



2012
Defense
Acquisition Workforce
Awards

USD(AT&L)
Workforce Achievement

USD(AT&L)
Workforce Development

***Message from the Under Secretary of Defense for
Acquisition, Technology and Logistics***



It is with great pleasure that I welcome you to the 2012 Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)) Acquisition Awards ceremony. Today we are honoring the winners of two distinguished DoD-wide awards that recognize the acquisition and workforce development excellence of individuals and teams: the Workforce Achievement Awards and the Workforce Development Awards.

Our winners represent the very best of professionalism, ingenuity and accomplishments amongst their peers – the 151,000 members of the acquisition workforce. We proudly recognize these winners and the entire acquisition workforce for delivering world-class

products and capabilities to our Warfighters and for protecting taxpayer dollars.

Congratulations to the winners as well as all the nominees for these prestigious awards.

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

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

Awards Program

The Defense Acquisition Workforce is comprised of devoted civilian and military professionals from the Department of the Army, Department of the Navy, Department of the Air Force, Defense Agencies, and Field Activities. With excellence, the 151,000 members of this prestigious workforce strive to provide great support to the warfighter and protect the taxpayer through their complex development, acquisition, and sustainment efforts.

The Under Secretary of Defense (Acquisition, Technology & Logistics) Workforce Achievement Awards and the Workforce Development Awards highlight premiere examples of individual excellence and outstanding workforce quality initiatives.





USD(AT&L) Workforce Achievement Award Presentation

The USD(AT&L) Workforce Achievement Award was established to recognize and motivate 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 Fiscal Year (FY) 2011 and the first half of FY2012*
- *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*



**Under Secretary of Defense for
Acquisition, Technology and Logistics
Workforce Achievement Award**

2012 Award Winners

Acquisition in an Expeditionary Environment	LTC Chase S. Martin <i>U.S. Army</i>
Business	Mr. Jeffrey LeClaire <i>U.S. Navy</i>
Contract Auditing	Ms. Rhonda Brock <i>U.S. Army</i>
Contracting and Procurement	Mr. David C. Block <i>U.S. Air Force</i>
Information Technology	Mr. Saeed Emadi <i>U.S. Air Force</i>
Life Cycle Logistics	Mr. Robert N. Leavitt <i>U.S. Navy</i>
Program Management	CAPT Shane Gahagan <i>U.S. Navy</i>
Systems Planning, Research, Development, and Engineering	Mr. Clint Justin Govar <i>U.S. Navy</i>
Test and Evaluation	Mr. Peter Manternach <i>U.S. Navy</i>

Acquisition in an Expeditionary Environment



*LTC Chase S. Martin
U.S. Army*



LTC Chase Martin served as the Project Manager - Forward (Iraq) in support of Operation New Dawn. In this capacity, he was the sole government representative deployed to Iraq to lead and manage a contractor workforce of 230 biometrics professionals. Additionally, LTC Martin served as a key staff member on the United States Forces-Iraq USF-1 J3, 5 Biometric/Force Protection Directorate. He led the fielding of the Biometrics dayworker capability. Following the Mosul Dining Hall bombing in 2005, the Deputy Secretary of Defense issued a memorandum directing the development and deployment of a base access control system that would employ a biometrically enabled secure credential for vetting and verifying non-U.S. personnel working at U.S. bases in Iraq and Afghanistan. The original system was designed for full-time workers who were to be employed on long-term official contracts; however, there was no system in place for the dayworker population of largely itinerant workers who made themselves available for short-tenure labor tasks. LTC Martin led the team that developed such capability, providing an increased level of force protection by allowing all non-credentialed third country nationals to be biometrically enrolled and vetted against the Biometric Enabled Watchlist (BEWL). LTC Martin was able to leverage his extensive operational experience, coupling it with leadership as an acquisition professional, to provide seamless management of the overall biometric material enterprise. One of the most significant challenges he faced was developing a plan to close South West Asia (SWA) material and contract oversight - a mission that had been in place since 2005. LTC Martin's success in managing the necessary cost, schedule, and performance responsibilities are a testament to his acquisition professionalism and leadership.

