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# DACM Corner

QUARTERLY NEWSLETTER FOR THE ACQUISITION WORKFORCE

VOLUME 6 ISSUE 2 APRIL 2016



## Acquisition Workforce Summit

by CDR Troy “Droop” Hicks

The semiannual Department of the Navy (DON) Acquisition Workforce (AWF) Summit was held on March 16, 2016 on the Washington Navy Yard. The primary focus of the meeting was to provide a forum for DON Acquisition Leadership to come together face-to-face and discuss issues impacting the enterprise. The Summit was co-hosted by Ms. Allison Stiller, Principal Civilian Deputy (PCD) to the Assistant Secretary of the Navy for Research, Development and Acquisition (ASN(RD&A)) and VADM David Johnson, Principal Military Deputy (PMD) ASN(RD&A). The Summit was facilitated by Mr. Mark Deskins, the Director, Acquisition Career Management (DACM), and attended by executives from the System Commands (SYSCOMs) and Program Executive Offices (PEOs), Deputy Assistant Secretaries and the National Career Field Leads.

Stiller opened the day by speaking about the criticality of the AWF providing capability to the warfighter and ensuring the DON has a trained, capable, and diverse workforce. She noted strong leadership support for the AWF across the DON and the Office of the Secretary of Defense (OSD), with Defense Acquisition Workforce Development Fund (DAWDF) permanence in the FY16 National Defense Authorization Act (NDAA) being one example. She also noted there is also strong leadership support for the Civilian Acquisition Workforce Personnel Demonstration Project (AcqDemo). Since the last AWF Summit, the Acquisition Career Council (ACC) Charter has been finalized, our DON

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### PEO SPOTLIGHT

## Sailors First: How Acquisition Excellence Affects the Fleet

by Rita Boland, PEO C4I



RDML Christian "Boris" Becker



Mr. John Pope

The team at Program Executive Office Command, Control, Communications, Computers and Intelligence (PEO C4I) has a single purpose at the center of all it does—support the warfighter.

“Everything comes down to us getting the fleet the C4I capabilities it needs to fight and win,” John Pope, the PEO’s Executive Director (ED), said. “That means we have to provide the right technologies and capabilities, but also that we need to have the right workforce with the right skill sets in place to accomplish our mission. We need to take care of our people so they can take care of their missions.”

Managing the workforce is no mean feat. In addition to a front office team led by the Program Executive Officer RDML Christian “Boris” Becker, the ED and five Deputy Program Executive Officers, the PEO has 10 program offices with their own teams; five of the teams focus on technology development (Battlespace Awareness and Information Operations, Information Assurance and Cybersecurity, Command and Control, Tactical Networks, and Communications and

GPS Navigation) and five teams focus on integration of those technologies into platforms (International, Carrier and Air, Ship, Undersea, and Shore and Expeditionary). Most of the team members in the organization are civilian (government and contractor) with a small but critical number of military members.

PEO leadership wants to emphasize innovation and to make the freedom to think, explore and experiment a part of its culture. Military technology developers continue to try to find ways to keep pace with changing technologies—especially in cyber—within the bounds of their legal acquisition requirements. To find the right balance, a creative, innovative workforce well versed in security requirements is essential.

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“We can’t just focus on the current product,” Pope shared. “If you only develop the skills to deliver what you need today, you may not be prepared for the technology challenges of tomorrow.” Adding to the complexity, the Navy recently defined a difference between the Cyber Information Technology Workforce and the Cybersecurity Workforce. The PEO is exploring how to deal with the challenges inherent in designing the cyber workforce of the future. (Read *The Evolving Face of PEO C4I’s Cyber Workforce* in this month’s edition for more information on this topic.)

Cyber, of course, has become a key focus of most Navy activities, whether talking about operations in the domain itself or the capabilities it enables. PEO C4I is supporting this activity in the fleet through a change in the way it designs systems.

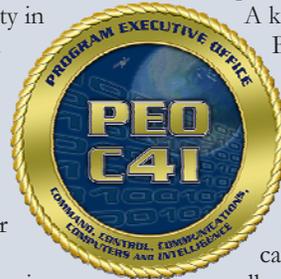
“When I was part of PEO C4I before, we built our systems then added in cybersecurity features almost as an afterthought,” Pope explained. “Now, cybersecurity is considered from the beginning and built into everything we do.”

