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DACM Corner

QUARTERLY NEWSLETTER FOR THE ACQUISITION WORKFORCE

Photo by Jon Callas

Note from the Assistant Secretary of the Navy for Research, Development & Acquisition



There is no other military on earth that can match the capability of our Navy/Marine Corps team today.

We are not merely the most capable, but the most capable anywhere in the world when it matters. That capability, though, comes with extraordinary technical challenges which require extraordinary skills and constant investment.

The President's budget for FY15 was sent to Congress March 4, and in this proposed budget, there was a \$15B reduction in the Department of the Navy's FY15 budget. In addition to these reductions there are also sequestration impacts for FY16 and across the Future Year Defense Plan (FYDP).

We've had to take a hard look at where that money is to come from. In doing so, we concentrated on three priorities: 1) Sustain the necessary forward presence through funding for operations and maintenance; 2) Preserve our warfighting capability amid the fiscal uncer-

ainty; and 3) Continue to make critical investments in people and future capabilities.

We're working to sustain our capability by buying seven new ships in FY15 – including two destroyers and two Virginia-class submarines, and we're looking to the future by making critical research and development investments in priorities like our Ohio-class replacement submarine, the Air and Missile Defense Radar, the Next Generation Jammer, and Unmanned Carrier-Launched Airborne Surveillance and Strike (UCLASS) systems as well as prioritizing our electromagnetic spectrum and cyber capabilities.

When it comes to our acquisition, we must continue to go after our costs. The past two years have made it clear that budgets will continue to get tighter, and failing to reduce our costs means less capability, less capacity, less presence, less readiness, less Navy/Marine Corps. This, in turn, means a less secure world for our Nation and our allies.

So let's keep a positive mindset and remain focused on five priorities: 1) getting the re-

quirements right; 2) making every dollar count; 3) performing to plan; 4) minding the health of the industrial base; and 5) strengthening the acquisition workforce. By staying focused on these priorities, we stay mindful of the fundamentals of acquisition which are necessary in driving down costs.

This past year has seen many successes throughout our acquisition programs. These successes have come about because of the commitment of each of you in our acquisition community.

Thank you.

Sean J. Stackley
Assistant Secretary of the Navy
(Research, Development & Acquisition)



What Does It Mean to Be "a Defense Acquisition Professional?"



One of the seven goals of Better Buying Power 2.0 is to improve the professionalism of the total acquisition workforce. I thought it might be useful to provide some specificity about what I have in mind when I talk about professionalism. The following is based on various experiences over my career, including some formal education on the nature of professionalism in the military, including at venues like West Point and the Army War College, in my on-the-job training in program management and systems engineering by various Air Force colonels in the Ballistic Missile Office, and by mentors in the Army's Ballistic Missile Defense Systems Command. I don't intend this to be an academic discussion, however, but a hands-on practical application of the term "professional" in the context of defense acquisition.

Defense acquisition professionals have a special body of knowledge and experience that is not easily acquired. Other professions such as attorneys, physicians, and military officers also have this characteristic. The situation for defense acquisition professionals is analogous. This characteristic applies equally to professionals in program management, engineering, contracting, test and evaluation,

and product support, to name our most obvious examples. One should no more expect a lay person to make good judgments about something in these acquisition fields—be it a program structure, a risk mitigation approach, or the incentive structure of a contract—than one would expect an amateur to tell a lawyer how to argue a case, or a brain surgeon how to do an operation, or a brigade commander how to organize an attack. No one should expect an amateur without acquisition experience to be able to exercise professional judgments in acquisition without the years of training and experience it takes to learn the field. Like these other highly skilled professions, our expertise sets us apart.

Defense acquisition professionals set the standards for members of the profession. One of the reasons we are establishing "qualification boards" for our various key senior leader fields is to infuse a greater element of this characteristic into our workforce. Our senior professionals should know better than anyone else what it takes to be successful as a key acquisition leader. A professional career-field board will make the determination, in a "peer review" context, whether an individual has the experience, education, training, and demonstrated talent to accept responsibility for the success of all, or a

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major aspect of, a multibillion dollar program. This is not a minor responsibility. These new boards are an experiment at this stage, but I am hopeful that they will take on a large share of the responsibility for enhancing and sustaining the expected level of preparation and performance of our key leaders. The boards will be joint, so that our professional standards are high and uniform across the defense Services and agencies. Setting standards for other members of the profession



also encompasses the development and mentoring responsibilities that leaders at all levels, including AEs, PEOs, and other acquisition leaders, take on to strengthen and maintain the profession. They know that their most important legacy is a stronger-and more professional-workforce than the one they inherited.

Defense acquisition professionals know how to deal with complexity. The problems we have to solve are not simple—we are developing and fielding some of the most complicated and technically advanced systems and technologies in military history. It is therefore an illusion to believe that defense acquisition success is just a matter of applying the right, easily learned "cookbook" or "checklist" approach to doing our jobs. There are no fixed rules that apply to all situations, and as professionals we know that a deeper level of comprehension is needed to understand how to make good decisions about such issues as technical risk mitigation, what incentives will best improve industry's performance, what it will take to ensure that a product is mature enough to enter production, or how much testing is needed to verify compliance with a requirement. It is not enough to know acquisition best practices; acquisition professionals must understand the "why" behind the best practices—that is, the underlying principles at play.

Many of our products consist of thousands of parts and millions of lines of code. They must satisfy hundreds of requirements, and it takes several years to bring them into production. Understanding and managing complexity is central to our work.

Defense acquisition professionals embrace a culture of continuous improvement. The concept of continuous improvement should apply to our own capabilities as individuals, to the teams we lead, to the processes we create and manage, and to the acquisition outcomes we seek. Better Buying Power is built on the idea of continuous improvement, of measuring performance, of setting targets for improving that performance, and striving to reach them ("should cost" for example). We are willing to examine our own results and think critically about where we can achieve more, and we have the courage and character to learn from our mistakes and to implement constantly ideas for better performance. As leaders we encourage these behaviors in the people who work for us and who collaborate with us.

Defense acquisition professionals practice and require ethical standards of behavior and conduct. Our ethical values guide how we interact with one another, with our supervisors, with industry, and with stakeholders including the public, media, and Congress. An Under Secretary

whom I worked for decades ago told me once that when you lose your credibility you have nothing left—and you won't get it back. We must speak truth to power about problems within our programs and about ill-advised guidance that will lead to poor results. Successful acquisition requires a culture of "telling bad news fast," and that values accountability without a "shoot the messenger" mentality. Finally, it is particularly important that we treat industry fairly and with complete transparency.

I hope that this doesn't all come across as either preachy or aspirational. I believe that these are realistic expectations for defense acquisition professionals. I believe that they go a long way to defining what being a professional really means. My West Point class (1971) motto is "Professionally Done." I have always thought that this is a pretty good motto, and a pretty good way to look back on a successful career or a completed project, including in defense acquisition.

Frank Kendall
Under Secretary of Defense
Acquisition, Technology &
Logistics



ASN(RDA) selects 2014/2015 SECDEF Corporate Fellows

CDR Carl Nolte
DACM Military AWF Manager

The Secretary of Defense Corporate Fellowship Program (SDCFP) was established in 1994 with the intent of developing a cadre of future leaders that would help the Department of Defense (DoD) achieve its transformational goals.

Fellows are assigned to a sponsoring corporation and given an opportunity to understand adaptive and innovative business cultures in order to motivate innovative changes throughout their remaining careers.

Knowledge gained through participation in the SDCFP helps the Department of the Navy (DON) acquisition workforce (AWF). It helps future program managers (PMs) to better understand industries' approach enabling us to work more efficiently, and cost effectively with our contractors. The experiences gained from SDCFP will help us modernize our forces bringing them into the twenty-first century with

a more proactive venture capitalist strategy.

The Assistant Secretary of the Navy for Research, Development and Acquisition has selected the candidates for the Academic Year 2014 - 2015. These candidates are: LtCol Ross Monta, USMC/8061; LtCol Scott Trail, USMC/8059; CDR Peter Small, USN/1440.

