DACM Corner

QUARTERLY NEWSLETTER FOR THE ACQUISITION WORKFORCE

From DACM's Desk

BEGIN WITH THE BASICS: Integrity

We celebrated Martin Luther King Jr. holiday on Monday, January 18th. I had the opportunity last summer to take my nephews to the Martin Luther King Jr Memorial. If you have not had the chance to visit, I highly recommend it. One of the things I admire about Martin Luther King Jr. most was his integrity. Integrity is expected of every Acquisition Workforce Member.

Every great organization develops a way of doing things. Sometimes it is called an empowered workforce. Sometimes it is called a high performing organization. The seven points below are the hallmarks of the DACM office:

SEVEN POINTS OF EXCELLENCE

- Ethical conduct and integrity at all levels
- Every individual treated with respect
- Clear and open communications (facts and issues)
- Professionalism (meet commitments)
- Continuous learning (recognition that everyone can improve)
- Teamwork (recognition that no one person has all the answers)
- Service (recognition that we serve the men and women of the Navy and Marine Corps)

Any person I have hired, I have hired because they had integrity. To me ethical conduct and integrity at all levels are critical. Warren Buffett may have said it best, "Somebody once said that in looking for people to hire, you look for three qualities: integrity, intelligence, and energy. And if you don't have the first, the other two will kill you. You think about it; it's true. If you hire somebody without [integrity], you really want them to be dumb and lazy."

We deal with a lot of people. Communications are important but can often be misunderstood. When we have integrity, we can ensure we can clear up any miscommunication.

Here are a few more thoughts about integrity.

"Integrity without knowledge is weak and useless, and knowledge without integrity is dangerous and dreadful."
— *Samuel Johnson*
"Whoever is careless with the truth in small matters cannot be trusted with important matters"
— *Albert Einstein*
"Waste no more time arguing about what a good man should be. Be one."
— *Marcus Aurelius*
"Real integrity is doing the right thing, knowing that no body's going to know whether you did it or not."
— *Oprah Winfrey*
"Be good to your work, your word, and your friend."
— *Ralph Waldo Emerson*
"There can be no friendship without confidence, and no confidence without integrity."
— *Samuel Johnson*
"Integrity is not a conditional word. It doesn't blow in the wind or change with the weather. It is your inner image of yourself, and if you look in there and see a man who won't cheat, then you know he never will. Integrity is not a search for the rewards of integrity. Maybe all you ever get for it is the largest kick in the [rear end] the world can provide. It is not supposed to be a productive asset."
— *John D. MacDonald*

DoN Celebrates Excellence in Acquisition

The Department of the Navy (DoN) recognized more than 40 individuals and commands for their superior efforts in acquisition. Assistant Secretary of the Navy Research, Development and Acquisition (ASN(RD&A)) The Honorable Sean J. Stackley was joined by Under Secretary of Defense for Acquisition, Technology and Logistics, The Honorable Frank Kendall, as he presented the DoN Acquisition Excellence Awards at a ceremony at the Pentagon November 17th. These annual awards recognize individuals and commands for outstanding acquisition practices including advancing competition and innovation throughout the Navy and Marine Corps acquisition process.

Congratulations to the award recipients and all of the nominees for their outstanding achievements in DoN.

Rear Admiral Wayne E. Meyer Award

The 2015 Rear Admiral Wayne E. Meyer award was awarded to RADM Donald (BD) Gaddis during the DoN Acquisition Excellence Awards ceremony held at the Pentagon on November 17.

Program Manager of the Year

Wife, Nancy McCarthey, accepts on behalf of
Frank McCarthey
PEO Ships
(Posthumously Awarded)

AEA Recipients *from page 1*

**Competition Excellence Acquisition
Team of the Year**

**Global Combat Support-Marine
Corps Logistics Information Systems Team**
Marine Corps Systems Command

Small Business Team Award

**Small Business Coordination
Application Team**
Naval Supply Systems Command

**Innovation Excellence Acquisition
Team of the Year**

**Modeling and Simulation Framework for
Assisting Cost and Technology Team**
Marine Corps Systems Command

Dr. Al Somoroff Acquisition Award

**Sea Warrior PMW 240, PEO Enterprise
Information Systems**
SPAWAR Systems Command

Field Acquisition Activity Award

**Naval Surface Warfare Center, Indian Head,
Explosive Ordnance Disposal
Technology Division**
Naval Sea Systems Command

**Ron Kiss Maritime Technology
Transition Award**

**Maritime Patrol and Reconnaissance
Aircraft Multistatic Active Coherent
Integrated Product Team**
Naval Air Systems Command