Business



Mr. Jeffrey LeClaire
U.S. Navy

As lead Business and Financial Manager (BFM) for Weapons in support of Program Executive Officer for Unmanned Aviation and Strike Weapons (PEO(U&W)), Mr. Jeff LeClaire provided expert advice and guidance to flag leadership on the financial management of approximately \$4 billion annually. His advice was particularly critical in program initiations and restructures, including the New Start for the Offensive Anti-Surface Weapon (OASuW). He also provided the Program Management and Business and

Financial Management communities with consistently outstanding leadership and guidance. Mr. LeClaire's expert business and financial management advice to senior leadership with regard to health maintenance of all PEO(U&W) weapons programs has resulted in superior-quality business outcomes recognized by PEO(U&W) and other Naval Air Systems Command (NAVAIR) senior officials. His reputed financial expertise, leadership ability, and exceptional contributions have led Office of the Chief of Naval Operations (OPNAV), Office of Financial Management and Budget (FMB), and Assistant Secretary of the Navy for Research, Development & Acquisition (ASN(RDA)) to consult him regularly in determining the best strategy for protecting critical Naval Aviation Enterprise funding. Mr. LeClaire has worked directly with these higher echelon commands in resolving critical program shortfalls across the NAVAIR portfolio. His ability to resolve complex, sensitive, and strategic issues while influencing and gaining concurrence from multiple organizations has protected critical program funding that directly impacted future fleet readiness. As a leader and manager, Mr. LeClaire ensured employees were given clear guidance on accomplishing the organization's mission through performance objectives, strategies, plans, priorities, and assignments. He mentored and provided professional counseling to employees to ensure workforce contributions consistently meet organizational goals and objectives. His contributions to the health and viability of the AIR-7.8 workforce have been significant. He was a role model for the junior BFM workforce through his sustained superior performance.

Contract Auditing



*Ms. Rhonda Brock,
U.S. Army*

Ms. Rhonda Brock is a Senior Contract Price/Cost Analyst in the Pricing Directorate, Army Contracting Command-Redstone Arsenal (ACC-RSA) where she is also a mentor to newly-hired Contract Price/Cost Analysts. Prior to her current assignment, Ms. Brock served for 20 years as Contract Price/Cost Analyst in the Contracting and Acquisition Management Office (CAMO), United States Army Space and Missile Defense Command/Army Forces Strategic Command (USASMDC/ARSTRAT). In

October 2011, the USASMDC/ARSTRAT CAMO merged with ACC-RSA where she actively participated as a member of the Operational Control Integrated Product Team (OPCON IPT) in the area of pricing. Ms. Brock has been invaluable in assimilating personnel new to cost and price analysis and Source Selection Evaluation Board (SSEB) procedures by providing them with team-lead training on a daily basis. She has gone above her normal duty requirements to assist in the training process of new team members, making them feel welcome at the Directorate. While providing training and mentorship, Ms. Brock continues to accomplish her own assigned tasks in an excellent and detailed manner. She currently provides pricing support and leadership on two complex, high-dollar, high-visibility competitive SSEBs. Her experience on more than fifty SSEBs has made Ms. Brock a unique asset to those who have never performed in the area of SSEB contract auditing/pricing. In addition to performing her current duties as an analyst, Ms. Brock also diligently researches Government Accountability Office (GAO) Department of Defense (DoD) SSEB protest cases that have been published. Ms. Brock shares her research insights with fellow team members as well as her own experiences in areas that need to be focused on so the likelihood of protests may be minimized or avoided and cost and pricing evaluations properly documented. Ms. Brock's leadership and exceptional performance in the area of contract pricing has proven to be a valuable asset to the Army Contracting Command.

Contracting and Procurement



*Mr. David C. Block
U.S. Air Force*



As Chief of Contracting, Military Satellite Communications (MILSATCOM) Systems Directorate, Mr. David Block leads a 34-member team in executing 172 contract actions valued at \$1.74 billion in support of space-based global communication. Mr. Block's efforts included critical execution of four Acquisition Category (ACAT)-I programs and one ACAT-II program that are part of a \$40 billion portfolio. He displayed great efficiency in executing the \$1.4 billion award for Space Vehicle (SV)-4 by reducing the proposed cost by \$500 million and saving \$100 million in the Future Years Defense Program (FYDP). He was a pathfinder in moving from Cost Plus development programs to Firm Fixed Price production programs. His work in leading should-cost efforts, in developing the Request for Proposals (RFP), and in preparing for negotiations has been instrumental in realizing savings and contributed greatly to the success of MILSATCOM. He led a dynamic team in executing a \$1.6 billion acquisition plan to run four competitive source selections simultaneously. Three of these MILSATCOM RFP releases occurred on schedule, with the final release currently scheduled for July 2013. Mr. Block effectively led all MILSATCOM contracting efforts through the busiest and most demanding period in the Directorate's history during a time when oversight is expanding exponentially and fiscal pressures are driving all programs to operate more efficiently. His industrious leadership has kept his team focused on the director's priorities while implementing Air Force acquisition policy and initiatives. His contracting expertise, creative thinking, tireless work ethic, attention to detail, and superb leadership have singlehandedly kept MILSATCOM at the forefront of the United States Air Force Space and Missile Systems Center (SMC) in terms of setting the standard for implementing should-cost initiatives, transitioning from a development to a production mindset, and driving efficiency into every aspect of business contracting decisions.