An alternate fellow was selected in case an additional SDCFP seat becomes available in DoD. That alternate is CDR Shane Tallant, USN/1310.

Some of the confirmed sponsors for this year include *Booz Allen Hamilton, Inc.*; *CACI International, Inc.*; *Cisco Systems, Inc.*; *FedEx Corporation*; *General Dynamics C4 Systems*; *Georgia Power*; *Lockheed Martin Aeronautics*; *McAfee, Inc.*; *Oracle Corporation*; *Hewlett Packard Company*; *SAP AG*; *Sikorsky Aircraft Corporation*; and *Union Pacific Railroad*.

The SDCFP selectees attend a month of training to prepare them for the program be-

fore going to the selected corporation.

The overall acquisition SDCFP schedule is as follows:

- Mid December acquisition SDCFP nominations requested with a due date in late January.
- Mid-March SDCFP Selectees announced.
- Last week in June first week in July: Officers report to DC for two and a half weeks of orientation/training followed by another week and a half of training at the UVA Darden School in Charlottesville, VA. Officers detach towards the end of July for their corporate assignments.
- While working/assigned with a corporation, each corporate fellow will participate in seven group visits to other corporate sponsors.
- All fellows deliver a group mid-term briefing to six selected senior OSD/service officials in the Pentagon in early January.
- All officers deliver a group out brief, in the Pentagon, to 24+ senior OSD/JCS/service officials and flag officers.

DON FY15 Budget: Stewardship

Rear Adm. Barry Bruner
Director of Programming

As media interest in the [Department of the Navy's FY15 budget submission](#) continues, I wanted to take the opportunity to discuss something not as heavily highlighted: good stewardship of taxpayer dollars.

This year's budget is a \$15B decrease from the levels requested in the FY14 president's request. We had to make some tough choices across force structure and modernization – as reflected in our reduced aviation and weapons accounts, as well as the potential inactivation of an aircraft carrier.

But this budget also makes prudent, significant, and enduring good stewardship reforms, allowing us to offset some of these tough decisions wherever possible. In this context, stewardship entails maximizing efficiency in a range of support functions, such as business processes, contractual services, better buying power in procurement, research & development, headquarters staffing, flag officers management, excess infrastructure, and auditability.

It is absolutely critical that we save every penny possible and maximize the resources we devote to build and maintain the ships, submarines and airplanes of our fleet. Ultimately, we must be able to execute the Department of Defense's (DoD) updated strategy, as stated in the [2014 Quadrennial Defense Review \(QDR\)](#), which emphasizes three pillars: *Protect the Homeland, Build Security Globally, and Project Power and Win Decisively*.

The first initiative I'll discuss is business process transformation, which combined are expected to save approximately \$20 billion from Fiscal Year (FY) 2015 – 2019. These efforts look for ways to reduce costs in contractual services, procurement, research & development (R&D) and financial management.

Contractual Services. The Department of the Navy (DON) year-to-year spending for Contractual Services, adjusted for inflation, has grown by about ~\$10 billion since 2000. Contractual services spending was reviewed first for savings with conscious decisions made to challenge stated requirements and to accept higher levels of risk in services spending before additional reductions were made in force structure, modernization, or readiness. Our FY 2015 budget reduces contractual spending in four principal areas: Knowledge Based Services, Research & Development, Equipment Related Services, and Communications Related Services. The use of Services Requirements Review Boards to assess, review, and validate contractual service requirements has been a key tool to help us in this area and will continue to be used as we assess the impacts. Our efforts in this area reduced our budget by approximately \$14.8 billion from FY 2015 – 2019.

Better Buying Power (BBP) in Procurement. An approximately 2 percent funding reduction was applied across DON Procurement activities



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for savings at the line item level through competition, multi-year procurements, engineering change control and should cost management. Savings from previous/existing multi-year contracts have already been harvested to support DoD and DON priorities totaling over \$8.5 billion. DON will continue to emphasize all Better Buying Power initiatives to identify new savings and cost avoidance opportunities. Our efforts in this area reduced our budget by approximately \$2.7 billion from FY 2015 – 2019.

More Efficient Research & Development. An approximately 5 percent (in FY 2015) and 2.5 percent in (FY 2016 – 2019) funding reduction was applied across DON R&D activities for savings within programs through realigning the portfolio to focus on mission priorities, emphasizing high pay-off technology transitions, or reviewing R&D for better alignment and product outcomes tagged to ACAT programs. We are seeking efficiencies in R&D activities for Advanced Component Development & Prototypes, Systems Development & Demonstration, and Post-Production Development. Our efforts in this area reduced our budget by approximately \$200 million from FY 2015 – 2019.

More Effective Use of Operating Resources. A detailed review of R&D and procurement execution performance was conducted with under execution corrections made in several accounts. Better business practices were also implemented to address historical execution issues and manage programs in a more informed manner to prevent future inefficiencies. Our efforts in this area are expected to save approximately \$2.5 billion from FY 2015 – 2019.

Shifting to efficiencies in headquarters staffing, we are complying with the Secretary of Defense's guidance to implement a 20 percent headquarters reduction by FY 2019. To protect the Navy's ability to rebalance to the Pacific and continue to execute on-going overseas contingency operations, Navy leaders made a conscious decision to apply less pressure on fleet operational headquarters staffs and more on other staffs when executing the reduction. Specifically, U.S. Fleet Forces Command, U.S. Pacific Fleet, Navy Component Commands, and Type Commander headquarters were allocated only a 5 percent reduction.

This decision required additional pressure to be placed on other staffs to compensate for the protection of the fleets. Navy savings from this initiative is expected to achieve \$33 million in FY 2015 and a total of \$873 million across FY 2015- 2019. This reduction in staff size in-

cludes reductions to military, civilian, and contractor personnel. We understand this initiative will have a significant and varied impact on each headquarters affected. Accordingly, we provided some flexibility in how each headquarters applies the reduction, so long as the targets are met.

We are also continuing to reduce the overall number of Flag officers by 21 (11 Navy and 10 Joint) by March 2016. These reductions are being achieved through increased retirements and then not backfilling those positions as they become vacant.

The Base Realignment and Closure (BRAC) process offers the opportunity to objectively assess and make good decisions about potentially excess infrastructure which results in long term annual recurring savings. The Navy BRAC program is funded in FY 2015 to continue environmental cleanup, caretaker operations, and meet property disposal plans of previous BRAC rounds. As of September 30, 2013, the Navy BRAC program has disposed of 176,129 acres of property (93%) from five BRAC rounds through assorted conveyance mechanisms with 13,345 (7%) acres remaining.

Effective internal controls over Navy's business operations are another aspect of good stewardship. As demonstrated by successful financial audits in coming years, Navy will send a reassuring message to Congress and American taxpayers that we are minimizing the risk of misusing taxpayer dollars and maximizing accountability. Our goal remains to achieve full financial auditability by the end of FY 2017 with the near-term objective of complying with the mandate to achieve audit readiness on the DON's Schedule of Budgetary Activity (SBA) in FY 2014. Currently, eight of the ten components of Navy's SBA have been asserted as audit ready.

Lastly, we must and will continue to look for other efficiencies. As we head into our next budget build, we'll consider ways to improve how we conduct ship and aircraft maintenance as well as how we replace legacy platforms.

These initiatives build on recent Navy and DoD initiatives that date back to 2009 and represent our continuing commitment to be good stewards of taxpayer dollars. As General Dempsey, Chairman of the Joint Chiefs of Staff, testified to Congress last week, "We will never end our campaign to find every way to become more effective." The Navy is working hard to do everything we can to be more efficient, while at the same time ensuring our country's defense is assured.

NGEN, ESL receive Navy information technology awards

Marine Corps Systems Command Public Affairs

Two Department of the Navy (DON) acquisition teams were recently recognized by the department and presented with DON Information Management and Information Technology (IM/IT) Excellence Awards February 11 in San Diego during the Western Conference and Exposition (West 2014), the largest event on the West Coast for the sea services and contractors that support them.

