



2011 Defense Acquisition Workforce Awards



USD(AT&L)
DAVID PACKARD
EXCELLENCE IN
ACQUISITION

USD(AT&L)
WORKFORCE
ACHIEVEMENT

USD(AT&L)
WORKFORCE
DEVELOPMENT

***Message from the Acting Under Secretary of Defense for
Acquisition, Technology and Logistics (USD(AT&L))***



The Department of Defense has a mandate to obtain greater efficiency and productivity in defense spending by improving the way it acquires critical defense goods and services. As we continue to execute and institutionalize these initiatives on all our programs, we recognize all the more the importance of a capable, qualified, and high-performing acquisition workforce in helping achieve this. While we continue to improve the quality of this workforce and the efficiency in which we deliver goods and services, examples of widespread acquisition excellence, to include outstanding performance by both organizations and individuals, as

well as examples of excellence in their training and development, continue to abound.

With this in mind, it is with great pleasure that I welcome you to the 2011 Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)) Acquisition Awards ceremony. Today we are honoring the winners for three distinguished awards that have as their focus, acquisition excellence and greater efficiency and productivity:

I congratulate all the winners as well as everyone nominated for these prestigious awards. As the Department of Defense continues to strive to increase the efficiency with which we support our troops, I continue to be amazed by the tremendous professionalism, ingenuity, and capability of our acquisition workforce who help make this happen. The people we are recognizing here today are indeed the cream of the crop, but we are also blessed with many, many more high performing, ethical, and conscientious professionals dedicated to our mission and contributing to our national security.

A handwritten signature in black ink, appearing to read 'Frank Kendall', written in a cursive style.

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

Awards Program

The Defense Acquisition Workforce is more than 147,000 members strong. It comprises civilian and military personnel from the Department of the Army, Department of the Navy, Department of the Air Force, and defense agencies. The members of this workforce procure the equipment, supplies, and services needed to sustain our world-class military force in its missions around the world.

The David Packard Excellence in Acquisition Award, Workforce Achievement Award, and the Workforce Development Award recognize outstanding acquisition organizations and individuals.

Defense Acquisition Workforce Initiatives

1. Achieve the SECDEF Growth Strategy – 20,000 by 2015.
2. Deploy tools to assess, track, and account for “Total Force” Defense Acquisition Workforce capability and capacity.
3. Right size and right shape Major Defense Acquisition Program (MDAP) and Major Automated Information System (MAIS) Program office staffing with the right skilled people to enable successful program outcomes.
4. Establish enterprise certification goals as a management tool for improving workforce quality.
5. Establish a comprehensive workforce analysis and decision-making capability.
6. Establish robust recruiting strategies focused on interns, journeymen, and Highly Qualified Expert (HQE) initiatives.
7. Attract and retain a high-quality, high-performing military and civilian acquisition workforce.
8. Provide an integrated, interactive learning environment that helps acquisition workforce members, teams, and organizations improve acquisition outcomes.



USD(AT&L) David Packard Excellence in Acquisition

The David Packard Excellence in Acquisition Award was established to recognize organizations, groups, and teams who have demonstrated exemplary innovation using best acquisition practices that achieve acquisition excellence in the Department of Defense. It is the Department's highest acquisition team award and was first awarded in 1997 in honor of the late David Packard, a former Deputy Secretary of Defense during the Nixon Administration. Mr. Packard was also co-founder and chairman of the Hewlett-Packard Company and chairman of the President's Blue Ribbon Commission on Defense Management chartered by President Ronald Reagan in 1985. He founded the Defense Systems Management College in 1971 and was a strong advocate of excellence in the defense acquisition practices.

The primary judging criteria for selecting recipients are based on one or more of the following:

- *Reducing life cycle cost and achieving best value for the government while balancing the benefits of the nation's socioeconomic policies with the cost of government requirements on sellers*
- *Making the acquisition system more efficient and responsive while managing risk and anticipating change instead of reacting to it*
- *Integrating defense with commercially available technology into military systems while partnering within DoD and industry*
- *Promoting continuous improvement of the acquisition process, including simplifying it, providing incentives for acquisition personnel to innovate, ensuring that every step in the acquisition process adds value, and measuring progress (metrics) toward acquisition system enhancements*
- *Supporting specific Under Secretary of Defense for Acquisition, Technology and Logistics goals and initiatives*



5.56mm M855A1 Enhanced Performance Round Integrated Product Team (Army)

The 5.56mm M855A1 Enhanced Performance Round (EPR) Integrated Product Team (IPT) is presented the David Packard Excellence in Acquisition Award for its innovative redesign of the Cold War era General Purpose 5.56mm M855 ammunition round, which was ineffective against hard target barriers at extended ranges and lacked “stopping power” against soft targets. Project Manager Maneuver Ammunition Systems embarked upon a non-traditional path for small-caliber ammunition improvement by adapting aero-ballistic modeling and simulation techniques from large-caliber direct fire systems and applying them to smaller munitions. The team maintained a robust engineering approach in their product improvement program by following many of the same milestone or “gate” reviews and checkpoints that a Full Materiel Release program would have used. By adopting this hybrid approach, the team was able to field the M855A1 EPR as an Engineering Change Proposal, savings months of time from the schedule, at reduced cost, without jeopardizing quality. To overcome both performance and industrial base sustainment challenges, the team tested various prototype rounds in the most extensive testing program in small-caliber history, which ensured enhanced performance against a wide range of probable targets and enabled greater efficiency in high-volume production. To date, more than 27 million of the most effective and technically advanced small-caliber cartridges ever developed have been fielded, providing vastly improved capability to the warfighter using the M4, M16 or M249 weapon systems.