Information Technology



*Mr. Saeed Emadi
U.S. Air Force*



As Ground Systems Electrical Branch Chief, Mr. Saeed Emadi was responsible for acquisition, modification, and sustainment of all Information Technology (IT) systems supporting the Minuteman III (MMIII) weapon system. He kept 450 nuclear missiles, 45 launch centers, and multiple communication systems operational, achieving a 99 percent Intercontinental Ballistic Missile (ICBM) alert rate. As Branch Chief, Mr. Emadi directed the development, acquisition, and fielding efforts for six Acquisition Category (ACAT)-III IT programs totaling \$350 million and for \$18 million in sustainment efforts. He identified a vulnerability and resolution for the ICBM Weapon System Processor (WSP), a control center communication system. Mr. Emadi's solution received President of the United States endorsement. He teamed with the Air Force Global Strike Command (AFGSC), National Security Agency (NSA), Air Force Space Command (AFSC), and the ICBM integration support contractor to mitigate a critical supply chain risk; single-handedly eliminating a security compromise to the weapon system. Mr. Emadi is ultimately accountable for the sustainment of all ground electrical equipment and proper management of technical data to maintain the configuration baseline and system integrity of the MMIII ground systems. He was called on to represent the Division to senior Air Force leadership while the Division's materiel leader was deployed to Afghanistan. In this capacity, he excelled as both a leader and mentor to all personnel assigned to Ground Systems. His mentorship significantly impacted the continuity and morale of the organization during a difficult transition period where personnel were spread across four geographically-separated facilities. Mr. Emadi provided strong leadership and sound guidance to program managers and engineers, ensuring the Division was able to complete its mission objectives.

Life Cycle Logistics



*Mr. Robert N. Leavitt,
U.S. Navy*



As the Program Manager, Air (PMA)-261 Director of Logistics, Mr. Robert Leavitt consistently focused his team on weapon system affordability and on developing continuous maintenance planning, from initial Logistical Support Analysis to the desired logistics metrics of cost-per-flight hour, Total Ownership Cost (TOC), manpower, logistics footprint, and readiness. Additionally, he engaged with Naval Air Systems Command (NAVAIR) Reliability and Maintainability (R&M), Logistics, and Cost-Estimating teams to ensure reliability and cost data were commonly developed and referenced, not only at the two-digit subsystem level (as is tradition), but also at the seven-digit component level. This combined process and tool methodology focused scarce resources on generating solutions with the most impact on TOC and readiness well in advance of fielding. Significant results included: \$96 million in TOC reductions from optimizing maintainability, affordability, and weight performance factors associated with modifying aircraft floor board bolt material design from titanium to steel; and \$160 million in TOC reductions from reducing the number of training devices required while simultaneously increasing the training simulator hours available to the Fleet. The success demonstrated has motivated NAVAIR to fully deploy the Integrated Logistics Support Management System (ILSMS) across H-1, H-60, and E-2 programs. Mr. Leavitt provided key training on sustainment strategy and life cycle logistics development to more than 50 senior NAVAIR life cycle logisticians. Mr. Leavitt's efforts assisted in the Program Office's strategic goal of providing the most affordable and supportable sustainment solutions for H-53 systems, and they assisted other programs within NAVAIR and the Department of Defense by ensuring that key supportability analysis tools and processes provide the adaptation and accuracy necessary in building more effective sustainment strategies and product support packages. The results of Mr. Leavitt's efforts reflect the exceptional and lasting results that can be achieved through personal dedication, mentoring, and encouraging synergies for development of cross-functional expertise and effective teamwork.