The DON Next Generation Enterprise Network (NGEN) contract Source Selection Evaluation Board (SSEB) team was recognized for its role in the successful evaluation of proposals leading to the award of a multi-billion dollar NGEN contract.

The team was responsible for the successful evaluation and award of the NGEN contract to Hewlett-Packard (HP) on June 27, 2013. If all of the options are exercised, this award has the potential contract firm fixed price value of more than \$3.5 billion with a \$5.4 billion ceiling.

The NGEN source selection was a DON team effort. The SSEB included experts from Marine Corps Cyberspace Command, Fleet Cyber Command, Marine Corps Systems Command (MCSC), Space and Naval Warfare Systems Command (SPAWAR), and Program Executive Officer for Enterprise Information Systems (PEO EIS).

The Navy-Marine Corps team and its contractor administrative support, was comprised of 44 members drawn from various Navy and Marine Corps commands, and included expert skills in a number of diverse areas including Contracting, Price Analysis, Systems Engineering, Command and Control (C2), Information Assurance (IA), Program Management, Logistics and other specific aspects of Information Technology (IT) skill sets (e.g. U.S. Navy's Naval Network Warfare Command and U.S. Marine Corps' Marine Corps Network Operations and Security Command).

This award capped months of hard work as the SSEB evaluated proposals to decide on a successor to manage the Navy-Marine Corps Intranet contract.

"The NGEN SSEB took 11 months and required a lot of long hours," said one SSEB team member. "The knowledge and guidance I received from the procurement contracting officers will be a constant reminder of why excellence in acquisition is critical."

The SSEB applied the breadth and depth of the team's expertise in evaluating and resolving critical issues in the offerors' proposals based on five factors (Technical, Management, Small Business, Past Performance, and Price). Team members were required to prepare thorough and detailed documentation to support their findings



From left, Cmdr. Ross Orvik, acquisition team lead; Brig. Gen. Kevin Nally, deputy chief information officer for the Marine Corps; and Stephen Cabrian, of Marine Corps Systems Command, display the Department of the Navy Information Management-Information Technology Excellence Award. The Navy/Marine Corps was recognized for saving the Department millions through enterprise license agreements which maintain commercial software across the DON. The award was presented Feb. 11 in San Diego AFCEA West. Photo by Wil Williams, U.S. Marine Corps.

from their evaluation of more than 14,000 pages of proposal material.

As a result of this competition, the cost of managing the Navy's enterprise network was driven down, realizing a savings of an estimated \$1B over the future years defense program (FYDP).

The second IM/IT award was presented to the DON Enterprise

Software Licensing (ESL) Team. This is also a multi-organization group, according to deputy product manager, Stephen Cabrian.

"We are truly a combined Navy and Marine Corps team with seamless coordination at the command, geographic and functional levels," he said.

At the command level, MCSC, PEO-EIS, Naval Supply Systems Command (NAVSUP) and SPAWAR Systems Center Pacific all have full-time team members. Geographically, the team is spread across the United States from California to Virginia, connected by conference calls and video teleconferences. Functionally, the team includes contracting officers, program manager competency, financial managers, logisticians, legal counsel and cost analysts.

"They all work together and cover for each other," said product manager, Lyle Cross. "The emphasis is on sharing information."

Working under the acquisition authority of PEO EIS, the ESL Team collaborated to establish DON-wide enterprise license agreements. These agreements resulted in actual or projected savings of \$80 million over the FYDP. The team manages the existing portfolio of DON agreements and applies lessons learned to the execution of enterprise license agreements in the pipeline.



From left, Brig. Gen. Kevin Nally, deputy chief information officer for the Marine Corps; Terry Halvorsen, Department of the Navy chief information officer; and Vice Adm. Ted Branch (far right), deputy chief of Naval Operations for Information Dominance and director of Naval Intelligence, present the DON Information Management-Information Technology Excellence Award to the DON Next-Generation Enterprise Network Contract Source Selection Team. The award was presented Feb. 11 in San Diego during AFCEA West. Photo by Wil Williams, U.S. Marine Corps.

DACM team member volunteers for civilian expeditionary workforce in Afghanistan

Erin Miller, Acquisition Operations Specialist

In June 2013 I applied for a position with the Civilian Expeditionary Workforce to volunteer and support United States Forces – Afghanistan (USFOR-A) Operational Contract Support (OCS) Drawdown Cell (OCSDC). My deployment began with 2 weeks of pre-deployment training at Camp Atterbury, Indiana, with the first week at a Forward Operating Base (FOB) embedded with a National Guard Unit learning radio operations, 9-line Medevac calling, practicing Personal Security drills, and basic cultural awareness training for Afghanistan, including Pashto language and Afghan history. The second week we completed 9mm and M4 weapon qualifications, Mine Resistance Ambush Protector (MRAP) rollover training, medical clearing, and gear issue prior to flying half-way around the world to begin my one year deployment with the Army.

I arrived in theater on 30 September and immediately hit the ground running trying to get up to speed on the mission before my predecessor redeployed the following week. We work 11-hour days, 7 days a week while deployed to support the mission. I have become the OCS Lead for KAF for contract management, accountability and reconciliation against the system of record, SPOT (Synchronized Pre-deployment Operation Tracker). In addition, I participate in the strategic planning and execution of a projected drawdown for over 300 contracted requirements and 10,000 contractors in order to transition to the Resolute Support Mission (RSM) beyond December 2014 per President Obama's orders. Five months into my deployment I have faced many challenges including learning the Army lingo (I work for Department of the Navy (DON) back in the States), working with Coalition Partners from Denmark, Great Britain, Australia and Romania to name a few and trying to understand how contracts and contractors have been managed (or mismanaged) during this war for the past 12 years. When I arrived on KAF, no one could tell me how many contractors were on this FOB, what they were doing or who they were supporting. Contractors have always accompanied our armed forces and with the increasingly hi-tech nature of our equipment and rapid deployment requirements, the need to properly integrate contractor support into all military operations has significantly increased.

The Operational Contract Support Drawdown Cell was established in August 2012 with a mission to manage the drawdown of contracts, the contractor workforce and associated equipment in the Combined Joint Operations Area-Afghanistan (CJOA-A) and is currently led by Rear Admiral Althea H. "Allie" Coetzee, Deputy Director, Contingency Contracting, Defense Procurement and Acquisition Policy (DPAP) Office of the Under Secretary of Defense (OUSD) OSD (Acquisition Technology & Logistics). This includes synchro-

nizing and aligning the contractor drawdown commensurate with base closures. In August 2012, we started off tracking 75,000 Contractors in the CJOA-A and in 18 months have successfully drawn down 30,000 Contractors in accordance with USFOR-A Operation Drumbeat targets. As an Acquisition Operations Specialist I am responsible for developing policies and procedures for operational contracting and program management to support the drawdown mission. I am responsible for the collection, analysis, and dissemination of information and recommending courses of action to OCSDC and Regional leadership. This is where I have been able to exercise creative thinking and lean six sigma processes. As stated before, there was a lack of visibility of the US DOD contracts and contractors supporting operations on KAF. I became embedded with the US Garrison Command and worked with a counterpart to develop a process for analyzing a 10,000 line (excel spreadsheet) weekly PERSTAT. Even though I am still a junior Government Civilian (my five year anniversary is coming up in August), I am astounded at the lack of effective and efficient systems to support our mission in theater and see first-hand the immediate need of qualified Military and Civilian Contracting Officers in the Government.

To add emphasis on the need to grow the DOD Acquisition Workforce in areas of Contracting is substantiated by the 2007 Commission on Army Acquisition and Program Management in Expeditionary Operations Report also known as the "The Gansler Report" led by Dr. Jacques S. Gansler, Chairman, former Under Secretary of Defense (Acquisition, Technology & Logistics). "The Army is the DoD "Executive Agent" for contracting in Afghanistan, but is unable to fill military or

civilian contracting billets, in either quantity or qualification... Experienced civilian contracting personnel are also essential for expeditionary operations as using skilled civil servants to perform inherently governmental contracting functions frees up uniformed military." The Gansler Report can be found here http://www.army.mil/docs/Gansler_Commission_Report_Final_071031.pdf.