Program Manager of the Year

Captain Francis Morley, USN
PEO Tactical Aircraft Programs

Expeditionary Contracting Award

**Gunnery Sergeant
Ariel Pena, USMC
Installations and
Logistics (Contracts)
Marine Corps**

**Acquisition Professional
of the Year Award**

Jamie Thompson
PEO Land Systems
Marine Corps Systems Command

Secretary's Cup

Naval Sea Systems Command

**Office of Small Business Programs
Sarkis Tatigian Award**

**Naval Undersea Warfare Center
Division Keyport**
Naval Sea Systems Command

**Oreta B. Stinson
Small Business Advocate Award**

Lindsey Alexander
Naval Sea Systems Command

**Brett Franks
Naval Surface Warfare Center
Carderock Division**
Naval Sea Systems Command

SPAWAR NADP Employees Visit NASSCO

By Paul H. Toledo
Contract Specialist, NACC Intern
SSC Pacific, Code 22530

Citing Federal Acquisition Regulation, conducting market research, and evaluating proposals for cost reasonableness are the partial list of responsibilities I have on a daily basis. My nose is always buried in a file or up against the computer screen to find supporting rationale for any actions I may commit. I sit in an air conditioned office in the summer which is comfortably heated in San Diego's harsh winters. I can be very much the unsung hero or dark villain depending on perspective. I am the contract specialist. Although I rarely get to see any of my contracts, grants, or cooperative agreements come to life, the off-occasion I do, I am reignited with the mission at hand to supply the warfighters with any possible advantage.
It was Monday, 7 December 2015. The Department of the Navy Director, Acquisition Career Management (DACM), W. Mark Deskins, stuck by his word during the first NADP meeting to organize more events to broaden perspective by taking the interns to General Dynamics NASSCO's shipyard. It was fitting that we visited a place where ships are born, on a historical day when many were lost. We were a diverse bunch of interns; computer scientists, electrical engineers, financial analysts, and contract specialists all gathered to see how individually we each contributed a piece, but combined how our individual efforts achieve something great.

As we toured the shipyard, chatter began and I could hear each intern speak about the relativity of this shipyard to their own field. The engineers were amazed that despite the grand scope of the project, it was the minor details that needed to be met to keep project moving forward. The Gantt chart at times would be set to the hour for a project that takes months to complete. Financial analysts were stunned when informed that keeping a ship in the dry-dock would cost $10,000 a day, even if no work is being

From left to right: LCDR Jon Page, Israel Alvarado, Paul Toledo, Horace White, James Wagner, Brian Chhor, Nikolai Lukashuk, Charlotte Mitchell, Tam Vo, Ben Angeles and Mark Deskins

done on the ship. However, that price is almost nothing compared to the grand total which can be upwards of tens of millions. For the contract specialists, we were astonished how a simple contract can procure this scale of labor and materials to build a final product such as a ship. What was once just a proposal is now something physical and meaningful to the cause. We each realized what skills we add to the pot and found a better understanding and respect for each position.

At the end of the trip, all I can say is it was nothing short of outstanding. We left the shipyard still in shock of the importance of what we do. Not only a newly minted intern, but possibly the youngest intern in the group, this trip gave me added purpose to the mission, a greater sense of comradery with all positions within the DoN, and added motivation to achieve excellence.

ACQUISITION LEADERSHIP CHANGES

WELCOME ABOARD!

Principal Military Deputy ASN(RD&A)
VADM Dave Johnson, USN

DASN Unmanned Systems ASN(RD&A)
Mr. Frank Kelley

PEO (Tactical Aircraft)
RDML Michael T. Moran, USN

ACAT I Program Managers (PMs)
CAPT Elizabeth "Seiko" Okano, USN
Air and Missile Defense Radar
(IWS 2.0) (PM)

Mr. Thomas Rivers
Ship to Shore Connector and LHA 6- America Class
Amphibious Assault Ship
(PMS 377) (PM)

CAPT Michael Stevens, USN
Virginia Class Submarine (SSN 774)
(PMS 450) (PM)

Upcoming Course Offerings for International Acquisition

ACQ 230
International Acquisition Integration (R)
 MAR 7-11, 2016 FT BELVOIR VA
 MAR 21-25, 2016 SAN DIEGO CA

ACQ 340
Advanced International Management Workshop (R)
 MAY 16-20, 2016 CALIFORNIA MD

ACQ 350
Advanced Technology Security/Control Workshop (R)
 FEB 1-5, 2016 FT BELVOIR VA
 JUL 11-15, 2016 FT BELVOIR VA

NAVAIR's Innovation Challenge: A Six-Month Experiment With Long-Term Impacts

*By Antonella Thompson*
Chief Technology Office, NAVAIR

Ingenuity, innovative thinking, and resourcefulness are qualities that cannot be easily taught, but they can be encouraged and fostered. Naval Air Systems Command (NAVAIR) has been a hub of creativity for decades—from the Sidewinder missile to the Magic Carpet flight control system. In keeping with its rich tradition as a trailblazer, in fiscal year 2015, the command began a new experiment in innovation by challenging the most junior employees in the workforce to address NAVAIR strategic priorities in non-traditional ways and to accomplish the feat from concept to a demo or prototype within six months. This segment of the workforce was asked to form teams of four to six scientists or engineers in developmental programs, write a white paper, develop a detailed plan, and submit their ideas. If selected, the team would spend the following six months on a rotational assignment to perform hands-on scientific research and engineering development in a collaborative environment working toward accomplishing their proposed concept.

The "experiment" was the NAVAIR Innovation Challenge Program and, in its first year, succeeded even beyond the command's expectations, giving impetus to holding another round in 2016.
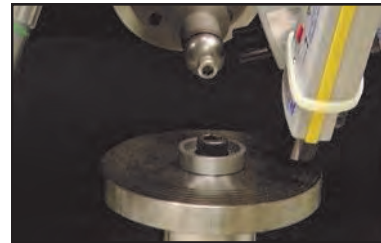
An enthusiastic response followed the inaugural call for proposals. Of the 44 white papers received from across NAVAIR, five teams were selected to proceed to the hands-on portion of the challenge. And they did not disappoint.