Program Management



*CAPT Shane Gahagan
U.S. Navy*



CAPT Shane Gahagan led a diverse team of more than 1,200 personnel as the E-2/C-2 Program Manager (PMA-231) for Program Executive Officer, Tactical Aircraft Programs. In managing the \$21 billion program, he was responsible for cost, scheduling, and performance of all E-2D AHE, E-2C Hawkeye, and C-2A Greyhound weapons systems programs. This included the E-2D \$20.7 billion Acquisition Category 1D program for 75 aircraft as well as in-service engineering and logistics support for an active fleet of 66 E-2C and 32 C-2A aircraft. He ensured the delivery of three pre-production aircraft, three Low Rate Initial Production (LRIP) aircraft, and delivery of two LRIP aircraft to the Fleet Replacement Squadron, with an eighth E-2D arriving at VAW-120 30 days early, all while meeting schedule and controlling costs. Under his leadership, the E-2D team successfully reached a series of milestones, culminating in Initial Operational Test and Evaluation (IOT&E) entry with all performance requirements intact, schedule met, and cost stabilization. Additionally, the E-2D team focused on production, generating cost savings of \$73 million for production tandem procurements, and streamlined fleet training requirements to generate an additional \$56 million in savings. The team established best practices in ground and flight testing, using an innovative Integrated Test Team (ITT), tracking measures of effectiveness and suitability and performing regression testing. The team closed the entire remaining 80 E-2D program of record priority one and two and associated board-governed reports ("yellow sheets") prior to Operational Test Readiness Review (OTRR) for an IOT&E decision. Decision-maker feedback at the close of OTRR was that it was one of the easiest in 12 years. CAPT Gahagan's sterling reputation as a transformational and visionary leader reflect great credit upon him and uphold the highest traditions of the United States Navy.

Systems Planning, Research, Development and Engineering

(including Production, Quality, and Manufacturing)



Mr. Clint Justin Govar
U.S. Navy



Mr. Clint Justin Govar leads the advanced expeditionary power system development and fielding for the United States Marine Corps in the areas of battery technology, renewable energy development, fuel cell development, and portable power distribution. In 2011 his work resulted in the fielding of the Solar Portable Alternative Communications Energy System (SPACES) and the Ground Renewable Expeditionary Energy Network System (GREENS) to Marines in Operation Enduring Freedom.

With Mr. Govar's engineering leadership, more than 270 GREENS and 2,000 SPACES were deployed to Marine Corps operational units after successful demonstration and evaluation in an operationally relevant environment. GREENS' proven capability was such a success in combat operations that two patrol bases operated entirely on renewable energy, with a 90 percent reduction in fuel required at a third base. The SPACES system provides squad and platoon-sized units with portable solar power that, when combined with the increased use of rechargeable batteries, reduces dependency on resupply, reduces the number of batteries required for sustained operations, and provides operational flexibility for Marines in moving farther and faster while carrying more ammunition. During a 21-day foot patrol mission, one rifle platoon was able to reduce more than 700 pounds of battery weight carried by the Marines by employing SPACES. Operational employment of GREENS yielded substantial reductions in fossil fuel consumption, minimizing the number of warfighters on the road in resupply convoys, reducing the logistics expenses associated with fuel distribution, and most important, taking warfighters out of harm's way. As lead engineer, Mr. Govar played a significant role in implementing the Commandant's guidance on improving energy efficiency and reducing the weight of the Marine Corps Air-Ground Task Force. He is the Marine Corps' recognized expert on lithium battery technology, responsible for advancing the safe use of high energy lithium battery systems.

Test and Evaluation



*Mr. Peter Manternach,
U.S. Navy*



Mr. Peter Manternach is the lead survivability engineer for the United States Marine Corps, hand-selected to fulfill the task of developing the Commandant of the Marine Corps' number one priority program, a military combat helmet capable of providing select small arms protection to reduce fatalities on the battlefield. The new helmet design, or Enhanced Combat Helmet (ECH), uses innovative manufacturing techniques applied to modern soft armor materials to provide an unsurpassed level of

ballistic protection. Significant increase in system performance and the type of threat round protection provided by the new design required considerable changes to the test schemas, test equipment, and test protocols to statistically characterize the level of ballistic performance during developmental and live fire testing. Mr. Manternach led a test and evaluation working-level team to develop the necessary test protocols and equipment for ballistic testing of the ECH design. Furthermore, he developed the Department of Defense's first-ever lot acceptance test plan to adopt the Director, Operational Test and Evaluation (DOT&E)-approved combat helmet testing protocols. His ability to distill and communicate key technical information from complex material and manufacturing techniques enabled Marine Corps leadership to quickly grasp the technical risks and make informed decisions regarding program direction. He led various test and evaluation working groups in support of the ECH effort. The output from these groups, coupled with his expert technical analysis, was instrumental in resolving differing opinions with DOT&E personnel on complex issues involving unique system phenomenon discovered during testing. Finally, Mr. Manternach's technical recommendation and subsequent defense when challenged by high-ranking stakeholders were instrumental in successfully executing developmental and live fire test events and in identifying root causes of the test and manufacturing issues that otherwise would have jeopardized program schedule costs.