PM Stryker Double V Hull (Army)

The PM Stryker Double V Hull Team is presented the David Packard Excellence in Acquisition Award for its rapid response in addressing the ever-changing threats for Stryker vehicles deployed to Iraq and Afghanistan. The Double Vehicle Hull (DVH) emerged from the Stryker Modernization vehicle concept program as a design that could provide a more robust survivability capability with greater potential in mitigating blast effects from Improvised Explosive Devices compared to shorter term survivability enhancement kit solutions to the 10 Stryker variants. Using a proactive approach, the team leveraged pre-negotiated vehicle pricing on the current requirements contract to allow the necessary flexibility to adjust to the unique needs of the DVH in the Afghanistan theater of operations, which include enhanced armor, wider tires and blast-attenuating seats. In addition, by leveraging current production of vehicles already on order, the number of new vehicles that had to be ordered was reduced and longer lead times on much of the mission essential packages were avoided, netting a cost avoidance of almost \$900M. As a result, the PM Stryker DVH team was able to proceed from concept to production of 150 vehicles in less than 12 months. The cumulative efforts of the PM team provided seamless support to the warfighter brigades deployed to Iraq and Afghanistan.



Personal Signature Management Jointly Integrated Acquisition Task Force Team (USSOCOM)

The Personal Signature Management (PSM) Jointly Integrated Acquisition Task Force Team is presented the David Packard Excellence in Acquisition Award for its speed and agility in responding to the urgent requirements for more effective personal protective camouflage in combat uniforms. The PSM Team developed three innovative camouflage patterns: the Area of Responsibility (AOR) or regionally specific AOR-1 desert/arid and AOR-2 woodland/jungle patterns for the Naval Special Warfare Command and the Multicam™ pattern for the U.S. Army. The PSM Team's innovative application of digital technology, along with a novel application of ink-jet printing, enabled industry to rapidly respond, at less cost, in designing camouflage color/pattern optimization alternatives with advanced protection on a multitude of textiles. This allowed a rapid and seamless technology transition into a purpose-built, accelerated acquisition process where multiple parallel paths and combined developmental and operational testing were executed to compress normal acquisition cycle times. Given Special Operations Force's (SOF's) access to future operational environments, the PSM team's acquisition methods and open-minded approaches to tough acquisition challenges enabled the vigorous pursuit of advanced camouflage concepts and technologies, further energizing a "think ahead, push forward" approach toward meeting globally deployed, SOF capability needs. By adopting USSOCOM advanced technology solutions, the Services saved approximately \$18M in RDT&E costs, which enabled the rapid fielding of next generation camouflage in combat uniforms and, more importantly, will save countless SOF operator lives.



V-22 Cost per Flight Hour Reduction Team (Navy)

The V-22 Cost per Flight Hour Reduction Team is presented the David Packard Excellence in Acquisition Award for its success in reducing actual cost per flight hour (CPFH) for the V-22, which had been greatly exceeding the budget, by identifying and capitalizing on opportunities identified in the original sustainment architecture. The multi-functional CPFH Reduction Team first developed a new CPFH model replacing parametric comparisons with actual component demand data and current pricing to provide greater accuracy and fidelity. It then executed an innovative, comprehensive plan which included reliability and maintainability improvements, maintenance concept changes, stand-up of additional repair capability, component repair price reductions, and alternate contract strategies. In addition, the team worked closely with the V-22 In-service Team to improve the readiness and reliability of the V-22 fleet by identifying key high cost readiness degraders with corrective improvements available, which were then reflected in out-year CPFH projections. All of this resulted in costs that are now below estimate. The Fiscal Year (FY) 2010 CPFH prediction developed in 2009 was set at \$13,800. As a direct result of the work of the CPFH Reduction Team, the actual CPFH for FY2010 was lower than predicted at \$11,600 and the 2011 fiscal year to-date through April was \$9,400. This reduction of nearly \$4,000 per flight hour equates to a greater than \$10B cost avoidance over the remaining life of the V-22 fleet. The work of the CPFH Reduction Team will continue to reap benefits for years to come, providing the warfighter with a tiltrotor aircraft that is more affordable, effective and survivable.

Past Winners

2010

The Combined Enterprise Regional Information Exchange System-International Security Assistance Force (CX-I) Team

U.S. Army

The F-35 Radar Electronic Protection (EP) Team

Department of the Navy

The Aegis Readiness Assessment Vehicle Team

Missile Defense Agency

2009

Mine Resistant Protected All Terrain Vehicle Source Selection Evaluation Board

U.S. Army

Project Manager – Mobile Electric Power

U.S. Army

PMS 408 Joint Counter Radio-Controlled Improvised Explosive Warfare

U.S. Navy

708th Armament Systems Group

U.S. Air Force

2008

Joint Mine Resistant Ambush Protected Vehicle Program

U.S. Marine Corps

Virginia Class Submarine Program

U.S. Navy

Standoff Precision Guided Munition Quick Reaction Capability

U.S. Special Operations Command

Electronic Countermeasures Team

U.S. Special Operations Command

2007

The Mobile Electric Power Integrated Product Team of Marine Corps Systems Command

U.S. Marine Corps

The Ohio Class SSGN Conversion, Delivery, Modernization and Test Team

U.S. Navy

The Defense Energy Support Center's (DESC) Operation Iraqi Freedom (OIF) Bulk Helium Support Team

Defense Logistics Agency

The Government Fuel Card Program Team

Defense Logistics Agency

2006

The Office of Project Manager, Close Combat Systems (PM CCS)
U.S. Army

Project Manager, Infrared Countermeasures (PM IRCM)
U.S. Army

The EA-6B Improved Capability (ICAP) III and EA-18G Program Teams
U.S. Navy

Defense Energy Support Center Hydrazine Acquisition Team
Defense Logistics Agency