The three Naval Air Warfare Center Aircraft Division (NAWCAD) projects selected were as follows: "No Oil Innovation Demonstration (NOID)," by Clark, Ewin, Lee, Ullman, and Viray; "Power Generation from High Amplitude Acoustic Energy Sources (aka NOISE-HD)" by Myres, Keiter, Dronenburg, and Rios; "Embedded Sensors in Additive Manufactured Parts for Structural Health Monitoring (aka Project SEAM)" by Orthner, Orciuolo, Cavaliere, Bhakta, and Gallagher.

The two Naval Air Warfare Center Weapons Division (NAWCWD) projects selected were as follows: "Deployable Group 1 Expendable UAV (EAV) with ISR and Munition Functionality (aka Deployable EAV)" Albrecht, York, Schuetz, Rybakov, Slaughter, and Hamel; "Device Enhanced Maintenance Operations (DEMO)" by Holmes, Kircher, Hessler, and Cabanayan.

The teams, encompassing 24 junior employees from across the NAVAIR research and engineering competency, designed and demonstrated five new concepts addressing diverse areas critical to the fleet. The No-Oil Innovation Demonstration (NOID) project examined technologies and innovative materials that could potentially allow gearboxes to run without oil lubrication. The results showed promise in extending the time that a gearbox could operate in a loss-of-lubrication situation. The Novel Innovative Sound Energy Harvesting Device (NOISE-HD) project successfully harnessed sound energy from jet engines in a field environment and demonstrated that it could be stored via a battery. With future development, an optimized device could collect and store acoustic energy generated on board ships, reducing dependence on energy transported across long distances. The Sensor Embedding for Additive Manufacturing (SEAM) project demonstrated that it is possible to get reliable, accurate data for structural health monitoring of metallic "3-D printed" parts. In fact, during testing, the embedded sensors outlasted the conventional strain gauges that were used as benchmarks. DEMO increased maintenance device availability by 30 percent. If brought to the fleet, DEMO devices would cost one tenth the price of the current maintenance aids.


Rear Adm. Dean Peters, Commander, Naval Air Warfare Center Aircraft Division (NAWCAD), and Vice Adm. David Dunaway, then-Commander, Naval Air Systems Command, stand with NAWCAD team members who participated in NAVAIR's inaugural Innovation Challenge Aug. 19. The six-month effort focused on developing creative technological solutions to warfighter needs.
(U.S. Navy photo by Adam Skoczylas/Released)

The deployable EAV team demonstrated the ability to fabricate a complete test vehicle overnight at the material cost of only $1.50 and 15 minutes of labor and designed a datalink that combines COTS WiFi and a mobile ad hoc networking link together to route embedded streaming video and command and control signals.

The impressive work accomplished by these innovators in a well-defined six-month period resulted in multiple patent applications and technical reports.

In addition to the tangible technical results and innovative outcomes addressing fleet issues, this experiment in innovation also highlighted the resourcefulness and vibrant ingenuity of these junior members of the
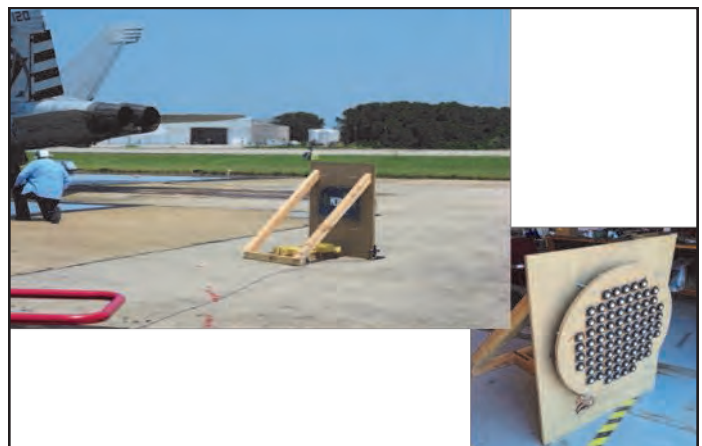
NAVAIR and Navy family. They reached out across the Services and Academia to find the resources necessary to get the job done, unburdened with the preconceptions of rooted processes. Whether in search of a testing range, a 3-D printer, or software expertise, the team members' can-do spirit was alive and well and shone brightest in this environment.

The positive motivational impact of this program cannot be underestimated. These employees have now re-entered the workforce as ambassadors and advocates for innovation, energized and ready to take that infectious enthusiasm to their coworkers and peers, along with their newly-gained experience and a positive outlook for the future.

For more information on the inaugural NAVAIR Innovation Challenge and interviews with the teams, see:

NAVAIR Innovation Challenge
https://www.youtube.com/watch?feature=player_embedded&v=FgbrJvsEvv0

Flight ready: Innovation Challenge Update (June 2015)
https://www.youtube.com/watch?v=0OcKt5GHfzY

Flight Ready: First Innovation Challenge a Success (August 2015)
https://www.youtube.com/watch?v=7byAKJpXGf4

DAU Demand Forecasting

By Chris McKelvey
Deputy Director, Naval Acquisition Career Center

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

The Services goal is for DAU to meet our "demand signal" 100% - give us the seats necessary for everyone to meet certification requirements. DAU has a goal of maximizing resource availability (classrooms and instructors) and maximize the limited travel funding provided to the Services. Allowing for budget and resource constraints, this equates to a goal of an 80% Fill Rate for Priority 1 and 2 courses. Over the years, DAU has developed a Ten Step Process to achieve this goal.