I would like to thank Rose DiGeronimo, former Principal Deputy Director for OCSDC former Senior Executive Service (SES) Director for OCSDC overseeing Plans, Operations and the Program Management Directorate for providing me this opportunity and my Command, ASN (RDA) DACM for the support during my deployment. Another former DON Intern supporting OCSDC stationed at Bagram Airfield, Afghanistan, George Blackwood highlights "My Afghanistan experience has instilled forever the need for fleet sustainable weapon systems with a minimal logistics footprint. Every person or system is just one piece of the puzzle that quickly becomes unmanageable in the chaos of conflict."

The Department of Defense established the Civilian Expeditionary Workforce (CEW) policy in January 2009 in which an appropriately sized subset of the DOD civilian workforce would be pre-identified to be organized, trained, and equipped in a manner that facilitates the use of their capabilities for operational requirements. A civilian deployment allows civilians to apply their capability, experience, and knowledge as a crucial part of helping the Department of Defense (DOD) accomplish its mission abroad. For more information on CEW opportunities visit <http://www.cpms.osd.mil/expeditionary/CEW-Program.html>.

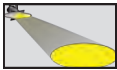


From left: Erin Miller, Rose DiGeronimo, Sean Baird

PMT 401 NAVY SERVICE DAY

The Department of the Navy conducted its *tenth* PMT 401 Navy Service Day February 28, 2014 at the Defense Acquisition University. As one of our Program Manager (PM)-focused initiatives, our future PMs have the opportunity to understand DON leadership guidance and expectations of them as leaders of our DON acquisition programs. The event also includes engaging discussions on relevant, targeted topics to ensure our future leaders leave well-equipped for future success.





NAVSUP develops acquisition career field training plans for acquisition workforce

Gina Brown, NAVSUP DAWIA Program Manager

Naval Acquisition Workforce (AWF) members, old and new, have similar questions regarding the Defense Acquisition University's (DAU's) certification curriculum. What classes must be completed? How long do they last? What options do I have? Is there a single place where AWF members are able to find this information?

There is now for the NAVSUP AWF.

Ms. Loretta DeFrancisco, Workforce Planning Specialist at Naval Supply Systems Command (NAVSUP) Weapons System Support (WSS), has developed Acquisition Career Field Training Plans for AWF career fields applicable to NAVSUP.

These Training Plans provide a synopsis of the Level I, Level II, and Level III courses required by each career field, complete with the course codes, titles, class length and whether the class is a resident course, or available on-line only. Included in the Training Plans are the specific course prerequisites and/or predecessor courses, as well as the education and experience requirements for each career field, along with Acquisition Corps membership information.

The Training Plan for the Level I Logistics career field, see example below, identifies the seven online classes required for Level I certification, and includes the time recommended to complete each online course. AWF members are able to use the Training Plan to create their Individual Develop-



NAVAL SUPPLY SYSTEMS COMMAND

ment Plans (IDPs). AWF members are able to access the Navy's Total Workforce Management Systems (TWMS) and create their IPD using the DAWIA link and the NAVSUP/Navay Training Plans to list their identified required courses.

The Training Plans and the IDPs provide the AWF member and the supervisor with immediate information on the DAU classes required for

certification, enabling the member to identify realistic timeframes for registering and completing courses. The supervisor has a visual tool readily available to determine when the most opportune times are for students to be away from the office and attend classes. Together, the member and the supervisor are able to determine the appropriate path to complete the required courses within the 12-month timeline for Level I, and twenty-four month timeline for Level II. Level III information is also available.

The Training Plans are based on the latest information available in DAU's iCatalog. Anyone interested in copies of the electronic Training Plans are encouraged to contact Workforce Planning at (215) 697-6831.

Training Plan Life Cycle Logistics													
Requirements (validated via iCatalog 9 Jan 2014)	Length	Completed	Completion Date	Year One				Year Two				Pre-reqs	Predecessor
Level I (Rqmts same as in FY13)				1st	2nd	3rd	4th	1st	2nd	3rd	4th		
ACQ 101 Fundamentals of Systems Acquisition Management	25 hours, on-line; 60 calendar days to complete											None	None
SYS 101 Fundamentals of Systems Planning, Research, Development, and Engineering	35 hours, on-line; 60 calendar days to complete											None	None
LOG 101 Acquisition Logistics Fundamentals	27 hours, on-line; 60 calendar days to complete											ACQ 101	None
LOG 102 Fundamentals of System Sustainment Management	25 hours, on-line; 60 calendar days to complete											ACQ 101	None
LOG 103 Reliability, Availability, and Maintainability (RAM)	20 hours, on-line; 60 calendar days to complete											ACQ 101	None (LOG 203 expired 1 Oct 2012)
CLL 008 Designing for Supportability in DoD Systems	3 hours, on-line											None	None
CLL 011 Performance Based Life Cycle Product Support (PBL)	3 hours, on-line											None	None
Education	Formal education not required for certification												
Experience	1 year of acquisition experience in Life Cycle Logistics Field												

Using "Cost Effective Locations" for DAU training

Chris McKelvey, NACC Deputy Director

Have you ever received the message when applying for a Defense Acquisition University (DAU) class that you have "not selected the CEL" and are not being allowed to register? So just what is a "CEL" anyway, and how does it affect me when I'm applying for a DAU Resident Class Offering?

In 2002 DAU instituted logic citing "Cost Effective Location" (CEL) as a factor to be used by students in selecting the most optimal course location to attend. This logic is based upon data from the students profile, such as work location, as well as information from the Defense Transportation Management Program Office (DTPMO), and the General Services Administration (GSA). "Business Rules" were established by DAU citing distances being calculated "Zip to Zip" (between Zip Codes vice exact address), as well as various other limitations imposed by DAU on the use of their travel dollars. The goal? Optimize DAU's limited travel funds to best provide travel dollars to those students who need it for mandatory training requirements.

When applying in eDACM, the CEL as determined by the DAU Algorithm will be highlighted with a green tint. If determined to be eligible for centralized DAU travel funding and the CEL has been selected, your NACC Course Manager will normally approve registration (if seats are available, of course). If the Department of the Navy (DON) quota has been reached for a particular offering, the Course Manager will attempt to place the appli-

cant in the next most CEL offering, which DAU automatically calculates.

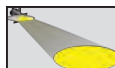
In some cases, you might have unique travel situations that could affect the CEL, such as your home address is closer to a location not considered CEL based on your work location, or you're able to stay at no cost with friends/family in the area of the offering, etc. In situations like this, you need to add a comment to your registration application and contact your Course Manager directly, and we will work with you to determine actual potential costs and allowances and attempt to reach a "win / win" situation for both you and the taxpayer.

To maximize our allocation of DAU Travel funds, CEL will always be required; in cases where the command has requirements that prevent a CEL reservation, the command always has the ability to fund the travel themselves. Such situations simply need to be brought to the attention of your NACC Course Manager.

Navy Travelers must ALWAYS ensure they are properly covered by approved Travel Orders in accordance with Navy and local Policy. Costs incurred by a traveler that are not authorized in their Orders may not be honored, so any questions regarding official travel for DAU training should be immediately addressed to your Course Manager.

We need to do all we can in today's climate of shrinking budgets to ensure we have enough money to allow every DON traveler attending a mandatory DAU certification course to have the funds needed; CEL is the first step. Think CEL!

DDG 1000 crew completes training on integrated power systems at NSWCCD-SSES



WARFARE CENTER SPOTLIGHT

Kate Hogarth and Joseph Battista
NSWCCD-SSES Public Affairs

PHILADELPHIA - The pre-commissioning crew of future USS Zumwalt (DDG 1000) completed training on its Integrated Power System (IPS) at Naval Surface Warfare Center Carderock Division - Ship Systems Engineering Station (NSWCCD-SSES) March 14.