2005

44mm Grenades Team
U.S. Army

The Joint Standoff Weapons (JSOW) IPT
U.S. Navy

Deployable Joint Command and Control Program Team
U.S. Navy

2004

B-2 Total System Support Partnership Team
U.S. Air Force

The 374th Contracting Squadron Government Purchase Card Team
U.S. Air Force

Department of Defense EMALL Team
Defense Logistics Agency

2003

Special Operations Craft Riverine (SOCR)
U.S. Special Operations Command

Joint Direct Attack Munition (JDAM) Joint Project Office
U.S. Navy/U.S. Air Force

Joint Services of Family Decontamination Systems
U.S. Navy

Passive Attack Weapon Program Quick Reaction Capability Team
U.S. Air Force

2002

Multi-role Anti-armor Anti-personnel Weapon System

U.S. Special Operations Command

Theater High Altitude Area Defense Logistics Team

Missile Defense Agency

Geosynchronous Lightweight Technology Experiment Program Office

National Reconnaissance Office

Pentagon Renovation

Washington Headquarters Services

Joint Biological Point Detection System

U.S. Army

2001

Small Computer Program

U.S. Army

Strategic Sourcing Program Team

Defense Logistics Agency

CAD/PAD Program Team

U.S. Navy

Joint Surveillance Target Attack Radar (JSTARS) Future Support Team

U.S. Air Force/DCMA/NGC

2000

Relay Satellite Team

National Reconnaissance Office

Medium Tactical Vehicle Replacement Team

U.S. Army

Weapons System MARK 46 Development Team

U.S. Marine Corps

1999

Evolved Expendable Launch Vehicle (EELV) System Program Office

U.S. Air Force

Assault Amphibious Vehicle (AAV) Reliability and Maintainability/Rebuild to Standard Team

U.S. Marine Corps

Joint Program Office, Biological Defense Portal System Team

U.S. Army

Defense Contract Management Command, St. Louis Plant Clearance Team

Defense Logistics Agency

437th Airlift Wing Hunley Park Housing Renovation Team

U.S. Air Force

1998

Advanced Amphibious Assault Vehicle Program Team

U.S. Navy/U.S. Marine Corps

Purchase Card Program Team

U.S. Army

Integrated Program Management Initiative Joint Team

Office of the Secretary of Defense

Attack Submarine Program Office

U.S. Navy

1997

The Joint Strike Fighter Program's PM IPT

Office of the Secretary of Defense

The Special Operations Forces Intelligence Vehicle PM IPT

U.S. Special Operations Command

The Construction Flight Working Group

U.S. Air Force

The Multifunctional Information Distribution System Program Office's Communications-Computer Systems Integrated Product Team

Office of the Secretary of Defense





USD(AT&L) Workforce Achievement Award Presentation

The USD(AT&L) Workforce Achievement Award was established to encourage and recognize individuals who have demonstrated excellent performance in the acquisition of products and services for the Department of Defense. This program recognizes DoD military members and civilian personnel who represent the best in the Acquisition Workforce.

The primary judging criteria for selecting recipients are based on one or more of the following:

- *Specific achievements within the functional area/category during the preceding fiscal year (FY2010) and the first half of the current year*
- *The value of the nominee's contributions during the award period to the mission of the organization and externally to the acquisition of products and services for the Department of Defense*
- *Leadership, including by example and through mentoring, provided to others in the organization and toward achievement of organizational objectives*

Contract Auditing



*Ms. Cindy Wagoner,
U.S. Army*

Ms. Wagoner was responsible for contract execution, management and oversight of contractor performance.

The Low-Level Radioactive Waste (LLRW) disposal mission is unique and complex with a diverse set of supported customers to include the Army, Air Force, Navy, Defense Logistics Agency, Department of Energy, Department of Homeland Defense, Army Corps of Engineers and Department of Agriculture.

Projects range from disposal of radioactive inventory to remediation efforts that involve sampling waste, profiling waste, waste plan development, remediation/removal, disposal of waste, and final status surveys for free release. Ms. Wagoner is a well respected member of the acquisition team supporting the HQ, Joint Munitions Command, Safety/Radiation Waste Directorate. Much of the mission is accomplished through award and administering of contracts to perform the highly technical and politically sensitive tasks. Ms. Wagoner serves as the Contracting Officer for these actions from the planning phase through contract award, administration, and close-out. Ms. Wagoner had significant oversight on a high volume of contractual actions that supported disposal of 846,406 cubic feet of radioactive and mixed waste and 167 unique projects. She has supported efforts resulting in disposal of 360,210 cubic feet of radioactive and mixed waste and her team has supported three emergency response actions in Japan and Hawaii. As team leader of the LLRW disposal team for several years, she has welcomed the opportunity to train and mentor many contract specialists and interns as they rotate through the branch. While on rotation in Ms. Wagoner's team, she focuses heavily on technical skills, making sure that specialists have a thorough knowledge of all phases of the mission—in general and specifically as applied to uniqueness of the radioactive waste mission.

Business



Mr. Jeffrey Schrader
U.S. Air Force

As Chief Finance Officer, Air Force Rapid Capabilities Office (AFRCO), Mr. Schrader has performed in an outstanding and exceptional manner resulting in significant improvements to the National Security of the United States. He regularly represented the AFRCO Program Executive Officer (PEO) and program offices through interactions with senior leaders of the Air Force, Department of Defense (DoD), Office of the Secretary of Defense (OSD), Office of Management and Budget (OMB), Congressional Defense Committees, and

other government agencies while supporting more than 140 AFRCO personnel and executing a program portfolio consisting of multiple, highly-classified USD(AT&L)-directed, high priority Major Defense Acquisition Programs (MDAPs). Mr. Schrader is directly responsible for all funds allocation, funds certification, voucher payment, earned value management, strategic Financial Management (FM) forecasting, and all FM controls of over \$3B current year funds, and he single-handedly reviews all elements of the PPBE process for all AFRCO programs. He is currently supervising the execution of more than 20 USD(AT&L) and SECAF-directed programs including multiple MDAPs, with over 94% of these under budget and on time. Throughout this past year, he has perpetually managed all contractor disbursements (well over \$1B worth) through over 400 payments, all on time with zero errors or penalties paid. Mr. Schrader is an outstanding Financial Management leader. He leads by example in all aspects of his career and has quickly garnered the utmost respect from his FM team and the entire AFRCO organization, as well as acquisition and business offices in Air Force HQ and OSD. He is an exceptional mentor and always takes the time to instruct and guide his team to ensure mission success. His strategic vision and tactical day-to-day guidance have resulted in the successful management and execution of the \$15B+ portfolio of 20 programs.

