

2015 *Defense* Acquisition Workforce *Awards*

WORKFORCE ACHIEVEMENT AWARDS 2015

The Defense Acquisition Workforce Individual Achievement Awards were established to recognize and motivate individuals who have demonstrated excellent performance in the acquisition of products and services for the Department of Defense (DoD). This program recognizes DoD military members and civilian personnel who represent the best in the acquisition workforce.

The primary judging criteria include one or more of the following:

- Specific achievements within the functional area/category during the period of July 1, 2014, to June 30, 2015.
- The value of the nominee's contributions during the award period to the mission of the organization and to outstanding development, acquisition, and/or sustainment of products and services for DoD.
- Leadership, by example and through mentoring, provided to others in the organization and toward achievement of organizational objectives.

WORKFORCE ACHIEVEMENT AWARDS 2015



Acquisition in an Expeditionary Environment
Major Rowdy E. Yates, U.S. Air Force
(Left to Right): Under Secretary of Defense for Acquisition, Technology, and Logistics Frank Kendall, Jr. and Major Rowdy Yates



Auditing
Mr. Peter Herman, Defense Contract Audit Agency
(Left to Right): The Honorable Frank Kendall, Jr., and Mr. Peter Herman



Contracting and Procurement
Mr. Ryan Connell, Defense Contract Management Agency
(Left to Right): The Honorable Frank Kendall, Jr., and Mr. Ryan Connell



Engineering
Dr. James C. Kirsch, U.S. Army
(Left to Right): The Honorable Frank Kendall, Jr., and Dr. James C. Kirsch



Facilities Engineering
1st Lieutenant Jose M. Rodríguezpeña, U.S. Air Force
(Left to Right): The Honorable Frank Kendall, Jr., and 1st Lt. Jose M. Rodríguezpeña



Financial Management
Mr. John R. Carlson, U.S. Air Force
(Left to Right): The Honorable Frank Kendall, Jr., and Mr. John R. Carlson

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Industrial Property
Mr. Rodney D. Felder, Missile Defense Agency
(Left to Right): The Honorable Frank Kendall, Jr.,
and Mr. Rodney D. Felder



Information Technology
Captain Ryan Atkinson, U.S. Air Force
(Left to Right): The Honorable Frank Kendall, Jr.,
and Captain Ryan Atkinson



Life Cycle Logistics
Mr. Everett F. Smith, U.S. Army
(Left to Right): The Honorable Frank Kendall, Jr.,
and Mr. Everett F. Smith



Production, Quality, and Manufacturing
Ms. Marsha Barron, Defense Logistics Agency
(Left to Right): The Honorable Frank Kendall, Jr.,
and Ms. Marsha Barron



Program Management
Ms. Laura M. Price, U.S. Air Force
(Left to Right): The Honorable Frank Kendall, Jr.,
and Ms. Laura M. Price

WORKFORCE ACHIEVEMENT AWARDS 2015



Requirements Management

Commander Scott Wilson, U.S. Navy

(Left to Right): General Paul J. Selva, Commander Scott Wilson and the Honorable Frank Kendall, Jr.



Science and Technology Manager

Dr. David M. Hone, Defense Threat Reduction Agency

(Left to Right): The Honorable Frank Kendall, Jr., and Dr. David M. Hone



Services Acquisition

Mr. Emilio Varcarel, U.S. Air Force

(Left to Right): The Honorable Frank Kendall, Jr., and Mr. Emilio Varcarel



Small Business

Mr. Douglas Packard, Defense Information Systems Agency

(Left to Right): The Honorable Frank Kendall, Jr., and Mr. Douglas Packard



Test and Evaluation

Ms. Anastasia Dimitriu, U.S. Navy

(Left to Right): The Honorable Frank Kendall, Jr., and (accepting on behalf of Ms. Dimitriu) Ms. Lynn Collins

2015 Defense Acquisition Workforce Awards

WORKFORCE DEVELOPMENT AWARDS 2015

The Defense Acquisition Workforce Development Awards were established to recognize those organizations that are achieving excellence in developing their employees as acquisition professionals, leaders, and our future acquisition workforce. Additionally, the award serves our community by identifying best practices for other organizations to adopt.