"The program's objective is to provide hands-on operational training to the crew on the IPS system," said Ed Harvey, DDG 1000 IPS Land Based Test Site (LBTS) test manager. "This enables them to become proficient in operating and maintaining the equipment."

Zumwalt is the U.S. Navy's first all-electric ship. The IPS includes the ability to provide power to propulsion, ship services and combat system loads from common gas turbine generators. This power flexibility allows for potentially significant energy savings and is well suited to enable future high-energy weapons and sensors.

"The power systems of the DDG 1000 are totally different than any other ship I've been on," said Electrician's Mate 1st Class Donald Goldsberry, who has served tours on four other ships. "Up to this point it's been all classroom training, so I'm enjoying getting the hands on experience. When you can touch it and operate it with your own two hands you get a better understanding of the equipment."

The DDG 1000 ship class utilizes a smaller crew size, therefore cross-training and inter-division support was an integral part of the training program developed by NSWCCD-SSES engineers, DDG 1000 Program Office, and Bath Iron Works (BIW).

"It's extremely important to have the knowledge of the ship's capabilities and limitations," said Lt. John Weaver, the ship's weapons officer. "Our operators need to have an understanding of the procedures and maintenance of the ship."

The crew trained on components including main and auxiliary turbine generators, propulsion motors and drives, dynamic braking resistors, auxiliary control panels, and high-voltage switchboards. They also spent time working with harmonic filters, neutral ground resistors, the Integrated Fight-Through Power System (IFTP), power conversion modules, and the emergency diesel generator.

Equipment operation was conducted at the local control level, as well as



Electrician's Mate 1st Class Donald Goldsberry and Electrician's Mate 2nd Class Radarwin Adams of the pre-commissioning crew of the future USS Zumwalt (DDG 1000) train to use the common display system console and engineering control system screen navigation at Naval Surface Warfare Center Carderock Division - Ship Systems Engineering Station (NSWCCD-SSES) in Philadelphia. Photo by Public Affairs Specialist Joseph Battista.

the remote supervisory Engineering Control System (ECS). The ECS system provides a significant advancement in machinery control with automation for system transitions and power management to support the reduced manning concept for DDG 1000.

The Ship Systems Engineering Station, Philadelphia is a major component of Naval Surface Warfare Center Carderock Division. It is the Navy's principal test and evaluation station and in-service engineering agent for all hull, mechanical and electrical ship systems and equipment and has the capability to test and engineer the full range of shipboard systems and equipment from full-scale propulsion systems to digital controls and electric power systems.

DON offers wounded warriors career in acquisition

Dave Mailander
NACC Recruitment Division Director

In calendar year 2010, the Department of the Navy (DON) Director, Acquisition Career Management (DACM) identified an opportunity to leverage the centrally managed Naval Acquisition Development Program (NADP) to embrace Department of Defense (DoD) Wounded Warriors returning from deployments in Afghanistan and Iraq. The objective was to provide an expanded gateway to the Naval Acquisition Workforce and capitalize on the unique skillsets maintained by our returning veterans. The NADP Wounded Warrior Program (NADP-WW) was established in April 2011.

To increase access, the NADP was expanded from three years to up to four years in length and base lined minimally at the GS-5 level. This was to allow for applicants whom would not typically have

a college degree but could qualify based on experience (0346/0501 series). The program was subsequently expanded to allow for qualifying veterans who might have a college degree in granting them access to the program up to the GS-7/9 Level for Entry and up to GS-13 Level for Associates.

In addition to the qualifications noted above, candidates are required to be Honorably Discharged disabled veterans who have a compensable service-connected disability of 30 percent or more. Furthermore the disability must have resulted from injury or disease received in the line of duty as a direct result of armed conflict, or was caused by an instrumentality of war and was incurred in the line of duty during a period of armed conflict or war.

Entry Level candidates are typically given Veterans Recruitment Authority (VRA) appointments per 5 CFR 307 appointing authority. All disabilities must be documented by a notice of retirement or

discharge due to service-connected disability from military service dated at anytime or by a notice of compensable disability rating from the Department of Veteran Affairs, dated 1991 or later. After two years of successful performance, NADP-WW personnel are converted to a career-conditional appointment in the competitive service.

Since its inception, NADP Wounded Warrior has grown our Naval Acquisition ranks by hiring 71 Wounded Warrior's at six of our largest participating SYSCOM's (NAVSEA, NAVAIR, SPAWAR, NAVSUP, NAVFAC, MARCOR) and within four discrete Career Fields (CON, LOG, ENG, BUS FM). All commands should feel a deep sense of pride in their hiring accomplishments to date. Well done to all!

For further information about NADP-WW, please contact the NACC Recruitment Division Director at (717) 605-1029 or the NACC Recruiting Team Lead at (717)-605-2258.

Science & Technology

NAWC-AD crashes CH-46 airframe to protect next generation of Navy, Marine Corps aircrews

Lindley Bark, Human Systems, NAWC-AD
Crash Worthiness Branch

PATUXENT RIVER, MARYLAND - Naval Air Warfare Center – Aircraft Division (NAWC-AD) partnered with NASA, Army, FAA and industrial partners to crash test a retired CH 46 airframe at NASA's Langley Research Center. The NAWC-AD Human Systems Department (AIR 4.6) was sponsored by ONR/CTO for the Navy portion of S&T activity. The test was conducted on 28 August 2013 to identify voids and solutions in aircrew crash-protection, investigate proposed crash safety improvements, and assess the real-world performance of present crash-protective hardware.

Each partner provided specific experiments for the crash test including airframe structures, and legacy and crashworthy systems. Virtually every experiment in the crash test was within the Navy's sphere of interest and research because of our responsibility to protect Navy and Marine Corp aircrew to the maximum extent practicable in aviation mishaps. Indeed, every experiment included is representative of features included in current or future Naval and USMC aircraft non-tactical aircraft.

While there have been several full-scale fixed- and rotary-wing crash tests in the past several decades, the wealth of experiments on board makes this test particularly relevant. This particular test set new standards in test complexity and in the value of the experimental results. Owing to the relatively large size of the CH-46 airframe, the test included

15 test dummies. Two of these were mass-representative dummies and thirteen were Anthropomorphic Test Devices (ATDs) that were fully instrumented to measure accelerations, forces, and deformations during the impact. These measurements, in turn, were used to predict injury probability for each ATD. Including the airframe measurements, there were 354 channels of electronic data recorded at 10,000 samples per second. This crash test also set a new standard for high-speed video coverage with 43 high-speed cameras recording all aspects of the crash test from positions around the airframe as well as inside the airframe during the crash. The prescribed crash conditions were 35 ft./sec forward speed, 26 ft./sec sink speed and nearly level with a slight nose-up attitude. As designed, the test was to represent a moderately severe crash.

Results:

If the 15 dummies had been actual aircrew, at least 6 would have been seriously or fatally injured (one standing occupant with a traditional gunner's belt, two occupants in a legacy CH-46 tube and rag bench seat, and three in a three litter stack). These dummies were not equipped with crashworthy systems/hardware.