Contract and Procurement

(including Industrial/Contract Property Management, Contract Oversight, and Quality Assurance)



*Ms. Ann Birbeck
U.S. Air Force*

Ms. Ann Birbeck, from the Space and Missile Systems Center (SMC), leads the Infrared Space System (IS) Contracting Division. Ms. Birbeck resolved long standing programmatic and contractual issues, supported the historic GEO-1 launch, and managed the IS contracts with the resources available. The IS portfolio of contracts are valued at over \$11B and include the SBIRS Engineering, Manufacturing, and Development (EMD); SBIRS Follow-on Production (SFP), and Defense Support Program sustainment contracts and employ more than 9,000 people across the country. Ms. Birbeck is also responsible for closing a 3-year long restructure of the SBIRS ground system. This restructure delivers the next 'block' of ground system capability and allows the four SBIRS mission areas (missile warning, missile defense, technical intelligence, and battlespace characterization) to be segregated to achieve future sustainment efficiencies and enable independent evolution of capability. Under her leadership, the SBIRS contracting division negotiated \$1.38B in contract changes, obligated over \$4.3B, and issued 97 contracting actions in this 12-month period. The lean team of 10 full-time employees and eight first-year federal interns cleared out a back-log of accumulated work that went from over 75% of all actions overdue when she arrived on the program, to 0% late actions once the backlog was cleared. Throughout her time in SBIRS and over her career, Ms. Birbeck has been the standard bearer for acquisition excellence at SMC. She has worked numerous programs of national importance, including Advanced Extremely High Frequency Satellite Communication Program, SBIRS, Global Positioning System, and classified efforts.

Program Management



CAPT Michael Moran
U.S. Navy

CAPT Michael Moran leads a team encompassing over 1,200 work years of effort, managing acquisition Future Year Defense Plan budgets of \$45B for the acquisition and life cycle management of all Navy Maritime Patrol and Reconnaissance Aircraft (MPRA) at the MPRA Program Office (PMA-290), Naval Air Systems Command, Patuxent River, Maryland. PMA-290 is the sole Navy activity charged with the development, acquisition, and life-cycle support of maritime patrol and reconnaissance aircraft including the P-3, EP-3,

P-8, S-3, and special project aircraft and their respective sensor, propulsion, and weapon systems in support of executing the U.S. Navy's maritime strategy. CAPT Moran's contributions will have far reaching impacts in the maritime patrol and reconnaissance fleet and in the Navy for the next 60 years. After many failed attempts in the last 20 years to recapitalize the P-3, CAPT Moran's leadership of the P-8 Poseidon program has resulted in the first successful P-3 recapitalization program since the P-3 was first developed and built 50 years ago. His total ownership cost reduction initiatives, maximizing the efficiencies gained by using a commercial Boeing 737 production line and the 737 world-wide logistics network, will ensure the P-8 is fielded and supported in the most cost efficient manner to the taxpayer. Leveraging his visionary FoS initiatives and architectures will further result in integrated, cost effective solutions to meet maritime patrol and reconnaissance requirements and the Chief of Naval Operations (CNO) maritime strategy. CAPT Moran exhibited exceptional foresight in leading a concerted change in a large acquisition organization within the Naval Air Systems Command. His stellar leadership resulted in an organization that will be able to adapt as future budgets fluctuate and acquisition programs of record for legacy aircraft and weapon systems are completed.

Life Cycle Logistics



*Mr. Don Schmitt,
U.S. Navy*

The V-22 Program faced a significant challenge—its forecasted cost per flight hour (CPFH) to operate was in excess of its budget. This estimate was developed years earlier using system level parametric comparisons based on existing aircraft (i.e., C-2A, CH-46E, CH-53E and SH-60F). Mr. Schmitt responded by initiating a concerted effort to reduce the CPFH by establishing the V-22 CPFH Reduction Team. The objective of the Team was to reduce V-22 CPFH by identifying and capitalizing on opportunities identified in the current sustainment architecture. Mr. Schmitt created a true multifunctional IPT by ensuring the following key disciplines were represented on the Team: Logistics, to include Supply, Maintenance, Repair, Cost, Reliability and Maintainability, and Systems Engineering. Mr. Schmitt's first initiative was to develop a new CPFH model. The resultant model no longer makes parametric comparisons but utilizes actual component demand data and current pricing to project CPFH. The new model has the fidelity to incorporate specific changes dealing with individual component reliability, procurement cost, repair cost, and maintenance concept. The efforts of Mr. Schmitt and the CPFH Reduction Team align with DoD Better Buying Power Initiatives and Chief of Naval Operation (CNO) 2011 Focus Area related to delivering capability at optimum cost. The cost reduction and reliability improvement initiatives detailed above have reduced the projected MV-22 CPFH estimate in the outyears from approximately \$14,000 to slightly above \$10,000 per flight hour. Mr. Schmitt's efforts have benefited the USMC/USN and will also benefit the Air Force Special Operations Command (AFSOC) variant, the CV-22. Of even greater significance is that the CPFH reduction initiatives will continue to provide savings throughout the service life of the V-22. With the projection of 3.7 million flight hours remaining for the V-22 fleet, a reduction of nearly \$4,000 per flight hour in constant year dollars equates to a better than \$10B life-cycle cost avoidance.