Past Winners

2011

Contract Auditing

Ms. Cindy Wagoner
U.S. Army

Business

Mr. Jeffrey Schrader
U.S. Air Force

Contracting and Procurement

Ms. Ann Birbeck
U.S. Air Force

Program Management

CAPT Michael Moran
U.S. Navy

Life Cycle Logistics

Mr. Don Schmitt
U.S. Navy

Systems Planning, Research, Development and Engineering

Mr. Duane Strickland
U.S. Air Force

Test and Evaluation

Maj. Timothy Bode
U.S. Air Force

Acquisition in an Expeditionary Environment

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

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

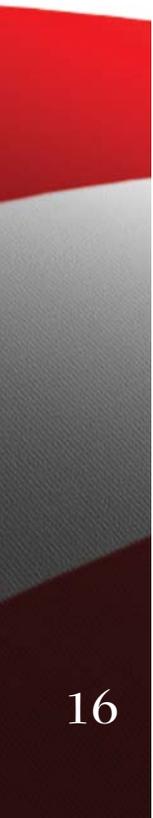
Mr. James F. Carter
U.S. Air Force

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 in 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.

Judges

An expert panel of seven educators and professionals from academia, government, industry, and corporate learning institutions conducted the award evaluation process. Each application was evaluated and scored independently based on scope and innovation of the organization's learning and development program. The following individuals served as judges for the 2012 USD(AT&L) Workforce Development Award.



Ms. Karen Barley
President,
Corporate University Enterprise, Inc.



Dr. Michael Echols
Executive Vice President of Strategic Initiatives
and the Human Capital Lab,
Bellevue University



Mr. Wayne Glass
Professor, Systems Acquisition and Program Director for
Strategic Partnerships,
Defense Acquisition University



Dr. Christopher Hardy
Director, Global Learning and Technology Center
Defense Acquisition University



Mr. Bob Mosher
Global Learning and Strategy Evangelist,
Ontuitive



Dr. Roy L. Wood
Dean,
Defense Systems Management College



Ms. Angela Kravetz
Functional Community Management Advisor,
Defense Civilian Personnel Advisory Service



Mr. Kenneth V. Spiro
Acting Director, Human Capital Initiatives,
*Office of the Under Secretary of Defense
for Acquisition, Technology and Logistics*



Dr. Laura Adolfie
Director,
*Science, Technology, Engineering, and Mathematics
(STEM) Development Office ASD(R&E)*



**Under Secretary of Defense
for Acquisition, Technology and Logistics
Workforce Development Award**

2012 Award Winners

Gold Award

Large Organization Category
Space and Naval Warfare Systems Center
(SPAWARSYSCEN) Atlantic

Gold Award

Small Organization Category
Acquisition Directorate (AD),
Washington Headquarters Services (WHS)

Silver Award

Large Organization Category
Missile Defense Agency (MDA)

Silver Award

Small Organization Category
U.S. Special Operations Command (USSOCOM) Special
Operations Research, Development, and Acquisition Center
(SORDAC)

Bronze Award

Large Organization Category
Naval Air Systems Command (NAVAIR) Test and Evaluation
Group (AIR-5.0)

Bronze Award

Small Organization Category
Medium Altitude Unmanned Aircraft Systems (MAUAS)
Division, Air Force Life Cycle Management Center
(AFLCMC/WII)



Gold Winner Large Organization



Space and Naval Warfare Systems Center (SPAWARSYSCEN) Atlantic

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

Best Practices:

- **New Employee Onboarding and Orientation (NEO).** SPAWARSYSCEN SPAWARSYSCEN Atlantic instituted a standardized program for all new hires using prerequisites for entry, a virtual orientation program, and assigned site responsibility. The new program, implemented in January 2012, includes introduction to Command mission, basic leadership principles, training and quality of life programs, Navy Command structure, and Navy core values.
- **Mid-Career Leadership Development (MCLP).** MCLP is in final stages of applicant assessment with a well-defined curriculum focused on developing employees who model Command values and apply leadership skills to effect positive change and empower each individual to make a difference. Core program content is built on scientific and research-based leadership practices that address trust, communication, diversity, and team building.
- **Executive Coaching.** The Command hired an organizational psychologist to provide coaching, succession planning, and guidance in leadership development. Participants receive leadership assessments and coaching sessions designed to increase self-awareness, develop communications skills, and improve interpersonal interactions.
- **Mentoring.** Our Mentorship Coordinator's Office stood up in January 2012 to service employees seeking positive mentoring relationships; to promote retention and knowledge transfer; and to meet diverse, multigenerational needs. The program assists all employees, from those first entering the workforce to executives seeking further development.