Crashworthy hardware tested included a CH-46 Crashworthy Pilot Seat with MA-16 inertia reel, a CH-46 Crashworthy Pilot Seat with Pretensioning Aircrew Restraint System (PARS), a standing dummy with Aircrew Endurance (AE) Vest and Mobile Aircrew Restraint System (MARS), two H-46 sidewall mounted crashworthy troop seats, an energy

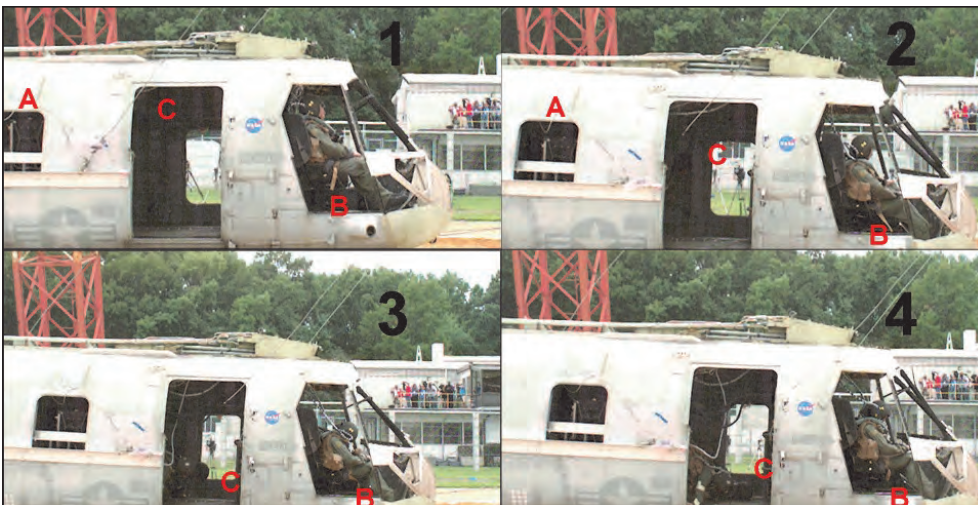


Interior View of the CH-46 Airframe before crash test and during the test.

absorbing cargo tie-down and two 2-place Part 25 passenger aircraft seating systems. Of the 9 dummies that were equipped with crash-protective hardware, 3 might have sustained minor injuries and there is minimal probability of injury for the remaining 6 (all in Navy Crashworthy Systems). This is no accident! More than 40 years of dedicated U.S. Navy S&T funding has led to systems which substantially improve crash survival in Navy and USMC aircraft mishaps. As in this crash test, those with crash-protective hardware fare better in mishaps than those without it.

This test is allowing Navy engineers to very specifically examine how our present and future crash-protective hardware performs in an aircraft crash as opposed to a lab environment or the aftermath of a crash. From this knowledge, targeted developments are being initiated to further improve crash survival.

For the first time, mobile aircrew scenarios were tested in a full-scale crash test. Two ATD's were positioned to 'stand' in the forward part of the cabin. One was equipped with a typical gunner's belt over his survival equipment. The other was equipped with the Aircrew Endurance (AE) Vest and a Mobile Aircrew Restraint System (MARS). For the conditions tested, the AE /MARS made the difference between the crash being fatal or not due to severe head trauma (impact).



The CH-46 Crash Test Sequence, 1-4. Side wall troop seat strokes downward at Location A. Pilot and Co-Pilot seats stroke downward at Location B. Standing ATD's are seen at Location C, with major head impact for one of standing ATD's.

SHARE YOUR EXPERIENCE

NADP - An Extraordinary Opportunity

Michael Triviso



I can remember the first time I ever heard about the Naval Acquisition Development Program (NADP). I had just finished eating breakfast at the International House of Pancakes in Jacksonville, NC when a colleague of mine explained to me what a great opportunity the NADP offers. I checked out the NADP website every day for just about two months after that breakfast. What I found was that

the NADP is comprised of paid entry level and associate employees. The program offers an extraordinary opportunity for those that desire to rapidly advance their professional career and also, and most importantly, feel a sense of pride supporting the mission of the Department of the Navy. What I did not find however was a vacancy in the program. After months of checking the site and never finding an opening I gave up on the thought of applying.

Fast forward three months, and I find myself at a Marine Corps Systems Command (MARCORSYSCOM) job fair. After sharing my resume and interviewing with a few competences, I was told I would be a great candidate for the NADP. As you can imagine my mind was blown!

"HOLY COW, I've heard of that!", was my immediate response. "I've been checking out this site for months!"

I was handed the job announcement number and was told the window for application was only three days. Long story short, after the application process, I was selected for a couple of interviews and was accepted into the Naval Acquisition Development Program. Some might think it was just meant to be.



I was accepted into a three year program with a promotion after each year of completing the program. It just doesn't get any more rapid than that. In my three years in the program, I rotated from office to office spending anywhere from 3-6 months in a new working environment with new responsibilities. This exposed me to all sorts of aspects of the acquisition career field and my networking circle expanded wider than I could have ever imagined.

After three very exciting years my graduation was upon me. It felt like only days ago I was sitting in front of a panel of 8 people being interviewed for the position. I definitely had a great sense of accomplishment and I was ready to start in my billet that MARCORSYSCOM had waiting for me once I graduated. While in the NADP, I got to travel, I had the greatest pleasure in working with some of the smartest people I've ever met, I had the great opportunity to work in the Pentagon, and I've gained a mentor which I can't even begin to explain the value of. I am not trying to sound overly dramatic, but being accepted into this program has literally changed my life.

I remember in my initial interview I was asked the question, "Where do you see yourself in 5-10 years?" I answered by saying that I wanted to be on the other side of the table. I wanted to be the one giving the interview and having a hand in selecting our future professionals who will be supporting the warfighter. Lo and behold, upon my graduation of the program, I had the pleasure to be on the selection board and interview panel for the incoming NADP applicants. I look forward to seeing future NADP employees grow in the program just as I did.

NADP opens door for career advancement

Tiffany Kennedy



It has been a little over a year since I walked through the doors of SPAWAR Systems (SSC) Atlantic as a new professional in the Naval Acquisition Development Program (NADP). Until that point, I had not set foot on a military installation since serving in the United States Army eight years ago as a Military Police officer. I joined the military right after I graduated from the University of South Carolina in 2000 and served on active duty for three years in various locations across the world. I loved the military lifestyle and my ultimate goal was to get back in the same environment, working with military personnel. Since I became a part of the NADP, my dream has become a reality.

Achieving my goal did require some changes involving my family. We ended up moving to the Charleston area so my husband and I could both attempt to attain our dream jobs. With my husband working, and my job as Cost Analyst for Fortune 500 International printing company changing from the economic downturn, I decided to go back to school and obtained my BS in Accounting from the University of Phoenix. While in school I used an employment agency to assist me with finding another job that was different from where I used to work. Right before I graduated, I got an unexpected call from a recruiter at SSC Atlantic. She asked me if I would be interested in participating in NADP as Business Financial Manager (BFM). I knew I wanted to work for the government and was familiar with SSC Atlantic, but I wanted to find out more about the program before making my decision.

So far my experience has been rewarding. I have been able to spend time reading about the finance competency and SSC Atlantic's policies and business rules in the Financial Manager Regulation (FMR). A requirement is to take courses in Defense Acquisition University (DAU) with subjects ranging from acquisitions to financial reporting. In two years I will be Level 2 certified in financial management.

While in the program you are assigned a mentor who will show you the organization's ins and outs while helping you meet your requirements. I've been able to work alongside and shadow a mentor who was assigned to me. A mentor has been a valuable asset that I was not able to have in previous jobs. With my mentor's help I now manage and support my own projects in the organization. At SSC Atlantic I'm able to have several mentors who assist me with different areas that I encounter while managing my projects, in addition to recommending certain rotations that would be helpful to me.

Rotational assignments are encouraged and required during the program. This is an added bonus as an NADP because generally other new hires don't get the added experience of shadowing other sections. For me this gives a better understanding of the work that I am doing and what is required. I still have a few more rotations to do before I graduate to give me a full understanding of the overall picture. There is continuous on-the-job training and mini financial reviews on procedures and guidelines. I have found if I didn't know the answer or understand the task at hand, there is always someone there to help.

There is an Individual Development Plan that is required to assist with career development and training. Each quarter we meet with our supervisor and go over what we are working on, goals, strengths, and weaknesses. I find this to be very helpful with my career development. I had goals coming into the programming and additional goals after shadowing my mentors. There are many opportunities in this program to those who apply themselves and complete the required tasks. I

See KENNEDY page 11

KENNEDY from page 10

have found you have to take the initiative, be willing to learn, and ask questions to be successful here.

Being in the program and having the desire to succeed, I am now an Integrated Product Team (IPT) BFM responsible for managing approximately \$15 million for Enterprise Architectures and Solutions, Future Capability Engineering Analysis, and Multimedia projects here at SSC Atlantic. Working on

these diverse projects has provided me the ability to see all types of funding and multi-sponsors. I provide monthly budget reviews and reports to leadership and sponsors. I am essentially the right-hand person for the IPT leads who manage the projects. I credit the NADP for giving me the opportunity and confidence from my training for such a rewarding and satisfying career.