Systems Planning, Research, Development and Engineering

(including Production, Quality, and Manufacturing)



*Mr. Duane Strickland
U.S. Air Force*

Mr. Duane C. Strickland demonstrated individual excellence in Systems Planning, Research, Development and Engineering as the Chief Engineer of the Small Diameter Bomb II (SDB II) Branch, Miniature Munitions Division, Armament Directorate, Air Armament Center, Air Force Materiel Command, Eglin Air Force Base, Florida. Mr. Strickland's specific achievements include leading the development and testing of the first adverse weather weapon to attack moving targets at standoff ranges, the Small Diameter Bomb II. Mr. Strickland's

exemplary engineering ability, diligence and leadership were instrumental to the successful completion of the 42-month risk reduction competition and matured technology while driving down risk on the first adverse weather, moving target, net enabled weapon. His technical leadership also ensured success for program kickoff and technical activities associated with the \$450M Engineering Manufacturing and Development (EMD) phase effort of the SDB II program. As part of his Program Protection (PP) responsibilities, Mr. Strickland developed and implemented a PP training program for all program office personnel assuring all SDB II program office personnel are knowledgeable of PP issues and practice sound operational security when dealing with related issues. Under Mr. Strickland's leadership, a joint service approach was used to bring all warfighter Joint Terminal Air Controller (JTAC) programs of record into the SDB II post-launch communications and employment concept. His leading efforts ensured communication between JTAC and SDB II can occur on the battlefield.

Test and Evaluation



*Maj. Timothy Bode,
U.S. Air Force*

Maj. Timothy Bode directed the test and evaluation campaign for the X-37B Orbital Test Vehicle (OTV) program and ensured multiple experimental successes on orbit. He led a test team that verified the mission could conduct its on-orbit experimental objectives, de-orbit, and land autonomously at Vandenberg AFB (VAFB). Under his leadership, the nation now has developed, integrated, and demonstrated a test platform that can launch and return payloads for employment, test, and post-test

examination. With the retirement of NASA's Space Shuttle, OTV constitutes the nation's sole capability for payload return missions. The OTV program has tested new systems, materials, and technologies that can revolutionize the manner in which the U.S. conducts space operations. In the span of the evaluation period, the program concluded OTV-1 experiments, landed, prepared for another mission, and launched OTV-2, which is still conducting demonstrations and experimentation in orbit today. He drove a paradigm shift in on-orbit early initialization and operations that is causing senior leaders to re-evaluate commonly-held assumptions about national security space utilization. Most programs take months to begin operating; OTV-1 began experiments only 28 days after launch. Maj. Bode ensured lessons learned on OTV-1 were captured to shorten this timeline even further. OTV-2 experiments began less than seven days after launch. The rapid transition to demonstration began on the ground under his rigorous leadership. Maj. Bode's leadership has positively impacted the OTV program and has set the standard for subordinates, peers and superiors. Maj. Bode's extraordinary productivity is testament to his test rigor and leadership, both of which will serve both him and the nation well in the years to come.

Acquisition in an Expeditionary Environment



*Lt. Col. Renee Holmes
U.S. Special Operations
Command*

Lt. Col. Renee Holmes serves as the Program Manager for USSOCOM's Family of Special Operations Vehicles (FSOV). In this role, she is responsible for providing wheeled mobility to accomplish specific missions when Service solutions do not meet requirements. To meet the Warfighters' Expeditionary Environment Requirements in FY2011, the FSOV Program Office fielded more than 700 specialized vehicles that were specifically designed to operate in Afghanistan and Iraq—where roads do not exist, terrain is particularly harsh, and Improvised Explosive Devices (IEDs) are a daily fact of life. The FSOV fielded by Lt. Col. Holmes, with its inherent rough terrain mobility, IED protection, integral firepower, and net-centric communications, substantially increased the Commander's flexibility at all levels. From a theater perspective, economy of force and mobility limitations had previously constrained the breath and extent of special operations activities in both Afghanistan and Iraq. Today, areas that previously were circumvented or marginally addressed are now routinely integrated into operational plans. SOF warriors can, independent of weather and terrain, be rapidly located where and when they are needed with overwhelming firepower. The benefits of this new mobility can not be overstated. Stability operations, reconnaissance tasks, village security, and direct action missions have fewer limitations than those previously imposed. In summary, this new wheeled vehicle capability has substantially enhanced the USCENTCOM Commander's ability to advance American policy. With the Federal Acquisition Regulations and DoD Directives as guidelines, Lt. Col. Holmes has maintained a complete focus on the USSOCOM warriors and their unique wheeled mobility requirements. She has demonstrated one can "think outside the box," implement workforce initiatives, pay attention to detail, and achieve accelerated procurements that meet the user's needs while complying with institutional rules and regulations. Lt. Col. Holmes' selfless commitment to the warfighter and the exigencies associated with combat operations has been a model that should be emulated and venerated by all.

Information Technology



Mr. Terry Ricket successfully led his team to modernize the Fly Away Broadcast System (FABS), generating a truly transformational capability for the Military Information Support Operations (MISO) community. In just over a year's time, Mr. Ricket and his team revolutionized the FABS program by reducing the system footprint from 109 transit cases to 14, simultaneously reducing the system weight by 3,200 pounds. Mr. Ricket generated these remarkable reductions in size and weight by leveraging new state-of-the-art technologies, including a lightweight software defined radio and a wideband power amplifier. This achievement required uncommon vision and outstanding leadership to formulate the needed architecture, translate it to supporting electronics engineers at Johns Hopkins University, and then lead the multi-functional team in support of its development. Mr. Ricket and his team's enhanced capability reduces the FABS footprint by more than 70%, giving MISO forces a highly mobile tactical asset for the critical day-to-day execution of their contingency mission. Decreasing the system transportability requirements from 16 pallets to less than one provides a substantial transportation cost savings, as well as a tremendous increase in operational flexibility. Mr. Ricket set the values that created the context and possibilities for this system achievement—he built relationships and coalitions right from the start. Mr. Ricket developed an integrated product team of users, engineers, and acquisition support personnel and led them to a common vision: an improved capability with the set values of innovation, collaboration, and individual worth. Through Mr. Ricket's skilled and thoughtful management, he was able to provide an enhanced capability that lowered cost and was delivered ahead of schedule, enabling the USSOCOM MISO warfighters to carry out their mission.