The 2015 Defense Acquisition Workforce Development Awards Program focused on three major contribution areas:

- Talent Management;
- Knowledge Transfer, Partnering, and Sharing of Workforce Best Practices; and
- Workforce Development and Recognition Initiatives.



Gold Award, Large Organization: Space and Naval Warfare Systems Center, Pennsylvania

(Left to Right): The Honorable Frank Kendall, Jr.,
Captain Kurt Rothenhaus, Ms. Lynn Collins and
Ms. Angela Hanson



Silver Award, Large Organization: Missile Defense Agency

(Left to Right): The Honorable Frank
Kendall, Jr., Mr. John James, Ms. Donna
Davis and Ms. Angi Carsten

WORKFORCE DEVELOPMENT AWARDS 2015



**Gold Award, Small Organization:
United States Special Operations
Command, Special Operations
Forces Acquisition, Technology,
and Logistics**

(From Left to Right): Lieutenant Stephen M. Eggan, the Honorable Frank Kendall, Jr., Mr. James Geurts, Lieutenant Colonel Louis J. Ruscetta, Ms. Erinn E. Grahs and Captain Tyler Hough

**Silver Award, Small
Organization:
Air Force Sustainment
Center—Engineering and
Technical Management**

(From Left to Right): Ms. Laurie Beebe, the Honorable Frank Kendall, Jr., Mr. Jeffrey Catron, Mr. Michael Schneider and Mr. Norman LeClair



**Bronze Award, Small Organization:
Program Executive Office, Enterprise Information Systems Sea Warrior Program**

(From Left to Right): Mr. Kenneth Johnson, Mr. Scott Dunlap, the Honorable Frank Kendall, Jr., Ms. Laura Knight, Mr. Patrick Fitzgerald and Ms. Tammy Daul

only problem-solving solutions, critical thinking skills and the latest on acquisition topics but also networking opportunities for civilian and military officers assigned to the OSD staff. The syllabus for this 4.5-day course addresses the challenges for today's staff specialists and provides not only hands-on review of actual artifacts but also case studies to enhance learners' actual experiences.

Background

The course was designed to magnify the staff specialist's skills in acquisition acumen and critical thinking. These areas of expertise add to the staff specialist's tool box. We enhance the experience with the case study techniques to provide the experience without exposure to failure.

Acquisition Acumen—It's All About the Risks

Risk Management is at the heart of the product development process and is the essence of the Milestone A, B and C decisions

- Has risk in all its forms been reduced to the level needed to make the next major commitment?
- Are the plans to mitigate risk going forward sound?

— Under Secretary of Defense for Acquisition, Technology, and Logistics Frank Kendall, July 2013

Understanding risk in all its various forms (technical, financial, and schedule) provides the core of the initial learning plan. This involves not only risk identification but an evaluation of the risk assessment made by the program office. A staff specialist looks for risks in the various artifacts that the program produces as it moves toward a milestone decision. The ability to understand, compare, and contrast the contents of the documents is a key staff specialist skill. Using real versions of these documents in the classroom exposes the learner to the documents' intent and provides an understanding of the formats used.

Building Critical Thinking Skills

The ability to think critically is the basis for making good decisions. Rather than just accept the alternative delivered for your consideration, shouldn't you ask why this is the best alternative? Understanding the costs and benefits of any alternative means that you not only need to understand why the protagonist is putting it forward but also its benefits to other interested parties—the stakeholders. This includes how the proposed government action impacts industry or how it would be perceived by industry—our business partners in any acquisition action.

Finally, before you evaluate any proposal, you need to understand the biases we all carry in our virtual backpacks. Unknowingly applying a sunk cost, confirming evidence, or status quo bias can trap a decision maker or staff specialist in a decision that is not justified. Knowing your biases and those of others

in the decision chain can allow you to shape the discussion so that the best option at least gets considered.

Experience Without Exposure

The case study method is a time-tested means of providing learners with hands-on experience in a safe academic environment. The prestigious Harvard Business School uses this method of teaching to provide captains of industry the knowledge and experience to manage multinational corporations. Using similar teaching methodology, the staff specialist is immersed in cases that provide real (but disguised) acquisition decisions. This process not only allows the learner to make proposals and decisions based on the evidence at hand (a very real situation for any staff officer) but also provides a sense of realism that would be lost in a purely academic exercise. Fortunately, the environment faced by today's staff specialists is ripe with opportunities for providing case experience. As a culmination to each of the case exercises, following a general discussion about the findings and recommendations, one of the teams provides its recommendation to an MDA (either a DAU or OSD-level executive). This final presentation requirement provides the added dose of realism for each of the learners.

