ultimately, the cost-consciousness project was pulled under the BBP 2.0 effort with an emphasis on the cultural change aspect for the AWF:

It is critical that we target affordability, control cost growth, and incentivize productivity and innovation while ensuring the best support to the warfighter. Our efforts must span across all acquisition and sustainment activities. In order to be successful, we need to instill a culture of cost consciousness through sound business acumen, establishing clear expectations and recognizing, rewarding the right behavior.

Based on the intent and consideration of the four identified bad behaviors, the team identified possible levers to change behavior and eventually change the beliefs that underpin that behavior.

"With culture being the shared behaviors and belief of a particular group—in this case, the acquisition workforce—the aim is to use the levers to instill cost consciousness as a cultural strength. The first lever is statute, policy and process; the next lever is accountability or holding people accountable to ensure their actions were consistent in a cost-conscious manner. Then the third is strategic communication... that is the lever to get the word out to let people know that it is OK if you do not meet end-of-year obligations. You need to understand where your program is in the middle of the year and be willing to give money back. Communication is a way to share success stories and lessons learned," said Dryden.

The identified levers provided a natural organization for the sub-teams created to develop additional information and necessary follow-on actions. The Statute, Policy and Process sub-team, led by Scott Reynolds, deputy assistant secretary of the Air Force for logistics, initially



Better Buying Power Series

undertook a substantial review of what barriers might exist that would force the undesired behaviors. Although expecting to find actions covered expressly in statute or policy, the team discovered that was not the case. Instead, processes that had developed over time as well as workforce and operator beliefs about how their future budget would be affected seemed a more direct cause of counterproductive behaviors.

This sub-team turned its attention to identifying areas where policies and processes could encourage a more cost-conscious culture across the department. Recognizing an opportunity to improve cost visibility and drive out cost within contract vehicles such as Contractor Logistics Support (CLS) and Performance Based Logistics (PBL), the team concluded the heavy emphasis CLS and PBL vehicles place on performance measures needs to be balanced with measures that drive cost-conscious behavior in the private sector. Through the spring of 2013, the team reviewed how to institute annual cost reduction curve clauses and require contractor billing to use the DoD Cost Assessment and Program Evaluation (CAPE) Cost Element Structure to capture how dollars are executed. Also, the CLS Best Business Practices Guide now is with DAU as a planning and educational tool for use by service acquisition community members and for incorporation into appropriate course material there. Additional cost visibility measures reviewed include ensuring cost data is used in analysis to manage Firm Fixed Price (FFP) contracts.

Another focus area is increasing the Services' expertise in should-cost management, Request for Proposal (RFP) development, and contract negotiation. One way to expand the expertise base would be to develop additional organizations similar to the Price Fighter Services currently provided for through the Navy Supply Systems Command (http://www.navsup.navy.mil/navsup/capabilities/price_fighters_services). Formed in 1983, Price Fighters performs "Should-Cost" analyses on spare parts and weapons systems, providing Navy, DoD, and civilian federal agency buyers, contracting officers, and program managers data that are both quick and accurate. These data enable acquisition officials to make crucial procurement decisions, resulting in better, more effective program management. Price Fighter Services have evolved over the years, and now include developing and analyzing Cost Estim-

ing Relationships (CERs), Parametric Cost Estimation, Business Case Analysis (BCA), Source Selection Support, Proposal Evaluation, and Negotiation Support, among other things.

However, according to Dryden, the same budget constraints making cost consciousness such an imperative for defense procurement also may make it hard to form new organizations to provide this support. In addition to capitalizing on the available assistance from Price Fighters, programs can benefit from an effort by the Defense Contract Management Agency (DCMA) to rebuild its pricing capabilities. Integrated Cost Analysis Teams (ICAT) provide intensive business and technical pricing support at major contractor locations, and elsewhere they can provide surge support for major proposals as well as augment support for overhead should-cost reviews. DCMA is working on expanded training for a more capable pricing workforce across the board. More information about accessing these capabilities is available at http://www.dcma.mil/DCMAHQ/files/Pricing_Brochure.pdf.

The Statute, Policy & Process sub-team acted to infuse cost-consciousness training into existing curriculum. Modules have been incorporated into specific DAU courses as well as the BBP Web Portal (<http://bbp.dau.mil/>). The next step is coordinating with Service schools to include cost-consciousness content that will introduce those who

will work with the AWF in the requirements definition stage to the elements that make up a cost-conscious culture.

The second lever, represented by the Accountability sub-team and led by Ross Guckert, assistant deputy for acquisition and systems management, reviewed awards, senior leader performance objectives, and cost conscious metrics, including obligation rates, should cost/will cost and Configuration Steering Board (CSB) data. They first reviewed the Service and OSD award structure to see whether new awards could encourage cost-conscious behavior. The team found at least 21 existing awards already included significant acknowledgement of behaviors that support a cost-conscious culture, and concluded that new awards would be duplicative. Nevertheless, the team acknowledged the importance of rewarding cost-conscious behavior.