In November of each year, DAU and the Services hold a "Pre-Scheduling Meeting" and a "Regional Preview" where the Services and DAU Staff and Regional Deans meet to discuss trends, successes, failures, challenges and recommendations. Highlights are discussions of alternative delivery methods to be piloted, cost effective locations, on-site offerings, and focusing on minimizing class cancellations due to "low fill."

In December, DAU distributes a "Workbook" to the Services to input demand on a per-class basis and to request On-Site classes. The DACM, NACC and Systems Command DPDs review their perspectives on the courses, using various tools such as Deficiency Reports, hiring plans, and historical trends, developing a "Wish List" of our Demand Signal which is given to the NACC in mid-January. This is where the real important work lies, in that the Field must really do their homework to determine with as much detail as possible, how many, and WHERE, they need 'seats' in each course to meet their expected demand.

After the first of the year, Commands (on a SYSCOM basis) submit their Forecast to the NACC. Later in the month, after internal review and briefing with DACM, NACC submits the Forecast to DAU, who start a series of five "iterations." The First Iteration sees the Service requests input in a series of Algorithms called the "CAP Allocation Model." This tool incorporates DoD workforce data, DACM input, DAU history, special considerations, and a unique algorithm called the Demand Management Tool (DMT). The result of this review is the first Seat Allocation Recommendation which is then sent to the DAU Regions and Services for review.

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

In May of each year, usually mid-month, the following Fiscal Year Schedule will "Go Live," and the Registration Window is opened for all. Rocket Science? Not really. It's all about Demand – demand for courses, demand for resources, demand for time, demand for funding; all evened out to leverage requirements and resources to the greatest extent possible.

Culture Matters: PEO C4I Saves Tens of Millions Through Process Improvement Program

By Rita Boland
PEO C4I, Public Affairs Support

The Program Executive Office for Command, Control, Communications, Computers and Intelligence (PEO C4I) has saved more than $124 million of validated financial benefits in FY15. This savings represents a push across the entire organization to make efficiency inherent to operations in ways that benefit the PEO and the rest of the U.S. Navy.

Rigorous financial validation has become the norm at the PEO as leadership continues to emphasize Continuous Process Improvement (CPI) across all programs. Since FY10, PEO C4I has saved more than $353 million through its CPI efforts. During an interview in July 2015, the organization's then-Executive Director, Ruth Youngs Lew, explained that process improvement had become part of the culture. "That's something we continue to stress," she said. "It must be something everyone thinks about regularly, while they conduct daily business. Our workforce is full of very intelligent people that come up with better ways to do things all the time. The focus on CPI helps to capture those great ideas and instill them as efficiencies across the organization."

CPI efforts aren't about just saving money; they're about providing added benefits back to the warfighters. Take as an example the PEO C4I Global Broadcast Service (GBS) Antenna Reduction Initiative. The initiative saved $1.46 million per GBS system, which enabled program personnel to procure and install full GBS systems on almost four times as many platforms—58 instead of 16. Antennas are the most expensive component of shipboard satellite communications systems, which include GBS. Configuring the Navy Multiband Terminal, commonly called NMT, antenna to receive the GBS satellite broadcast, PEO C4I's Communications and Global Positioning System Navigation Program Office (PMW/A 170) can forgo procurement of additional GBS-specific antennas for future installations on guided missile cruisers and destroyers. The total savings of $84.6 million across all the platforms serves as a great example of reinvesting efficiencies for additional fleet capability. Another example of efficiency involved Interim Authority to Operate (IATO) decisions. The acting Department of the Navy Chief Information Officer (DON CIO) granted IATO waiver extensions to 34 select PEO C4I systems that resulted in a mission benefit of more than 14,000 hours saved.

Finding savings in money or time is becoming increasingly important at every level of an organization. An effort in the PEO's Shore and Expeditionary Integration Program Office (PMW 790) identified a way to package computers for shipment in a five-computers-to-one-package ratio instead of a one-to-one ratio.

Acquisition Career Council

By CDR Troy 'Droop' Hicks
Military Acquisition Workforce Manager/DACM/ASN(RD&A)

The newly reenergized Department of the Navy (DoN) Acquisition Career Council (ACC) met on November 24, 2015 to usher in a new era of leadership for the Acquisition Workforce (AWF). According to the ACC charter, the group's mission is to "Enhance the quality of the AWF (military and civilian) by attracting, developing and retaining quality personnel, improving the skills and knowledge, and maintaining the very highest professional standards throughout the AWF."

The ACC is co-chaired by the Assistant Secretary of the Navy (Research, Development and Acquisition) (ASN(RD&A)) Principal Civilian Deputy (PCD), Ms. Allison Stiller, and Principal Military Deputy (PMD), VADM Dave Johnson. The Director, Acquisition Career Management (DACM), Mr. Mark Deskins, is the ACC Executive Secretary and acts as the designated point of entry for AWF issues. He is also charged with maintaining insight into each of the career fields' Functional Integrated Product Teams (FIPTs), as well as associated AWF initiatives.