Some Recent Student Assessments of the Course


"Coming into this course—I thought it was going to be a waste of valuable and limited time. However, this course has actually been beneficial especially the interactions with others I typically don't interface with as well as a refresher on functional areas (FM [Financial Management], SE [Systems Engineering], TE [Test and Evaluation], etc.)."

"Very useful, I learned new techniques and now have a plan to improve the manner in which I advise on major programs. Thanks again for the investment."

"It has been a good use of time. I have greatly benefited from the senior level experience and discussion about how to look at problems."

Summary

Fortunately, Mickey was a recent graduate of the ATL 900 course. Using the skills she learned and her network of other graduates on the OSD staff, she was able to quickly consolidate the disparate comments and provide a sound recommendation for the MDA. In the end, the right decision was reached. Although not everyone was happy (satisfaction never is universal), all agreed that they had had a fair opportunity to be heard.

If you think this class will make a difference in your career, contact course manager Peter Czech at (703) 805-4973 (or email Peter.Czech@dau.mil) to apply for the ATL 900 class. 

The author can be contacted at peter.czech@dau.mil.



Whipping Procrastination

Roy Wood, Ph.D.

would have written this article earlier, except I was procrastinating. This happens to me a lot, which is surprising since many consider me to be fairly productive. I believe we are all subject to the why-do-today-what-you-can-put-off-until-tomorrow syndrome. I manage to get out of the doldrums most times with a few tricks I've developed over the years. Here are some of those

Play the to-do game: I keep a project list and a master to-do list of all the things I think are important. I draw from those lists at the beginning of each day to create a daily to-do list of things I intend to accomplish. I make accomplishing those items a sort of game and challenge myself to see how many of them I can check off by the end of the day. I use paper lists because I like the feel of physically crossing off things off, and therefore I receive the penalty of having to rewrite and relist items I don't do for the next day's list. Finishing items so I don't have to rewrite them is a motivator for me, too.

Wood is the acting Vice President of the Defense Acquisition University and former Principal Assistant Deputy Under Secretary of Defense. He is a retired U.S. Navy officer and acquisition professional.


Make a promise: If I promise to do something for someone, I go ahead and schedule a later meeting with that person to discuss the results. It's amazing how motivating it is to have a deadline on the calendar where I have to publicly produce something or be embarrassed. I do this now with my subordinates. I assign a task and set a meeting with them to let them show me the results. That gives them firm deadlines, keeps them motivated, and prevents procrastinating.

Chunk the work: I break big tasks down into smaller ones that are not quite so intimidating. Some people get really sophisticated and use outline tools (in MS-Word, for instance) to create a bunch of subtasks for each big job they have. I prefer to create a mind map of the job and all its little tasks, then move these to my master to-do list. If you aren't familiar with creating mind maps, see https://en.wikipedia.org/wiki/Mind_map. Sometimes, though, the thought of the work required to break down the job into its components stops me in my tracks! At those times, it is easier to kick-start myself into

moving ahead. This seems less daunting to me and helps build momentum so I can tackle the harder things. Whether you decide to eat the frog or do the easy task first, choose a method of getting started that works best for you. Remember, the right thing to do is whatever it takes to get going and move your work along.

Practice good time management: I get a lot of things accomplished in the seams between meetings, on my daily train commute (where I'm writing this), and in other situations that would otherwise be lost time. See my three short articles for some good time management tips in the *Defense AT&L* magazine that include:

- Speeding through your reading, and managing your email and smartphones (November–December 2013)
- Using “wasted” time, the evils of multitasking, and going paperless with Microsoft OneNote (September–October 2014)



Next time you are getting nowhere on a particular task, ask yourself, “What’s the very next step?” Doing so may break the logjam and help you focus on the next small step that you can easily do.


action by just thinking about the next step that would move a particular task forward. If I add the next step to my to-do list and then go work on that, it can get me moving in the right direction. Often, the momentum of finishing the next step encourages me to think about—and do—the next step, and the next, etc. Next time you are getting nowhere on a particular task, ask yourself, “What’s the very next step?” Doing so may break the logjam and help you focus on the next small step that you can easily do. Pretty soon, when you can add up all the next steps you’ve completed, your overwhelming task is done. Magic, huh?