Past Winners

2010

Contract Auditing

Col. Frank Steinbugl, USA
Defense Contract Management Agency

Business

Ms. Mary Kathleen Allen
U.S. Air Force

Contracting and Procurement

Mr. Patrick Losse
Defense Contract Management Agency

Program Management

Ms. Margaret E.G. McCaskey
U.S. Special Operations Command

Life Cycle Logistics

Mr. Barry Thrower
U.S. Army

Systems Planning, Research, Development and Engineering

Mr. James F. Carter
U.S. Air Force

Test and Evaluation

Mr. Stuart Butts
U.S. Air Force Operational Test and Evaluation

Acquisition in an Expeditionary Environment

Mr. Dave Seagle
U.S. Navy



USD(AT&L) Workforce Development Award Presentation

The USD(AT&L) Workforce Development Award was established May 28, 2004 for the purpose of recognizing those organizations that are achieving excellence in learning and development for their employees. Additionally, the award program identifies best practices for other organizations to adopt.



Gold Winner Large Organization



Naval Surface Warfare Center, Port Hueneme Division

Mission: Provide test and evaluation, systems engineering, integrated logistics support, in-service engineering and integration of surface ship weapons, combat systems and warfare systems. Provide the leading interface to the surface force for in-service maintenance and engineering support provided by the Warfare Centers.

Best Practices:

- **Leadership Development.** NSWC PHD hosts an annual Leadership Symposium that features nationally recognized speakers and highly-placed government officials who address emerging trends affecting leadership. This conference supplements classes offered to supervisors and managers to hone their leadership/management skills. These classes place emphasis on action learning and require participants to collaborate with senior managers.
- **Systems Thinking.** In conjunction with the Naval Post Graduate School (NPS), NSWC PHD offers a two-year program designed to help students earn a Master of Science in Systems Engineering (MSSE). The curriculum seeks to develop employees who approach technical problems from a systems perspective. Participants take two courses per academic quarter and complete an action-learning project sponsored by management. The program is designed for technical employees with two or more years of experience who have demonstrated an aptitude for program management or systems engineering.

Outcomes:

- To date, the NSWC has successfully completed six leadership development programs, graduating 150 employees. The effect is a more competent leader and the promotion rate of program participants is approximately four times the rate of their non-participant counterparts.
- Over 150 participants have completed the Systems Thinking program and earned their MSSE.

Point of Contact:

Gary Farber, Chief Human Capital Officer
gary.farber@navy.mil, 805-228-0335



Gold Winner Small Organization



Aeronautical Systems Center, Acquisition Excellence Directorate (ASC/AQ)

Mission: The ASC/AQ expertly supports the Aeronautical Systems Center (ASC) in delivering warfighter capability through innovative acquisitions. ASC/AQ is responsible for expert processes and guidance to ASC's acquisition programs as well as contracted Advisory and Assistance Services to ASC, Air Force Research Laboratory (AFRL), and National Air and Space Intelligence Center (NASIC).

Best Practices:

- **ASC/AQ Intern Recruiting.** ASC/AQ is the intern hiring authority for all Program Management and Logistics Management pre-journeyman level candidates. ASC/AQ provides recruiting, interviewing, hiring, rotational support, formal and informal training and mentoring services to interns.
- **Program Manager, Logistics Manager & Test Manager Journeymen Hiring.** ASC/AQ developed Journeymen Hiring Teams to recruit and hire the best employees for ASC through the Expedited Hiring Authorization (EHA). The team developed guidelines for the candidate interview process, qualification selection criteria, and submission package content. As a result of the rigorous criteria, employees hired at ASC bring a wealth of knowledge and diverse backgrounds.
- **FOCUS Week Training.** This quarterly event enables the ASC workforce to focus on leadership, intelligence and cross training as well as earn Continuous Learning (CL) points. ASC/AQ Course Directors develop and execute courses focused on program and logistics management disciplines, to provide interns and journeyman with the most current information concerning acquisition framework.

Outcomes:

- In FY2011, AQ will graduate 17 Program Management interns and one LG intern to the journeyman status, 25 Section 852 interns, 52 Palace Acquires (PAQ) and 22 Foreign Military Sales (FMS) interns. Logistics interns include two SCEP, 17 Section 852 interns and 20 PAQs.
- The Journeymen Hiring Team has hired 195 program managers, 91 logistics managers and six test managers since implementation in 2009.
- In the last year, FOCUS Week has successfully trained 875 program managers and 687 logistics managers.

Point of Contact:

Janet Miller, Chief, Program Management Division
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Silver Winner Large Organization



Space Naval Warfare Systems Center Atlantic (SSCLANT)

Mission: Rapidly deliver and support solutions that enable information dominance for our Naval, Joint, National and Coalition Warfighters.

Best Practices:

- **In-house Trainers.** Full-time trainers bring a depth of experience from active military careers, academia and industry. As such, they were able to immediately engage with leadership and process owners to provide instructional design reviews, curriculum design and classroom deliveries.
- **New Professional Program.** The New Professional Coordinator Office stood up in May 2010 to service new professionals, students and their supervisors and mentors through more structured developmental programs. The office creates and maintains development plans and has facilitated rotational assignments to increase the aperture of experiences for our new professionals as part of their development. The program has expanded to include Navy Intern Programs for Career, Acquisition, Financial Management, Human Resources Interns, and student programs for Temporary Employment and Career Experience.
- **Onsite DAU Support.** Since there is no DAU campus within commuting distance of Charleston, SC, SSCLANT formed a strategic partnership with DAU. This has resulted in more than 20 weeks of onsite training classes in a combined effort to minimize costs for both DAU and the Command by reducing necessary travel for the 1300+ AT&L workforce members in the area. This allows the organization to enhance capability without an accompanying increase in long-term resource commitments.