When Pope said “before,” he referred to a previous tour he spent at the PEO while still on active duty. He spent many years as an officer and then a Navy civilian working in the engineering and acquisition community. He chose to return to PEO C4I as an opportunity to bring his career full circle.

“When I was a young officer serving on ship and at Commander Naval Surface Force, I would wonder why our ships were equipped with such old stuff, especially in the C4I area,” Pope explained. He questioned why it took so long to modernize Navy ships and why new technology was introduced so slowly. This critical questioning of Space and Naval Warfare Systems Command’s (PEO C4I’s systems command) ability to keep the fleet equipped with modern C4I capabilities led to an opportunity for then-CDR Pope to join the SPAWAR team to help improve the situation. “I was happy for the opportunity to join the acquisition team to help solve the problems I had seen,” Pope said. “When the PEO C4I ED job became available, I saw an opportunity to return onboard and help the programs make a difference fielding what Sailors need. We’re moving from individual systems to integrated suites of solutions with a focus on how to do work better and faster.”

So, what does success look like in this environment? “A good day is when we get a contract awarded or a successful Milestone Decision,” Pope stated. “A great day is when we deliver a new and badly needed capability to the fleet.”

Location gives PEO C4I a boost in its mission; its San Diego headquarters gives it proximity to ships, submarines, Sailors and Marines. This proximity opens up opportunities to interact directly with the fleet more often. To complement that type of input, PEO



C4I also encourages the Navy to send more Sailors and Marines to work at the command, because their expertise and experience helps inform the best decisions on C4I systems.

“We want to make sure we keep that strong user influence,” Pope explained. “I think we do that well.”

The PEO also has an unusual opportunity to learn from a sister organization. RDML Becker is dual-hatted as the program executive officer not only of PEO C4I, but also of PEO Space Systems. The situation creates some natural lessons learned and staff interaction between the two organizations.

The admiral has similar guiding principles for both his commands. “We are trusted partners,” he stated. “We are responsible stewards; we are acquisition warfighters; and, we are leaders.”

A key challenge PEO C4I is addressing involves its Integrated Baseline—a complicated concept that relates to the fielding of C4I capabilities in grouped packages to form integrated baselines where baseline means the fielding of a certain group of capabilities on a specific platform. One of the issues with working out the kinks in the process is balancing necessary budgets. Pope explained, “If we do the job right, then our Sailors and Marines deploy with capable and seamless C4I systems. We need to measure how well we build and integrate to make sure we help get our forces underway as ready as possible.”

Budgets reductions or uncertainties continue to add challenges to PEO C4I overall, as they do across the military. The command has in place a robust Continuous Process Improvement (CPI) program initiative that has saved more than \$365 million since FY10. (Read more about that in the article *Culture Matters: PEO C4I Saves Tens of Millions Through Process Improvement Program* in last month’s *DACM Corner*.) “We have built CPI into the way we are doing business,” Pope said. The win for the PEO comes when it can point to where it saved and where that money was redirected to help Sailors meet their missions.

Part of the command’s success depends on its relationships with industry, which the command takes seriously. In addition to appointments companies schedule with the front office or the program offices directly, command personnel also participate en masse in multiple outreach efforts each year such as Meet the PMs at the WEST conference or Meet the DPMs events targeted at small businesses. RDML Becker meets regularly with defense companies, discussing how the Navy can adapt to take advantage of private-industry advancements and, most critically, how to make fielding faster.

“It’s all about setting up a ‘contracting kill chain’ that allows industry to understand what we’re doing, what we need and where we’re going,” RDML Becker explained. “We need to be in comms well before the RFP so we’re asking for what we really need.”



## NADP Wounded Warrior Program Turns 5!

by Dave Mailander, NACC

Five years ago, the Navy Director, Acquisition Career Management (DACM) identified an opportunity to leverage the centrally managed Naval Acquisition Development Program (NADP) to embrace Department of Defense (DOD) Wounded Warriors returning from deployments in Afghanistan and Iraq. The objective was to provide an increased gateway to the Naval Acquisition Workforce and capitalize on the unique skillsets maintained by our returning veterans. Through the combined efforts of DACM and ASN (RD&A), the NADP Wounded Warrior Program (NADP-WW) was announced formally on April 5, 2011. Since its inception, and through your hard work, the NADP Wounded Warrior Program has grown our Naval Acquisition Workforce ranks by hiring 119 Wounded Warriors!