The ACC comprises eleven additional members who serve as the National Leads in their respective career fields. They along with their co-leads are:

Program Management…………………...Mr. F. "Jay" Stefany/Co-Lead:
                    Mr. Gary Kurtz

Engineering + Science &
Tech Manager…………………………... Dr. John Burrow/Co-Leads:
                    Don McCormack
                    Dr. Walter Jones

Life Cycle Logistics………………………Mr. Tom Dee
Contracting, Purchasing…………………Mr. Elliott Branch
BUS-FM …………………………………Ms. BJ White-Olson
BUS-CE……………………………………Ms. Wendy Kunc
Facilities Engineering……………………Mr. Joseph Gott
Information Technology/Cyber…………Dr. John Zangardi/Co-Lead:
                    Mr. Mike Spencer

Test & Evaluation………………………..Mr. Rick Quade
Small Business…………………………...Ms. Emily Harman
International Acquisition…………………RADM James Shannon

The Industrial/Contract Property Management and Production Quality and Manufacturing career fields will be managed by the Systems Commands (SYSCOMs), but specific issues may be brought to the ACC as needed.

These National Leads are charged to develop and execute a program to professionalize the members of their respective career fields. They will also provide a single 'line of sight' and a single voice that represents their respective career field(s). To those ends, the group's primary focus and responsibilities will be to:

- Provide oversight for the DoN Acquisition Enterprise competencies and capabilities to include AWF health assessments, strategic planning, policy, and coordination with OSD (AT&L).

- Advocate for the AWF career fields.

- Establish annual plans and advocacy for resource requirements to support AWF career development.

- Promote Acquisition Professional development through Defense Acquisition Workforce Improvement Act (DAWIA) and other workforce development programs in government and industry.

- Validate the adequacy of acquisition training, and educational programs and provide improvement recommendations where needed.

The ACC will meet quarterly, alternating between stand-alone ACC meetings and AWF Summits, as described in the last issue of this newsletter. The next AWF Summit is scheduled for March 16, 2016.

2015 AT&L Award Ceremony

The total Defense Acquisition Workforce team is charged to "Support the Warfighter and Protect the Taxpayer" and 2015 has been a remarkable year of outstanding accomplishments and contributions from all our acquisition professionals. We honor large and small organizations who exhibit best practices in development and preparation of their teams and greater success–to make certain that we have most professional, qualified, and high-performing acquisition workforce possible.

Congratulations to the award recipients and all of the nominees for their outstanding achievements in Department of Defense acquisition. The competition for these awards has never been more intense.

The Honorable Frank Kendall
Under Secretary of Defense for
Acquisition, Technology and Logistics

The Department of the Navy Award Recipients

Individual Awards

Requirements Management

CDR Scott Wilson
U.S. Navy

Test & Evaluation

Lynn Collins accepts on behalf of
Ms. Anastasia Dimitri
U.S. Navy

Large Organization - Gold Award

Space and Naval Warfare Systems Center Pacific
San Diego, California

SPAWAR team

Small Organization - Bronze Award

Program Executive Office Enterprise Information Systems
Sea Warrior Program
Arlington, Virginia

Sea Warrior team

DON's Tool for Acquisition Career Management:
Education & Tuition Assistance, Training & Related Travel, Experience, Certification, Continuous Learning, Acquisition Corps, Reporting & Analytics

QUESTION: I'm new to acquisition – how do I get certified?

ANSWER: Welcome! eDACM is the Department of Navy's acquisition career management tool at: https://www.atrrs.army.mil/channels/navyedacm/

You will need a CAC to login, and you will be prompted for your work email address and supervisor on your first login.

Certification Steps:

1. Verify your career field and certification level required on the Employee Dashboard.

    eDACM navigation: **Dashboard (Employee)**

    See DAWIA Report Card, Career Field Certification Requirement.

2. Reference the certification requirements for your career field and level.

    eDACM navigation: **Links ≫ Acquisition Documents ≫ Career Field Certification Checklists**

    A new browser window or tab will open. Click on the tile for your career field and level and look for the red table of Core Certification Standards. Note: Many courses have pre-requisites. Click on a course to see prerequisites.

3. Develop a plan with your supervisor to complete all the acquisition training, functional training, education, and experience required for certification, and verify that all achievements get recorded in your DAWIA Transcript.

    eDACM navigation: **My DAWIA Status ≫ My DAWIA Transcript**

4. Apply for certification.

    eDACM navigation: **Manage Career ≫ Certification ≫ Manage Certification Requests**

    Follow the instructions to apply for certification. You can include remarks to explain to reviewers anything that may not be clear from your DAWIA Transcript. Your application will be routed based on your command's configuration. (Reviewers may include DAWIA POC, Supervisor, DAWIA Program Director, Final Approving Authority for your career field.) You will be notified by email when a certification is awarded. Once awarded, you can view or print your certification from eDACM.

QUESTION: I'm a new acquisition supervisor – how do I get access to my employees in eDACM?

ANSWER: After you have entered or confirmed your work email address in eDACM, ask your employees to select you as their supervisor (eDACM navigation: **My DAWIA Status ≫ My Profile**). Once your employees have selected you as their supervisor, you will be able to track their acquisition credentials, applications and requests, course registrations, and position coding.

QUESTION: How do I sign up for acquisition training?