Outcomes:

- In-house trainers use of innovative training concepts has saved an estimated \$475K as opposed to the cost for typical leadership and communication training programs.
- More than 70 new professionals have completed their program to date for FY2011. A total of 212 students are part of student programs in FY2011.
- Strategic Partnership with DAU has resulted in cost avoidance of more than \$300K in travel, per diem and labor.

Point of Contact:

Pamela K. Bell, Organizational Development and Training Management
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Silver Winner

Small Organization



United States Special Operation Command (USSOCOM) – SORDAC

Mission: To provide rapid and focused acquisition, technology, and logistics support to Special Operations Forces warfighters.

Best Practices:

- **JATF–Agile Dragon.** Using lessons learned from the award-winning JATF–Dragon Spear program, SORDAC established Agile Dragon to enhance direct acquisition support for deployed SOF combat operations.
- **Partnerships.** SORDAC has partnered with the National Security Agency (NSA) to establish several intern programs that support the intelligence community. The Computer Network Operations Development Program (CNODP) is an intern program that is most often utilized by the Joint Threat Warning System (JTWS). The objective of this collaboration is to mentor and develop interns while enhancing JTWS’s technology capabilities and improving the timeliness of acquiring new technology.
- **GHOST Deployment Program.** This program allows Air Force junior force acquisition personnel to deploy to USSOCOM’s Acquisition Center for approximately 120 days. During their deployment, Air Force junior force acquisition officers learn and execute rapid acquisition programs in direct support of SOF combat operations. This mutually beneficial arrangement provides USSOCOM additional resources to support wartime acquisition activities, while also developing rapid acquisition skills.

Outcomes:

- JATF–Agile Dragon program provided focused and responsive acquisition support to forward operations bases (FOBs) in Afghanistan, fielding more than 200 different equipment types or modifications in less than a year.
- To date, 47 Air Force acquisition officers have deployed to USSOCOM as part of the GHOST program, where they have obtained tremendous training and experience in rapid acquisition support to combat operations.
- Currently, our workforce is 91% compliant with DAWIA requirements for certification and 96% compliant with CLP requirements.

Point of Contact:

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Bronze Winner Large Organization



Defense Information Systems Agency (DISA)

Mission: DISA engineers and provides command and control capabilities and enterprise infrastructure to continuously operate and assure a global net-centric enterprise in direct support to joint warfighters, national-level leaders, and other mission and coalition partners.

Best Practices:

- **Emerging Leaders Program (ELP).** ELP is a formal competitive program designed to develop well-trained first-line supervisors and middle managers within DISA. This 1-year program enhances the leadership and management capacity of participants through a combination of traditional instruction, targeted developmental activities, and distance learning. ELP uses an integrated leadership development approach, which assumes that organizations need people skilled in two essential skill sets: leadership and management.
- **Mid-Level Leadership Development Program (MLDP).** This 2-year competitive program is designed to bridge the developmental gap between the ELP and the Executive Leadership Development Program (ELDP), utilizing methodologies similar to those used in ELP and ELDP. MLDP combines personal and situational assessments, skills practice, case studies, simulations, and action learning. MLDP also enables participants to identify, strengthen, and enhance their leadership skills, as well as understand how their roles as leaders impact DISA.
- **Managerial and Supervisory (M&S) Training.** The M&S Training Program is designed to raise current and future supervisors' competency levels in leadership and management. The program requires all supervisors to attend a Human Resources Management (HRM) for Supervisors course within 90 days of assuming supervisory duties, an HRM for Supervisors refresher course every three years thereafter, mandatory annual training, and a series of online modules to foster skills such as coaching and empowerment.

Outcomes:

- Currently the attrition rate is well below the goal of 10% and continues to be excellent for an IT organization when compared to the private sector.
- Through focused recruiting events for these positions, DISA is slated to meet 87% of its intern recruitment goal of 171 employees and 76% of its goal of 107 (STEP) and (SCEP) employees.

Point of Contact:

Jay Boller, Chief, Acquisition Workforce Management Program
jay.boller@disa.mil, 703-607-4493



Bronze Winner Small Organization



Communications Security Logistics Activity (CSLA) CECOM, Logistics Readiness Center

Mission: Provide our Armed Forces with procurement, training, logistics, and operations support for Communications Security (COMSEC) equipment, Information Security (INFOSEC) products, cryptographic key and related emerging technologies.

Best Practices:

- **Student Career Employment Program (SCEP).** This program provides practical job experience leading to full-time employment for students pursuing post-secondary degrees in business management and logistics. Students typically enter the program mid-way through their academic training and are paired with an experienced employee who mentors them for the duration of their program. SCEPs work full-time during the summer, winter and spring breaks and, as possible, part-time during fall and spring semesters. At graduation, SCEP students typically convert to a full-time Internship.
- **Total Employee Development (TED).** To enhance employee progression and development, employees create their IDPs in partnership with their supervisors via the Total Employee Development (TED) database. TED is a consolidated training planning and tracking portal that provides a fast, simple way for employees and their supervisors to select and record training requirements needed to perform the functions of their current positions and prepare for future assignments. TED also allows the Training Development personnel a means to analyze aggregate training requirements, identify training priorities for the organization, develop an organizational training plan and track established training goals and accomplishments.