Do the hard stuff first (or the easy stuff): Lots of people like to tackle the hardest tasks on their daily to-do list first. They pick the most challenging or even the most dreaded task on the list and try to get that finished first. Brian Tracy, author and productivity guru, calls this “eating the frog,” because once you’ve done that (yuck!), everything else you have to do appears to be a lot easier.

I respect this approach, but it isn't for me. I prefer to take the other tack and start out with a simple and easy task go get

- Using a to-do list and managing your calendar (July–August 2015)

Reward yourself: Promise yourself an appropriate reward for finishing a tough task that has you procrastinating. Plan a trip to the local ice cream shop after you finish cleaning the garage, or lavish yourself with that new computer you’ve been wanting after you pull your dusty old manuscript out of the closet and finish writing that book. Delay your gratification by promising yourself you can spend an hour on social media, but only after you finish that quarterly report for the boss. Use rewards—large and small—as incentives to get important things done and help develop good work habits.

Procrastination is something we all are prone to do, but indulging it keeps you from accomplishing those things you know need to be done. Whipping procrastination is a lifelong struggle, but using tips like mine and developing good work habits will help you overcome procrastination and achieve the things in life that are important to you. 

The author can be contacted at roy.wood@dau.mil.

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We like happy readers! That's why we want to know what you think. Your feedback will ensure we continue to produce a magazine that is interesting and relevant to your job. Simply respond to the questions below and fax or email this form to *Defense AT&L Magazine*. All responses are anonymous and will be used only to improve *Defense AT&L's* services.

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SUBSCRIPTION

Defense AT&L

Writers' Guidelines in Brief

Purpose

Defense AT&L is a bimonthly magazine published by DAU Press, Defense Acquisition University, for senior military personnel, civilians, defense contractors, and defense industry professionals in program management and the acquisition, technology, and logistics workforce.

Submission Procedures

Submit articles by email to datl@dau.mil. Submissions must include each author's name, mailing address, office phone number, email address, and brief biographical statement. Each must also be accompanied by a copyright release. For each article submitted, please include three to four keywords that can be used to facilitate Web and data base searches.

Receipt of your submission will be acknowledged in 5 working days. You will be notified of our publication decision in 2 to 3 weeks. All decisions are final.

Deadlines

Note: If the magazine fills up before the author deadline, submissions are considered for the following issue.

Issue	Author Deadline
January-February	1 October
March-April	1 December
May-June	1 February
July-August	1 April
September-October	1 June
November-December	1 August

Audience

Defense AT&L readers are mainly acquisition professionals serving in career positions covered by the Defense Acquisition Workforce Improvement Act (DAWIA) or industry equivalent.

Style

Defense AT&L prints feature stories focusing on real people and events. The magazine seeks articles that reflect author experiences in and thoughts about acquisition rather than pages of researched information. Articles should discuss the individual's experience with problems and solutions in acquisition, contracting, logistics, or program management, or with emerging trends.

The magazine does not print academic papers; fact sheets; technical papers; white papers; or articles with footnotes, endnotes, or references. Manuscripts meeting any of those criteria are more suitable for DAU's journal, *Defense Acquisition Research Journal (ARJ)*.

Defense AT&L does not reprint from other publications. Please do not submit manuscripts that have appeared elsewhere. *Defense AT&L* does not publish endorsements of products for sale.

Length

Articles should be 1,500-2,500 words.

Format

Send submissions via email as Microsoft Word attachments.

Graphics

Do not embed photographs or charts in the manuscript. Digital files of photos or graphics should be sent as email attachments. **Each figure or chart must be saved as a separate file in the original software format in which it was created.**

TIF or JPEG files must have a resolution of 300 pixels per inch; enhanced resolutions are not acceptable; and images downloaded from the Web are not of adequate quality for reproduction. Detailed tables and charts are not accepted for publication because they will be illegible when reduced to fit at most one-third of a magazine page.

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Author Information

Contact and biographical information will be included with each article selected for publication. Please include the following information with your submission: name, position title, department, institution, address, phone number, and email address. Also, please supply a short biographical statement, not to exceed 25 words. We do not print author bio photographs.

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