ANSWER: Login to eDACM (https://www.atrrs.army.mil/channels/navyedacm/) and navigate to **Manage Career ≫ Training**. Then select **Search for DAU Training** (for Defense Acquisition University offerings) or **Search for DoN CL Training** (for Department of Navy offerings). Follow the prompts to find the course you want to take. Verify your supervisor and email address are correct. Your supervisor will receive and approve your request for classroom courses. Your email address is how you will be notified of registration information. Click **Submit Request**. You will get confirmation of your request in eDACM, but it may take up to 48 hours before you receive further instructions by email from DAU.

QUESTION: Can I take online DAU courses from home?

ANSWER: Yes! DAU provides a username and password with registration confirmation. If you don't have a CAC reader at home, you can use the username and password to login to DAU. Note: eDACM does not have your DAU username and password. You will need to contact DAU's Help Desk with any questions.

QUESTION: I have more acquisition experience than is showing in eDACM – how can I add it to eDACM?

ANSWER: Login to eDACM (https://www.atrrs.army.mil/channels/navyedacm/) and navigate to **Manage Career ≫ Experience ≫ Manage Experience Requests**. Follow the prompts to enter acquisition experience gained outside of Department of Navy and **Submit**. Note: eDACM currently updates DoN acquisition experience monthly from various personnel systems and accumulates months of DoN Acquisition Experience in your DAWIA Transcript. Any experience you add will be included in the Acquisition Work History as self-declared. In a future eDACM release (in progress), you will be able to request credit for self-declared experience.

The reduced cost per package was relatively small, but every dollar saved counts. When members of the PEO team at all levels focus on efficiency, the savings add up, and these resources can be reinvested into delivering additional capabilities to the fleet.

PEO C4I leadership encourages continuous improvement by setting financial goals and measuring programs against them. To reinforce the importance of efficiencies, it has implemented a Lean Six Sigma (LSS) Black Belt mentorship program to train and support professionals in CPI best practices. The mentorship program currently oversees the training and maintenance of credentials for 51 active Green Belts, 30 of whom are certified.

The CPI team uses other efficiency initiatives as well. PEO's deputy program managers make up a CPI council that leads efficiencies across programs and program offices. Additionally, the CPI team helps identify, validate and communicate initiatives in alignment with Better Buying Power (BBP) 3.0 and Should-Cost assessments. The PEO staff also coordinates with the Defense Acquisition University to provide Should-Cost workshops to program staff. Focusing resources on efficiencies has a huge impact on the effectiveness of the initiatives.

Moving forward, PEO C4I will continue to concentrate on reducing administrative burdens and is preparing to implement enterprise metrics as the basis for determining when and where it should apply LSS to solve problems. Many of the challenges are complex and cross-organizational, demanding a teaming approach with experts in other commands or functional areas.

In a large, and potentially significantly impactful, collaborative effort, the PEO C4I CPI team, along with Space and Naval Warfare Systems Command (SPAWAR), was a key leader in a Navy working group to evaluate the Information Technology Purchase Review (ITPR) process. Using LSS, the CPI team built a compelling business case and courses of action to streamline how Navy acquisition programs purchase information technology. The study had the immediate impact of exempting 12 PEO C4I programs from the ITPR process. Long-term results will streamline the ITPR process by reducing the number of necessary of SME reviews from 13 to five, eliminating redundant reviews and removing administrative overhead.

Program Executive Officer C4I, RDML Christian "Boris" Becker explained, "The ITPR work is a big deal. We see an opportunity here and we have collected data so we can make a data-based decision." Personnel involved believe there is significant value in finding a more effective way to meet warfighter needs. "That frees up resources to deliver capabilities to the fleet," the admiral stated.

As the military continues to face declining budgets, efficiency grows in importance. "We have to get $1.25 out of every $1 the taxpayers allocate to us to deliver capabilities," RDML Becker said. "ITPR really does come down to stewardship. In PEO C4I, we view stewardship as a great responsibility."

Through its efforts to make CPI part of its culture, PEO C4I has become a leader in a business area in which finding areas for improvement is challenging. Acquisition commands have different problem sets than Fleet Readiness Centers, trying to reduce paperwork rather than parts. CPI ties into the Information Warfare pillars of Integrated Fires, Battlespace Awareness and Assured Command and Control that are central to the PEO C4I mission. Finding and addressing inefficiencies in each of those pillars enables acquisition warfighters to move forward faster to deliver capabilities. The work undertaken at the PEO is a team effort that applies the CPI toolset to tackle difficult problems to make improvements that benefit the warfighter.

That team can include the entire SPAWAR enterprise. Executive Director of SPAWAR Pat Sullivan explained that the SPAWAR Strategic Vision has a strong focus on efficiency in sectors such as the workforce and operations. If the various SPAWAR organizations work together, they can reduce redundancies while creating better schedules and lower costs for one another. However, the success of this relies on trust, he warns. Each party must feel confident in the other parties' quality of work. "We replicate because we don't trust," Sullivan said. "We have to trust

The PEO C4I CPI Team (l to r): Back Row: Taryn Gillison, Certified Green Belt; Wes Primicias, Black Belt; Michael Dettman, Command Black Belt. Front Row: Bob Delizo, Certified Green Belt; Scott Gegenworth, CPI Director; Emily Corcoran, Financial Validator.

everyone to do their part and to be transparent." To work, everyone has to agree on a quality of service level then take measurements to ensure those levels are met, but not exceeded by so much that work becomes inefficient in new ways.

The vision is identifying duplicative functions and finding out where in the enterprise tasks could move to become more efficient. Part of the effort involves collecting meaningful data to create a data-driven culture.