Outcomes:

- We have engaged 30 competency leads in coaching activities and established individual competency and program teams.
- Since stand-up, more than 107 employees have registered to become mentors, 280 mentoring relationships have been created, and 40 mentorship activities occur monthly. More than 30 group mentor sessions occur monthly.

Point of Contact:

Pamela K. Bell, Organizational Development and Training Management
pamela.k.bell@navy.mil, 843-218-4645



Gold Winner Small Organization



Acquisition Directorate (AD), Washington Headquarters Services (WHS)

Mission: Provide a complete range of superior acquisition solutions to WHS, the Office of the Director of Administration and Management, the Office of the Secretary of Defense, and the Pentagon Force Protection Agency.

Best Practices:

- **Knowledge Management.** A volunteer team made accessible 'lessons learned' from contract planning, execution, and management that have resulted in improved performance on SharePoint. Additionally, subscriptions to the virtual Acquisition Office, a web-based product that provides contract specialists with up-to-date acquisition templates, have reduced research efforts and errors.
- **In-House Training.** As a result of a competency gap assessment, AD now conducts focused training in which contracts are examined to see what was done correctly, what could have been done better, and to note any best practices.
- **Assignment Rotations.** As part of the developmental experience, AD exposes novices to differing contracting types and varied customer bases by rotating assignments annually. Journeyman and senior staff are also afforded opportunities to rotate to fill skills gaps, meet specific customer and organizational demands, and broaden the scope of individual experiences.

Outcomes:

- As a result of the Knowledge Management Team's efforts, 100 percent of the AD is knowledgeable of the capabilities of SharePoint. The standard templates and checklists in SharePoint are now regularly used by 100 percent of the staff.
- Personnel responding to the February 2012 Procurement Management Review reported that rotations greatly enhanced their experience, giving them valuable insight into a variety of contracting methods and styles.
- The attrition rate is extremely low as a result of increased morale that is influenced by management's attention to workforce well-being, professional development, advancement opportunities, and use of the Defense Acquisition Workforce Development Fund to motivate and retain the workforce.

Point of Contact:

Richard P. Selby, Deputy Director
richard.selby@whs.mil, 703-545-0380



Silver Winner Large Organization



Missile Defense Agency (MDA)

Mission: Develop, test, and field an integrated, layered Ballistic Missile Defense System (BMDS) to defend the United States, its deployed forces, allies, and friends against all ranges of enemy ballistic missiles in all phases of flight.

Best Practices:

- **Recruitment.** To address the problems of an aging workforce, MDA created recruitment initiatives including the Missile Defense Career Development Program (MDCDP) which acquires entry level talent with relevant academic degrees to participate in two-year mentor-driven assignments, with rotations in different functional and technical areas. MDA also focused on virtual career fairs at 250 colleges and universities.
- **Mid-Career-Broadening.** In February 2012, MDA expanded its competitive internal canvassing process to increase awareness of lateral career-broadening opportunities that allow qualified middle and senior-level applicants to assume more challenging positions. The Agency also established matrix management which gives employees the opportunity to broaden skills and increase exposure by realigning within their functional areas. They also have a three-tiered supervisory and leadership development curriculum which is mandatory for supervisors.
- **Career Guides.** MDA developed career guides for 18 agency-specific mission critical occupations. Overall, the career guides allow employees to benefit in career development while the Agency gains high quality performers.

Outcomes:

- Since 2009, MDA has hired 283 interns from more than 5,600 qualified applicants. Within four years, MDCDP has helped build and strengthen the future MDA acquisition workforce. The Virtual Career Fair Program recently generated applications from 2,000 qualified applicants and reduced travel costs by more than \$100,000.
- Since 2010, 530 employees have participated in MDA's leadership training track.
- The career guides resulted in 100 percent of employees developing an IDP tracked to competencies within 60 days of joining the Agency.

Point of Contact:

John H. James, Jr., Executive Director
john.h.james@mda.mil, 571-231-8043



Silver Winner **Small Organization**



U.S. Special Operations Command (USSOCOM) Special Operations Research, Development, and Acquisition Center (SORDAC)

Mission: Provide rapid and focused acquisition, technology, and logistics support to Special Operations Forces (SOF) Warfighters.