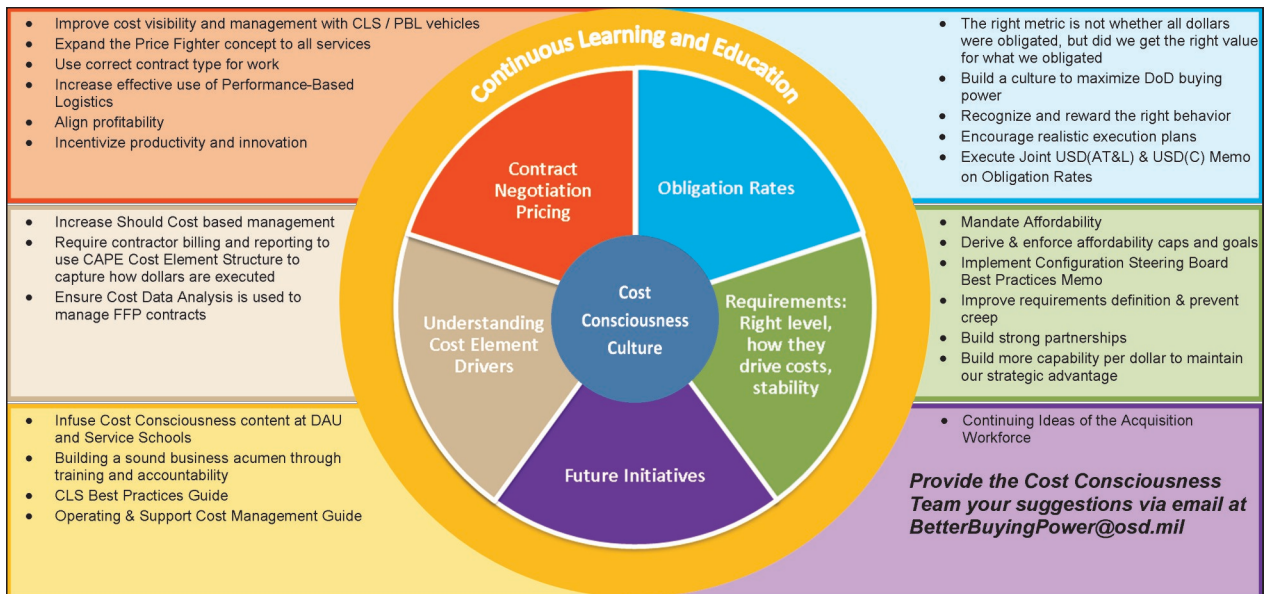
The bulk of the efforts on the accountability side were in defining the metrics that assess whether the actions taken in the name of cost consciousness are working toward the overall aim of achieving greater efficiency and produc-

tivity in defense spending. The data examined were based on the observed counterproductive behaviors. In relation to end-of-year obligations, the team looked at obligation rates—both 5-year averages and snapshots from the last few years in which the department operated under a continuing resolution for a significant period. This effort was transferred to the OSD Comptroller and AT&L Acquisition Resources & Analysis (ARA) for further study. For the requirements picture, the data gathered from the CSBs were analyzed and passed to OSD for summary in an OSD Memo on CSB Best Practices. Relating to contract negotiations and cost visibility, the team supported an ARA initiative to review the should-cost data from the Services annual reports to OSD.

After more than a year of working to improve cost consciousness in DoD, the Accountability Team concluded its efforts and turned their projects over to various OSD offices for further analysis and action.

Cost Consciousness team to Paul Peters, principal deputy assistant secretary of Defense for logistics and materiel readiness.

“As with any long-term project, you can expect a number of people to have a hand in its development and execution. We’re certainly used to that in the department, and instilling a culture of cost consciousness will necessarily be long term because of the nature of culture change,” said Peters of the team’s goal. “Our imperative stems from a passion to preserve warfighter readiness. The days of bounty are long over for Defense. It is urgent that we act now on a culture of cost consciousness to build more capability per dollar to maintain our strategic advantage. The implementing guidance we’ve been given is very simple—although hardly easy. Our collective commitment to controlling costs, increasing productivity, and providing greater value to the warfighter and the taxpayer animates everything about BBP 1.0 and 2.0. Our team is working on the specif-



The last lever, communication, is an integrator of the larger effort based on the idea that the first step in changing the culture is to build wider understanding of reasons to change. Communication also can alert the audience—the acquisition workforce—to counterproductive behaviors and reasonable ways to address these behaviors. Since cultural change involves changing beliefs, another goal of the communication effort is to point out current beliefs that have outlived their usefulness in the acquisition process. Spreading the word about efforts under way and asking for input, lessons learned, and creative solutions are critical to proving that if one follows the cost-conscious mantra, a successful program will result with benefits for the warfighter and the taxpayer.