Sullivan was a driving force behind growing CPI at PEO C4I. Near the beginning of his tenure as Executive Director there, he felt an annual goal of $5 million in savings was paltry, so he encouraged his people to save $25 to $30 million. They did. "I have the mentality that there are always efficiencies to find," he said. Without consequences for not achieving a savings goal, why not set the goal high?, Sullivan asked.

Echoing RDML Becker's sentiments on stewardship and capabilities for the fleet, Sullivan shared his insight into the purpose of efficiencies, which go beyond reduced costs. "We have to generate effective combat power for the nation."

FY16 DoN DAWIA Goals

Goal 1—Certification Levels: 100% of AWF members be certified to the level required by their position within allowable timeframe.

Goal 2—Continuous Learning (CL): 100% of AWF members have current CL certificates.

Goal 3—Acquisition Corps (AC) Membership for Critical Acquisition Positions (CAPs): 100% of CAPs be filled by AC members at the time of assignment to the CAP.

Goal 4—PMT 401/402 Compliance: 100% of ACAT I and II Program Managers (PMs) and Deputy Program Managers (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 to be fully qualified.

If we do not aim for the goal of 100%, we will never meet it.

FY16 NADP Hiring Update

By Dave Mailander, Recruiting Division Director, NACC

Through the combined efforts of the Naval Acquisition Career Center (NACC), OCHR Service Center Stennis and our Systems Command partners, we have made significant progress in executing the FY 16 NADP hiring plan. As of 5 January, NADP hiring execution was 252 (55%) for Entry Level and 20 (44%) for Associates. This early success is due in part to effective recruitment planning and moreover leveraging of the Expedited Hiring Authority (EHA) for select acquisition positions, **which recently has been extended until September 2017**. It is important to note that this is the first NADP recruiting year that we have been this far ahead in hiring since FY 10.

While the majority of our hiring has been via EHA, we still continue to receive requests for Delegated Examining (DE) and Pathways certificates. Commands are encouraged to strongly consider the respective pipeline times and advantages you accrue in using EHA versus other hiring authorities; the biggest being pipeline time.

The following metrics reveal volumes and relative speed of EHA versus DE:

- Total hired: 272
- EHA hires: 237
- DE hires: 9
- Other Authorities (i.e. VRA): 26
- EHA average time from nomination approval to offer: 4 days
- DE average pipeline time to offer: 75 days

As you can tell, from a performance standpoint most customers have selected the most efficient method in filling hiring requirements. As we navigate the remaining portion of our recruiting year, commands are encouraged to expedite hiring in the means that best suits the fulfillment of there respective allocation and not defer hiring actions into the summer. As a reminder, interviews are required of all nominees regardless of the hiring authority. Furthermore, it is in the host commands best interests to check references on all potential NADP selections.

While the qualifications are determined by OCHR-Stennis, valuable insight on candidate strengths can be determined by talking with current or previous employers.

Congratulations on a very successful first quarter and what appears to be an excellent year for recruiting and let's keep pushing towards our goal!

For more information on NADP Recruiting, please contact Dave Mailander, NACC Recruiting Division Director (717-605-1029) or Mike Runkel, Recruiting Team Lead (717-605-2248).

PMT 401 Attendance

CAREER FIELD CORNER

PMT 401 Program Manager's Course is designed to improve DoD acquisition outcomes by strengthening critical thinking and decision-making skills of potential leaders of major defense acquisition programs. Navy executive leadership recently announced its desire to expand the opportunity for PMT 401 participation and is seeking additional class seats. DACM is reaching out to PEOs and military community managers for interested individuals to attend the course offerings (10 week class).

This training is oriented toward someone who has been in the workforce several years; ideally a GS-14/15 equivalent. This course should be in the Individual Development Plan (IDP) of every future program leader.

Take the first step, contact your supervisor and discuss the opportunity; second, contact your Systems Command PMT 401 coordinator for additional required information.

Upcoming EVM Courses

BUS-FM BUS-CE ENG PM

EVM 201
Intermediate Earned Value Management

- 8½ days.
- Review, develop, and experience the Earned Value Management (EVM)-related processes associated with requirements generation, acquisition strategy development, Request for Proposal development, source selection, risk management, Integrated Baseline Review, and analysis during program execution.
- Up-coming Offerings:

Dates	Location
FEB 23 – MAR 4	Chester VA
MAR 8 – MAR 18	Aberdeen MD
MAY 3 – MAY 13	California MD
MAY 17 – MAY 27	Aberdeen MD
SEP 13 – SEP 23	Fort Belvoir VA California MD

See eDACM for other listings.

Register Now!

Counts towards Financial Management, level 2 certification.

Core plus development for Engineering, level 3.

EVM 262
Earned Value Management System (EVMS)
Validation and Surveillance

- 8 days.
- Review EVMS guidelines and the processes associated with validation and surveillance of contractor and government integrated management systems.
- Up-coming Offerings:

Dates	Location
MAY 3 – MAY 12	San Diego CA
AUG 2 – AUG 11	Aberdeen MD
SEP 20 – SEP 29	Aberdeen MD

See eDACM for other listings.

Register Now!

Core Plus development for Cost Estimating, level 2, and Financial Management, level 2.