The NADP opens the door to permanent employment and career advancement. The guidance and mentorship I have received thus

far has provided the pathway for me to meet that goal. This program is very beneficial and well worth the wait. My prior military time counts for retirement and leave, while other benefits such as the federal healthcare plan are better than most in the private sector.

But the most rewarding thing about my experience in the program is I get to carry over the Army's slogan "One Team, One Fight" motto to SSC Atlantic's slogan "Making IT Count while supporting the Warfighter and the Nation."

DACM Chalice Recognition:

All time high in Certification Compliance across DON at 92%

The "DACM Chalice" Recognition was initiated in July 2012 as a way to incorporate some friendly competition and improve the Department of the Navy's (DON) overall achievement in meeting its DAWIA Goals.

At that time, DON was at 88% of its acquisition workforce (AWF) being certified to the correct level. By the end of first quarter FY14, DON's AWF certification has risen to a 92% completion rate overall. This amounts to approximately 2500 personnel completing their certifications in that timeframe.

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



ACQUISITION LEADERSHIP CHANGES



Welcome Aboard!

ACAT I Program Managers (PMs)

CAPT John Bailey

PM of Next Generation Jammer (PMA-234)

CAPT Jaime Engdahl

PM of Precision Strike Weapons Program (PMA-201)

CAPT William Guarini

PM of Remote Mine Hunting System (PMS-403)

CAPT William McNeal

PM of Tactical Networks (PMW-160)

A message from DAU's new President



Mr. James P. Woolsey, DAU President

I'm honored to have been selected as the new president of DAU, and I look forward to working with my new team to ensure DAU remains the premier training organization for you, our defense acquisition professionals.

Defense acquisition is changing, and the way DAU supports the Defense Acquisition Workforce must evolve alongside it. The workforce itself will change, as the large cadre of senior people retires and younger professionals assume greater responsibility. The types of systems we acquire and support are changing to meet new threats and rapidly evolving technology. Program managers will have to change their planning and management accordingly to deal with more variety in the programs they manage. We all will have to adapt to meet these demands in an austere environment.

For us at DAU, these changes mean that you, our customers, will need different kinds of information and training, and will find and consume these products differently than your predecessors did. We are committed to continuing to meet your training and information needs by creating new content and by adapting innovative methods to deliver it.

We know how vital your efforts are to the warfighters of today and tomorrow. I look forward to working with you to serve them, and to continuing DAU's history as a leader in training and an innovator in teaching and education methods.

FIELD CORNER

CAREER

Tom Hickok, OSD CIO Office and
Michelle LeBlanc, DON DACM Office

In April 2012, Ms. Teresa Takai, Department of Defense (DoD) Chief Information Officer (CIO), and Mr. Frank Kendall, then Acting Under Secretary of Defense (USD) for Acquisition, Technology and Logistics (AT&L), co-signed the [DOD IT Acquisition Workforce Strategic Plan](#). The plan is driven by several IT and acquisition reform initiatives, but focuses on the workforce. By emphasizing the skills, training, and experience of our IT acquisition workforce, the plan acknowledges “[...] the success of the IT acquisition reform efforts depends on a well-qualified workforce.”

Four far-reaching goals were identified:

1. Create robust, sustainable IT acquisition and IT program management communities.
2. Develop a competency model and career roadmaps for IT acquisition and IT program management personnel.
3. Sustain learning and growth throughout the professional life cycle.
4. Work across broad stakeholder communities to integrate IT acquisition reforms into IT acquisition curricula.

This month marks two years since the plan was signed out and much has already been accomplished towards these goals!

Key health metrics:

Metrics were identified to focus the development of the IT workforce and provide leadership with visibility of progress in the health of the IT acquisition workforce.

- **Certification:** Certification is a significant milestone in an acquisition career. It marks the completion of the basic training, education, and experience requirements needed to be successful in your job.
 - The DON IT workforce has achieved a 21 point increase, from 33% certified at the beginning of FY12 to 54% certified as of December 2013.
 - The DoD IT workforce has achieved a 22 point increase, from 39%

certified at the beginning of FY12 to 63% certified as of December 2013

- **Education:** Though the IT career field does not have a degree requirement for certification, education is *desired* for increased professionalization of the workforce and technological superiority in the products they deliver.

- DON has increased the percent of the IT workforce who hold a Bachelor's degree or higher from 58%, at the beginning of FY12 to 61% as of December 2013.
- DoD has increased from 60% to 62% during the same timeframe.

Workforce development and recognition

The IT functional integrated product team (FIPT), with members from each DoD component, has been working to increase development opportunities and recognition of outstanding performance for the IT acquisition workforce.

- Annual IT Acquisition Individual Achievement Award, initiated in 2011.
- A bottom-up review of the IT curriculum has identified updates for every required DAU course. The updates will include IT acquisition reform and cyber security
- A new continuous learning course in cyber security is being developed with participation from the ENG, PM, and T&E FIPTs.
- Additional funding obtained for acquisition workforce participation in the IASP ([Information Assurance Scholarship Program](#))
- In partnership with Information Resources Management College (IRMC, or iCollege) at National Defense University (NDU), developed an *IT Program Management Certificate Program* and *Government Information Leadership Master's of Science*.
- In partnership established with PM career field FIPT, working to ensure that IT Program Managers have access to knowledge & tools to be successful, regardless of which career field or occupational series is used.



Better Buying Power Series

Joint Key Leadership Position (KLP) Qualification Boards: FAQs – Installment #1

In our October 2013 edition, we introduced our Better Buying Power (BBP) 2.0 series. As part of the BBP 2.0 initiative to improve the professionalization of the Acquisition Workforce, which includes establishing higher standards for Key Leadership Positions (KLPs), USD (AT&L) issued a memorandum, Subject: [Key Leadership Positions and Qualification Criteria, dated November 8, 2013](#). The memo established OSD-level Joint

KLP Qualification Boards. To provide better understanding of the boards and the process, we will be featuring recurring installments of frequently asked questions (FAQs) and responses as a continuation of our BBP series. If you have questions, please forward those questions to our *DACM Desk mailbox* at dacm.desk.fct@navy.mil.

Question: What is the Joint KLP Qualification Board?

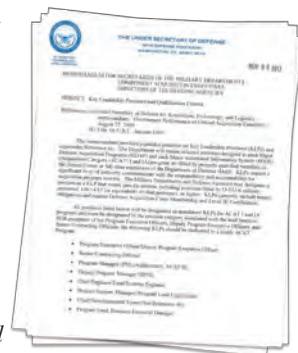
Response: Joint Key Leadership Position (KLP) Qualification Boards are OSD-level boards to prequalify individuals for those acquisition positions with the most significant acquisition responsibility. The boards will not select individuals for KLPs, but instead will create a pool of qualified personnel who are ready to fill KLPs. The Boards will be chaired, governed, and staffed according to the guidance provided by the USD (AT&L) memo: by the USD (AT&L) Functional Leaders, along with the Components' Functional Leaders for each acquisition career field.

Question: Why are we doing Joint KLP Qualification Boards? ([What Does It Mean to Be "a Defense Acquisition Professional"?](#) by Frank Kendall, USD(AT&L))

Response: Defense acquisition professionals have a special body of knowledge and experience. One of the reasons we are establishing qualification boards for our various key senior leader fields is to infuse a greater element of this characteristic into our workforce. Our senior professionals should know better than anyone else what it takes to be successful as a key acquisition leader. A professional career-field board will make the determination, in a peer review context, whether an individual has the experience, education, training, and demonstrated talent to accept responsibility for the success of all, or a major aspect of, a multi-billion dollar program. The boards will be joint, so that our professional standards are high and uniform across the defense Services and agencies.

Question: What is the impact to current KLPs? If I am currently assigned as a KLP, do I need to submit an application to the Joint KLP Qualification Board?