Outcomes:

- 82% of CSLA AL&T workforce members achieved required certifications, 100% percent of all members achieved 80 continuous learning points during the last CL cycle, and DAWIA Certification delinquencies decreased from 15% to 4%.
- CSLA personnel collectively reported over 3,238 individual training completions totaling 22,116 hours of training.
- 100% of CSLA personnel have updated IDPs and have completed or projected training that satisfies their short- and long-term training plans.

Point of Contact:

Ms. Denise McConnell, Organization Acquisition Point of Contact
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Past Winners

2010

Gold Winner - Large Organization

Naval Undersea Warfare Center Division, Keyport
Keyport, WA

Gold Winner - Small Organization

Cost and Systems Analysis Office, U.S. Army TACOM Life Cycle
Management Command
Warren, MI

Silver Winner - Large Organization

U.S. Army Tank Automotive Research, Development and Engineering Center
Warren, MI

Silver Winner - Small Organization

Air Force Security Assistance Center
Wright-Patterson AFB, OH

Bronze Winners - Large Organization

U.S. Army Natick Soldier Research, Development and Engineering Center
Natick, MA

Air Force Global Logistics Support Center
Scott AFB, IL

Bronze Winner - Small Organization

Office of Naval Research
Arlington, VA

2009

Gold Winner - Large Organization

U.S. Army Armament Research, Development and Engineering Center
Picatinny Arsenal, NJ

Gold Winner - Small Organization

Aviation Engineering Directorate, U.S. Army Aviation and Missile Research,
Development and Engineering Center
Redstone Arsenal, AL

Silver Winner - Large Organization

Defense Information Systems Agency
Arlington, VA

Silver Winner - Small Organization

Cost and Systems Analysis Office, U.S. Army TACOM Life Cycle
Management Command
Warren, MI

Bronze Winner - Large Organization

Air Force Global Logistics Support Center
Scott AFB, IL

Bronze Winners - Small Organization

Cooperative Threat Reduction Directorate, Defense Threat Reduction Agency
Fort Belvoir, VA

Detachment 1, Directorate of Contracting, Air Force Research Laboratory
Wright-Patterson AFB, OH

2008

Gold Winner - Large Organization

Warner Robins Air Logistics Center
Robins AFB, GA

Gold Winner - Small Organization

Fleet and Industrial Supply Center Norfolk Contracting Department, Naval Supply
Systems Command
Mechanicsburg, PA

Silver Winner - Large Organization

Naval Surface Warfare Center, Corona Division
Norco, CA

Silver Winners - Small Organization

Warner Robins Air Logistics Center, Directorate of Contracting
Robins AFB, GA

PEO for Command, Control, Communications, Computers and Intelligence
San Diego, CA

Bronze Winner - Large Organization

Marine Corps Systems Command
Quantico, VA

Bronze Winners - Small Organization

U.S. Army Program Executive Office for Missiles and Space
Huntsville, AL

Cost and Systems Analysis Office, U.S. Army TACOM Life Cycle
Management Command
Warren, MI

2007

Gold Winner - Large Organization

Defense Information Systems Agency
Arlington, VA

Silver Winner - Large Organization

Defense Logistics Agency Human Resources Strategy and Training Center
Columbus, OH

Silver Winner - Small Organization

J-6 Philadelphia, Information Operations, Defense Logistics Agency
Philadelphia, PA

Bronze Winners - Large Organization

U.S. Army Aviation and Missile Life Cycle Management Command
Redstone Arsenal, AL

Air Force Research Laboratory
Wright-Patterson AFB, OH

2006

Gold Winner - Large Organization

Naval Surface Warfare Center, Dahlgren Division
Dahlgren, VA

Gold Winner - Small Organization

U.S. Army Natick Soldier Center
Natick, MA

Silver Winner - Large Organization

U.S. Army Aviation and Missile Life Cycle Management Command
Redstone Arsenal, AL

Silver Winner - Small Organization

U.S. Army CECOM Life Cycle Management Command, Acquisition Center
Fort Monmouth, NJ

Bronze Winner - Large Organization

Naval Surface Warfare Center, Port Hueneme Division
Port Hueneme, CA

2005

Gold Winner

U.S. Army Armament Research, Development and Engineering Center
Picatinny Arsenal, NJ

Silver Winner

Naval Facilities Engineering Command
Washington Navy Yard, DC

Bronze Winners

Defense Information Systems Agency
Arlington, VA

Defense Logistics Agency Training Center
Columbus, OH

2004

Gold Winner

Air Armament Center
Eglin AFB, FL

Silver Winner

Naval Facilities Engineering Command
Washington Navy Yard, DC

Bronze Winner

U.S. Army Program Executive Office for Simulation, Training, and Instrumentation
Orlando, FL



DAU's products and services provide each member of the Defense Acquisition Workforce with the knowledge and skills to perform effectively and improve acquisition outcomes. The learning experience is extended from traditional classroom instruction to a variety of learning solutions that are available anytime, anywhere.

- ***Training Courses*** through Web-enabled and classroom training with case-based instruction
- ***Continuous Learning*** with self-paced, relevant training modules to improve job performance
- ***Mission Assistance*** with rapidly delivered business solutions offered to acquisition organizations and teams after the classroom experience
- ***Knowledge Sharing*** through the Defense Acquisition Portal and the Acquisition Community Connection—where the workforce connects with experts, peers, and acquisition resources



“AS THE DEPARTMENT OF DEFENSE CONTINUES TO STRIVE TO INCREASE THE EFFICIENCY WITH WHICH WE SUPPORT OUR TROOPS, I CONTINUE TO BE AMAZED BY THE TREMENDOUS PROFESSIONALISM, INGENUITY, AND CAPABILITY OF OUR ACQUISITION WORKFORCE WHO HELP MAKE THIS HAPPEN.”

FRANK KENDALL
ACTING UNDER SECRETARY OF DEFENSE
FOR ACQUISITION, TECHNOLOGY AND LOGISTICS