EVM 263
Principles of Schedule Management

- 3 days.
- Interpret and assess network schedules; demonstrate the schedule development/maintenance.
- Up-coming Offerings:

Dates	Location
MAR 15 – MAR 17	Fort Belvoir VA
MAR 15 – MAR 17	California MD
MAR 29 – MAR 31	Aberdeen MD
APR 5 – APR 7	Fort Belvoir VA
MAY 24 – MAY 26	Aberdeen MD
JUL 26 – JUL 28	Aberdeen MD

See eDACM for other listings.

Register Now!

Counts towards Program Management, level 3, and Financial Management, level 2 certification.

Core Plus development for Cost Estimating, level 2.
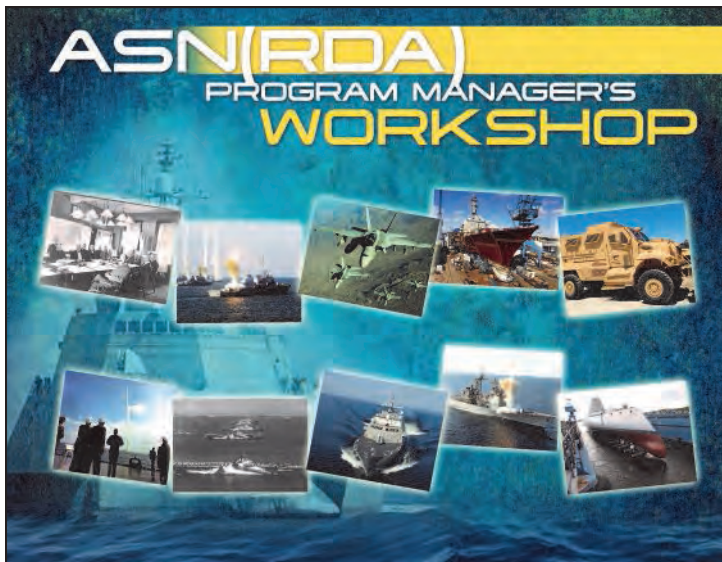
ASN(RDA) Program Manager's Workshop

Upcoming 2016 Workshop Dates:

22-26 Feb

18-22 Apr

23-27 May

New ACAT I and II please contact the DACM office at 703-614-3666 to attend.

Spotlight on DAU Courses

Harvard Business School (HBS) Courses

DAU offers many HBS courses to assist the Acquisition Professional

HBS 301 Managing Difficult Conversations	HBS 411 Developing Employees	HBS 429 New Manager Transitions
HBS 302 Negotiating for Results	HBS 412 Difficult Interactions	HBS 430 Performance Appraisal
HBS 303 Leading Team with Emotional Intelligence	HBS 413 Dismissing an Employee	HBS 431 Performance Measurement
HBS 304 Managing Difficult Conversations High Bandwidth	HBS 414 Diversity	HBS 432 Persuading Others
HBS 305 Negotiating for Results High Bandwidth	HBS 415 Ethics at Work	HBS 433 Presentation Skills
HBS 306 Leading Teams with Emotional Intelligence High Bandwidth	HBS 416 Feedback Essentials	HBS 434 Process Improvement
HBS 309 Coaching For Results	HBS 417 Finance Essentials	HBS 435 Project Management
HBS 310 Influencing and Motivating Others	HBS 418 Global Collaborations	HBS 436 Retaining Employees
HBS 401 Budgeting	HBS 419 Goal Setting	HBS 437 Strategic Thinking
HBS 402 Business Case Development	HBS 420 Hiring	HBS 438 Strategy Execution
HBS 403 Business Plan Development	HBS 421 Innovation and Creativity	HBS 439 Stress Management
HBS 404 Career Management	HBS 422 Innovation Implementation	HBS 440 Team Leadership
HBS 405 Change Management	HBS 423 Laying Off Employees	HBS 441 Team Management
HBS 406 Coaching	HBS 424 Leading and Motivating	HBS 442 Time Management
HBS 407 Crisis Management	HBS 425 Managing Upward	HBS 443 Virtual Teams
HBS 408 Customer Focus	HBS 426 Marketing Essentials	HBS 444 Writing Skills
HBS 409 Decision Making	HBS 427 Meeting Management	
HBS 410 Delegating	HBS 428 Negotiating	

DAU also addresses Cybersecurity for the Acquisition Professional

For more information, please go to: http://icatalog.dau.mil/onlinecatalog/tabnavcl.aspx?tab=CLE

Calendar & Events

January

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

February

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

March

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

ACQUISITION EVENTS

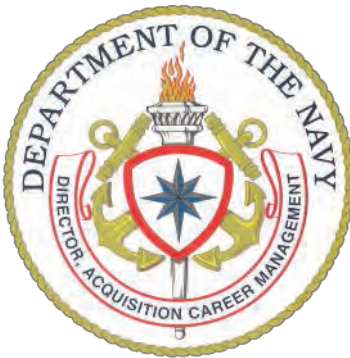|	
19 FEB	2015 David Packard Excellence in Acquisition/ Should Cost and Innovation Award Ceremony
22 FEB	ASN PM Workshop
16 MAR	AWF Summit
23-24 MAR	NADP Symposium

FEDERAL HOLIDAYS

15 FEB	President's Day

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*Office of the Assistant Secretary of the Navy
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1000 Navy Pentagon, Washington DC 20350-1000*
http://www.secnav.navy.mil/rda/workforce
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