Response: Incumbent KLPs are exempt from the Joint KLP Board Qualification Process, but not the new qualification requirements. Current incumbents of KLPs, must be working to meet the requirements described in the USD (AT&L) Memorandum.



What's a DAWIA point of contact, how do I get one?

Stacie Blazer, DACM Office

As a member of the acquisition workforce, you are required to complete mandatory, assignment specific and continuous learning courses, and certification in your particular career field. Each command assigns a DAWIA POC to their acquisition workforce community. A DAWIA POC provides support and advice on DAWIA matters to AWF members at their respective commands. This POC is an individual that can assist you in many areas of your career development. They assist with ensuring AWF members understand and remain in compliance with the DON DAWIA program requirements.

Your DAWIA POC has a wide range of knowledge that includes, but not limited to, assistance in registering for a DAU course, applying for DAWIA level certification or finding certification requirements/standards. In addition to these items, the DAWIA POC can guide you through many procedures such as requesting an acquisition position requirements waiver or a DAU course fulfillment. They are also the individual who can assist you if you need a copy of your acquisition career

The screenshot shows the eDACM website interface. At the top, there is a navigation bar with options like Dashboard, My Info, Manage Career, etc. Below that, the user is logged in as Jane Presley. The main content area is titled 'My DAWIA Transcript' and includes a note about reporting discrepancies. A table of employee information is displayed, with the DAWIA POC field highlighted in a yellow box. The DAWIA POC is listed as John Doe with email john.doe@navy.mil.

Employee Type:	Navy Civilian	Organization:	DONAA
Job Code:	0343	Host Command:	N/A
Pay Plan:	GS	UTC:	48142, ASN(RDA) WASHING
Pay Grade:	14	SUBUC:	1701, ASN (RD&A)
Supervisor:	Soopur Veizer	DAWIA POC:	John Doe
Supervisor Email:	soopur.veizer@navy.mil	DAWIA POC Email:	john.doe@navy.mil

brief.

In order to determine who your DAWIA POC is, you can log into the eDACM website (<https://www.atsr.army.mil/channels/navyedacm/>). Once logged in, under My DAWIA Status, you will click on My DAWIA Transcript. The graphic above

shows the basic outline of your transcript. In the Employee section, you will see the location of where you can find your DAWIA POC highlighted. Additionally, there is a list of DAWIA points of contact for commands and organizations [shown online at the ASN\(RDA\) website](#).

DAWDF update

Richard Bucher, DAWDF Project Lead, NACC

Over the past six years, the Defense Acquisition Workforce Development Fund (DAWDF) has been and continues to be a very important programmatic tool in improving and growing the Department of the Navy's (DoN) Acquisition Workforce (AWF). Established through Section 852 of the National Defense Authorization Act (NDAA) of 2008, the fund was created to ensure that the Department of Defense (DOD), Acquisition Workforce has the capacity in both personnel and skills needed to properly perform its mission. For Navy, this has led to the investment of nearly \$540 million within seven separate Line Items that include areas such as personnel hiring, advanced education and incentives through the end of FY14. Additionally the FY13 NDAA extended the Fund until the end of FY18.

DAWDF is designed to help improve the professionalism of our AWF and moreover the acquisition outcomes that we manage on a day to day basis.

From a hiring perspective and beginning in 2008, DAWDF funding allowed Navy to jump start hiring in order to grow and shape the AWF to address capacity shortfalls. This was done in addition to our traditional entry level, centrally-managed program. Furthermore, this led to the establishment of the Naval Acquisition Associates Program (NAAP) as part of the larger Naval Acquisition Development Program (NADP). The NAAP allowed us to hire at the GS-12 through 13 level over all of our Career Fields in order to target mid-career Journeyman. In particular, Journeyman professionals with experience and education that brought unique and highly technical private sector experience to some of our most challenging programs. To date, we have hired 1449 personnel via DAWDF — 1133 Entry Level and 316 Associates.

DAWDF funded successes include – Secretary of the Defense Corporate Fellows Program, Tuskegee University Junior MSSE/NPGS MSSE Program, Leadership Training at all levels of the AWF, "Ships are Different" DAU training module, contracting "Boot camps" to harmonize general contracting knowledge with individual Systems Commands (SYSCOMs) specifics and NAVAIR's University concept. The above is just a small sampling!

"Last year was tough, tough, tough on our workforce. All the pressures of the budget, all that churning of the budget, all the uncertainty, the layoffs, the furloughs put our workforce under great strain. But they hung in there. They hung in there. And they're back at it this year unfazed. Very dedicated.

What we have to do, and I hope you'll keep a watchful eye on, is to preserve our investment in that workforce as we go forward.

Congress put in place the Defense Acquisition Workforce Development Fund. That's been very instrumental for us to be able to build up that skillset and get our engineering force, and our contracts officers, program management team up to a level needed to succeed in the development of these difficult programs. What we have to ensure as we base these budget pressures that we don't go back to where we started and see this same type of fallout in terms of our shortfalls in program management and development that we had seen about a decade ago."

- The Honorable Sean J. Stackley, Assistant Secretary of the Navy for Research, Development and Acquisition, March 26, 2014 in testimony before the House Armed Services Subcommittee on Seapower and Projection Forces

While the aforementioned areas focus on attracting, developing and fostering talent, there is also capacity within DAWDF to support other initiatives that promote retention of our existing Naval Acquisition Workforce. A full range of recruitment, relocation and retention incentive flexibilities exist in addition to a student loan repayment program that off-sets the cost of existing educational financial burdens and tuition for current collegiate level endeavors.

As mentioned recently by Assistant Secretary of the Navy for Research, Development and Acquisition Sean J. Stackley, the use of DAWDF has been instrumental in building the skillset in our acquisition workforce. We need to continue to leverage DAWDF so we don't slip back to the type of shortfalls that were experienced in the past.

For more information about the Defense Acquisition Workforce Development Plan, please contact the NACC DAWDF Project Lead at (717) 605-1566.

DAU ACQUISITION TRAINING SYMPOSIUM



Mark your calendars for this significant event – an opportunity to learn and share best practices with other acquisition professionals.

Register at: www.dauaa.org
Or call: 703-960-6802

When: Tues, Apr 8, 2014, 8:00 AM to 5:00 PM
Where: Scott Hall (Bldg 226) DAU Ft. Belvoir Campus
Who: Keynote: USD(AT&L), Mr. Frank Kendall



Presented by the DAUAA on Behalf of DAU



NAVAL POSTGRADUATE SCHOOL

Upcoming online degree programs

Master of Science in Joint Executive Systems Engineering Management Commencing Fall 2014

The Naval Postgraduate School Department of Systems Engineering is pleased to announce this year's offering of the Joint Executive Systems Engineering Management (SEM) distance learning (DL) master's degree program offered in partnership with MIT's "Educational Consortium for Product Development Leadership in the 21st Century" (PD21). The SEM-PD21 program is a two-year, eight-quarter, part-time master's degree program delivered in an executive format.

For more information visit the [SEM-PD21 website](#).

Master of Science in Systems Engineering (System of Systems Focus) Commencing Wednesday 9 July 2014

The Naval Postgraduate School's (NPS) Department of Systems Engineering is pleased to announce the offering of a two year Systems Engineering Non-Resident Master's degree program with a System of Systems focus beginning Wednesday 9 July 2014. The program is open to qualified uniformed officers, federal employees and defense contractors.

For more information, visit the [program website](#).

Calendar & Events

April						
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			

May						
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

June						
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					

Acquisition Events	
APR	AT&L Acquisition Awards call for nominations > David Packard Excellence in Acquisition > AWF Individual Achievement > AWF Developmental Achievement
08 APR	DAU Acquisition Training Symposium
21 APR	DON DAWDF Mid-Year Review
13 JUN	SECNAV Acquisition Excellence Awards Ceremony — Pentagon, DC
JUN	AT&L Acquisition Awards submissions due

Federal Holidays	
26 MAY	Memorial Day

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