Best Practices:

- **Knowledge Sharing.** SORDAC University (SORDAC-U), the central repository for all knowledge sharing across the organization, provides a venue for SOF Acquirers to learn from each other, gain expertise in emerging technologies, and receive feedback on capability needs and potential future requirements.
- **Intern Hiring and Rotation.** SORDAC uses the Defense Acquisition Workforce Development Fund to attract and recruit high-caliber students from local universities into Civil Service careers. Its intern programs enable new members of the acquisition workforce to train alongside experienced staff in their specific functional areas. Interns are rotated on a preplanned basis to ensure a wide breadth of training, experience, and exposure to the vast array of processes and programs within the Acquisition Center.
- **Awards Program.** SORDAC instituted an awards program to recognize the contributions of individuals and teams that demonstrate SOF core values. A variety of awards help motivate and acknowledge the SORDAC Workforce. Among them is the Acquisition Adapter Award which recognizes SOF Acquirers who challenge themselves and take whatever measures necessary to get the job done; another is the Acquisition Enabler Award which recognizes those who are catalysts for mission success through strong, collaborative efforts.

Outcomes:

- In the past year, SORDAC-U sponsored more than 120 events and reached more than 1,200 attendees in an effort to increase the knowledge and expertise of SORDAC's acquisition workforce.
- Currently, over 90 percent of the workforce is compliant with Defense Acquisition Workforce Improvement Plan requirements for certification.
- SORDAC held its second annual awards program on May 24, recognizing 26 individuals/teams with Crystal Awards. Admiral William H. McRaven, USSOCOM Commander, presented the awards.

Point of Contact:

Mr. Jack Duran, Chief, Acquisition Policy
jack.duran@socom.mil, 813-826-0066



Bronze Winner **Large Organization**



Naval Air Systems Command (NAVAIR) Test and Evaluation Group (AIR-5.0)

Mission: Provide cost effective test and evaluation capabilities across the acquisition continuum through the use of a technically capable workforce, efficient processes and world-class test infrastructure to enable the delivery of effective and suitable weapons systems to Naval, Joint and Coalition warfighters today and into the future.

Best Practices:

- **Training and Development.** NAVAIR Test and Evaluation (T&E) 5.0 established the Naval Aviation Test and Evaluation University (NATEU) to supplement the Defense Acquisition University T&E acquisition curriculum and foundational training for new hires by providing a centralized training resource for the Naval Aviation community. This multidisciplinary T&E training addresses the skills and knowledge areas not presently found in other venues and developmental programs.
- **Career Broadening.** The NATEU environment builds pride and fosters camaraderie among students. Small classes called 'cohorts' are led by senior level Subject Matter Experts (SMEs). Engineers are assigned based on their hire date and technical competency and follow an individual training plan. Once in a cohort, students study the fundamentals of T&E, then progress to specialized training that prepares them to conduct the complex taskings of their jobs more effectively.
- **Share Training Strategies.** NATEU is participating with the Army, Air Force, Navy, and Marine Corps T&E communities to share training strategies, lessons learned, and course materials to help expedite training across all DoD T&E communities. NATEU has shared gap analysis, training plans, training progression plans, university structure, and course materials.

Outcomes:

- Since its inception, NATEU has helped more than 2,400 students through core and specialized curricula. In three years, it has grown from four course offerings of core training to 57 core and specialty training classes.
- On May 7, 2012, Graduate School USA presented NATEU with the W. Edwards Deming Award.

Point of Contact:

Christina Crowley, Chief of Staff
christina.crowley@navy.mil, 301-342-4091



Bronze Winner Small Organization



Medium Altitude Unmanned Aircraft Systems (MAUAS) Division, Air Force Life Cycle Management Center (AFLCMC/WII)

Mission: Arm the warfighter with timely Unmanned Aircraft Systems (UAS) solutions through a high-performance team executing acquisition excellence.

Best Practices:

- **Air Force Academy Summer Programs.** The MAUAS Division is an active supporter of Operation Air Force, a summer program in which academy cadets travel to a variety of Air Force bases to learn about the various careers available to Air Force officers.
- **MAUAS Alternate Workplace Arrangements (AWA).** AWA provides the flexibility of supporting the MAUAS Division mission from a location outside of Wright-Patterson Air Force Base. The opportunity to provide AWA has improved morale, the ability to contribute to the mission, the quality of work-life, and overall job performance.
- **Risk Management Partnerships.** Partnerships with the Air Force Research Laboratory help ensure that research, development, and emerging technologies are being brought to the warfighter. A partnership with the Air Force Institute of Technology has helped provide officers the opportunity to further their education in areas such as engineering and management, and civil engineering. A partnership with the United States Air Force Academy has helped incorporate young and emerging talent through a three-week program where groups of cadets attend tours and various demonstrations, and shadow mission-essential personnel.