Gaining recognition for program successes in cost consciousness also is a significant aspect of the communication lever. The team is pursuing examples from programs to publicize because education on what is working well will help in the desired culture change.

Retiring in May after more than 35 years in federal service, Dryden turned over lead of the

ic changes, sometimes just to a point of view, that can move us onward toward improving acquisition performance. Mr. Kendall says it well: “If we allow ourselves to think of spending the budget as our goal, or fixate on meeting obligation rates over value received, or worry more about protecting “our funding” as opposed to whether we can spend it efficiently or not, then we will not succeed.”

Peters emphasized the importance to the team of receiving feedback from across the AWF to find creative solutions for instilling a cost-conscious culture: “This team doesn’t have the monopoly on smart ideas, and although they’ve spoken with a lot of people with a wide range of experience, we can still benefit from those in the trenches of acquisition who know what will and won’t work and are uniquely positioned to understand the barriers that are keeping them from getting the best value possible for the dollars entrusted to us.”

To provide input, workforce members with suggestions, concerns or questions should contact the Cost Consciousness team through BetterBuyingPower@osd.mil.

FAQ from page 6

need to apply for your career field certification.

Login to the eDACM website by first navigating to the following URL: <https://www.atrrs.army.mil/channels/navyedacm/Public/DODConsentForm.htm>.

- 1) Click 'I Agree' on the DOD Privacy And Security Notice Screen.
- 2) Click 'Log In With CAC', select your non-email certificate, then click 'OK'.
- 3) Once your 'Dashboard' screen appears, locate the 'Manage Career' menu heading and hover over it to reveal the 'Manage Career' menu.
- 4) When the 'Manage Career' menu appears hover over the 'Certification' option to reveal the 'Certification' menu to the right.
- 5) On the 'Certification' menu click 'Manage Certification Requests'.
- 6) When the 'Manage Certification Requests' page displays locate 'Pending Certification Requests' and click 'Add Certification Request'.
- 7) Select the appropriate radio button for Primary or Subsidiary under 'Certification Type' in the 'Career Field Selection' box.
- 8) Select the appropriate 'Career Field' from the drop down menu.
- 9) Select the appropriate 'Certification Level Pursued' from the drop down menu.
- 10) Click 'Continue' to submit the request and it will be routed to your supervisor for review/approval.

Q: How do I cancel an on-line (aka Web Based or Distance Learning) course I am registered for?

A: Unfortunately, there is no way to cancel web based DAU training in eDACM. Instead, you must contact DAU directly at dauhelp@dau.mil or call 1-866-568-6924 (Toll Free), 703-805-3459 (Commercial), DSN 655-3459. Select option 1 for DAU Virtual Campus Courses. If you need further assistance please feel free to contact us.

Q: I have not received my DAU travel worksheet; when will I get it?

A: The travel worksheet does not become available until 45 days prior to the start of the course

Q: I submitted my request for certification a week ago, how long does this process take?

A: eDACM does not process/approve certification requests. This approval process is handled at the Command level. You should follow-up with your Supervisor and/or your DAWIA POC.

Q: I generated my AWTAP SF182; does my Supervisor have to sign off on it?

A: NO, You supply the SF 182 to the school just as you printed it from the system. AWTAP policy states: 5.3.4. SF-182s that are manually altered will not be honored.

Q: When I apply for AWTAP if I would end up leaving the government what is my pay back period?

A: Per the AWTAP SOP, Specifics Regarding Department of the Navy AWTAP participants:

Since the AWTAP program funds college courses to be taken outside of duty hours, the typical pay-back period will be 30 days of work in a DOD position commencing immediately after a funded course ends. As a program participant, you will typically "pay back" the previous semester while proceeding to the next

Q: I logged my CL points but they haven't calculated yet - why?

A: It could take up 24-36 hours for the points to calculate and process. The CL points will then be reflected on your eDACM transcript.

Q: Why isn't my course showing up on my eDACM Transcript?

(this is generally in reference to resident courses).

A: Resident courses could take up to three (3) weeks to be reflected on your eDACM Transcript. The professors are given three (3) weeks to process the grades and enter them into the system. They will then flow into eDACM and be reflected on your eDACM transcript.

Calendar & Events

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

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

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

Acquisition Events

TBD Acquisition Corps Membership Selection Board
 16 OCT PMT401 Navy Day
 21-25 OCT UNC - Understanding the Industry-Government Relationship course **POSTPONED**
 28 OCT SYSCOM AWF Summit **POSTPONED**
 6-7 NOV NAVAIR Slating Panel

Federal Holidays

14 OCT Columbus Day
 03 NOV **** Daylight Saving Time Ends (2:00 a.m.)**
 11 NOV Veterans Day
 28 NOV Thanksgiving Day
 25 DEC Christmas Day

**** non-holiday item**

Director, Acquisition Career Management

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USD(AT&L) “Spotlight” Recognition Award
(See page 9)