Outcomes:

- Over the past three years, the MAUAS Division has sponsored six cadets who have performed basic technical evaluations of proposals, produced analysis tools, and provided basic program analysis.
- The MAUAS Division consolidated 390 megabytes of information in more than 250,000 files into one centralized MAUAS SharePoint 'Info Hub.' This database bridges all 15 branches regardless of geographical location. It averages more than 80 users and 3,000 hits per month.
- During FY12, eight MAUAS personnel participated in AWA.

Point of Contact:

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Past Winners

2011

Gold Winner -

Large Organization

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

Gold Winner -

Small Organization

Aeronautical Systems Center,
Acquisition Excellence Directorate
Wright-Patterson AFB, OH

Silver Winner -

Large Organization

Space Naval Warfare Systems Center
Atlantic
North Charleston, SC

Silver Winner -

Small Organization

United States Special Operations
Command
MacDill AFB, FL

Bronze Winners -

Large Organization

Defense Information Systems Agency
Arlington, VA

Bronze Winners -

Small Organization

Communications Security Logistics
Activity (CSLA)
CECOM, Logistics Readiness Center
Fort Huachuca, AZ

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



*Frank Kendall
Under Secretary of Defense
Acquisition, Technology & Logistics*

Senate confirmed in May 2012, The Honorable Frank Kendall serves as the Under Secretary of Defense for Acquisition, Technology and Logistics (AT&L). In this capacity, he is responsible to the Secretary of Defense for all matters pertaining to acquisition; research and engineering; developmental testing; contract administration; logistics and materiel readiness; installations and environment; operational energy; chemical, biological, and nuclear weapons; the acquisition workforce; and the defense industrial base. He is the leader of the Department of Defense's efforts to increase the Department's buying power and improve the performance of the defense acquisition

enterprise. Prior to this appointment, from March 2010 – May 2012, he served as the Principal Deputy Under Secretary and also as the Acting Under Secretary.

Mr. Kendall has over 40 years of experience in engineering, management, defense acquisition, and national security affairs in private industry, government, and the military. He has been a consultant to defense industry firms, non-profit research organizations, and the Department of Defense in the areas of strategic planning, engineering management, and technology assessment.

Mr. Kendall is a Distinguished Graduate of the U.S. Military Academy at West Point and he holds a Masters Degree in Aerospace Engineering from the California Institute of Technology, a Master of Business Administration degree from the C.W. Post Center of Long Island University, and a Juris Doctor degree from Georgetown University Law Center.



Katrina G. McFarland
Assistant Secretary of Defense
(Acquisition)

Katrina McFarland is the Assistant Secretary of Defense (Acquisition) (ASD(A)).

In this role, she is the principal adviser to the Secretary of Defense and the Under Secretary of Defense for Acquisition, Technology and Logistics on matters relating to acquisition.

Previously, she served as the President of the Defense Acquisition University (DAU) where she continued to build DAU's outstanding reputation as the DoD's primary learning institution while overseeing the development and expansion of acquisition curriculum and supporting learning opportunities for over 151,000 members of the Defense Acquisition Workforce.

Prior to joining DAU, Mrs. McFarland was the Director for Acquisition for the Missile Defense Agency (MDA)—a position she held since May 2006. As MDA's principal acquisition executive, Mrs. McFarland advised the Director of MDA on all acquisition, contracting and small business decisions. During her tenure, Mrs. McFarland's advice led to over \$37 billion of sole source procurement activity being opened up to competition.

Mrs. McFarland began her civil service career in 1986 as a general engineer at Headquarters Marine Corps where she was accredited as a Materials, Mechanical, Civil and Electronics Engineer. In 1990, she was hired by the Department of National Defense, Ottawa, Ontario, where she executed Procurement Head of Electronics duties. In 1992, Mrs. McFarland returned to the Marine Corps—this time, Marine Corps System Command—where she was responsible for the acquisition of the USMC Aviation and Ground Command and Control, radars/sensors, air defense, Combat ID and Cooperative Engagement Capability initiatives. She continued to serve the Corps through February 2005, when she concluded her duties as the Director, Battle Management and Air Defense Systems (BMADS).

Mrs. McFarland's accolades and accomplishments are far-reaching. She has received awards for her efforts in the joint arena of CEC, C2 and Theater Missile Defense integration and received recognition for her work from agencies including Government Computing News. Her articles have been published in the Military Operations Research Society, American Society for Computer Simulation, and the International Aeronautical Engineering Societies Proceedings. She has received the Presidential Meritorious Executive Rank Award for 2011, Secretary of Defense Medal for Meritorious Civilian Service Award, the Department of the Navy, United States Marine Corps, Commendation Medal for Meritorious Civilian Service, DAWIA Level-III-certified in program management, has a professional engineer license and has attained her PMP certification.