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

Entry Level candidates are typically given Veterans Recruitment Authority (VRA) appointments per 5 CFR 307 appointing authority. All disabilities must be documented by a notice of retirement or discharge due to service-connected disability from military service

dated at anytime or by a notice of compensable disability rating from the Department of Veteran Affairs, dated 1991 or later. For current and future hiring, command recruiters are encouraged to engage at events like the Hiring Heroes Recruiting Fairs, sponsored by the OSD Hiring Heroes Program Office.



These events are typically held in such places like Camp Pendleton, CA, Fort Riley, KS, and Washington, DC. Booth space at these events is free! Please contact the OSD Program Manager, Karen S. Hannah at

[karen.s.hannah2.civ@mail.mil](mailto:karen.s.hannah2.civ@mail.mil) for more information about these events. For further information about NADP-WW, please contact Dave Mailander, Recruitment Division Director, NACC at (717) 605-1029.



## Small Business – The First Option

by Emily Harman  
Director, DON OSBP

In light of declining defense budgets and rising operation and sustainment costs, the need to increase competition and get innovative solutions in the hands of our Sailors and Marines quickly and affordably is clear. In my article in the November/December 2015 edition of the Navy Supply Corps Newsletter, <http://donosbp.navy.mil/dodlive.dodlive.mil/2016/02/04/small-business-the-first-option-for-innovation/> I challenged the Department of the Navy (DON) acquisition workforce to think of small business as the first option. “Small Business - The First Option” has been the Office of Small Business Program’s (OSBP’s) motto since January 2010. Now, more than ever, all DON acquisition professionals, as well as requirements personnel, need to think and act upon this motto. This is not to meet a goal, but to access the advantage, innovation, agility, responsiveness and competition that small businesses bring to the fight; allowing America to retain its technological superiority.



Emily Harman  
Director,  
DON OSBP

Recognizing that “Small Business - The First Option” cannot be the motto of Small Business Professionals alone, the Assistant Secretary of the Navy for Research Development and Acquisition (ASN (RD&A)), signed his “Tapping into Small Business in a Big Way” memo in January 2015. In this memo, Secretary Stackley explains that a “healthy Small Business industrial base is vital to the long term success and affordability of the DON as well as to our national

security.” He tasks Deputy Program Managers as Small Business Advocates for their programs and asks Heads of Contracting Activities and Program Executive Officers to develop a Small Business Strategy.

The mission of the DON OSBP is to promote acquisition opportunities where small business can best support the needs of our Sailors and Marines. Through policy, advocacy, and training, we foster industry innovation, technology development, and the acquisition of quality products, services, and solutions from small business providers.

During the first quarter of FY16, the DON OSBP, along with the Associate Directors from each DON Buying Command developed five Focus Areas for the DON’s OSBP. Each of the Focus Areas has several objectives which I won’t elaborate upon here. For a list of objectives under each focus area go to <http://www.secnav.navy.mil/smallbusiness/Documents/DON-OSBP-CY2016-Focus-Areas-External-21-March.pdf>

- Professional Workforce Development - Implement the new Small Business Professional Career Field
- Enhance Collaboration in the Acquisition Process – Ensure Small Business Professionals are involved early
- Increase Communication - With industry and the DON’s acquisition and requirements workforce
- Train the DON Acquisition Workforce - Develop a knowledge management portal and train Deputy Program Managers in their Small Business Advocate role
- Improve Metrics- Provide additional insight into small business utilization across the DON

I want to hear from you. Do you have a small business good news story to share? What do you see as barriers to doing business with small businesses and what suggestions do you have to remove the barriers? Are you interested in a rotational or shadowing opportunity in the DON’s OSBP?

Contact me at [Emily.Harman@navy.mil](mailto:Emily.Harman@navy.mil). Please stay in touch by connecting with the DON OSBP via twitter [@DON\\_OSBP](https://twitter.com/DON_OSBP) and Facebook <https://www.facebook.com/NAVYOSBP>.

## From the DACM's Desk

***"People run programs, not documents and processes."  
"You need to have good people and leave room for judgment  
to get the best deal for the taxpayer."***

**John Young  
USD(AT&L)  
April 2009**

by **W. Mark Deskins**  
Director, Acquisition Career Management

### Teamwork and Collaboration



Art Diaz

By now, many have heard me say that the only reason we have a job is to provide for the warfighter and I believe that strongly. It means we must demand professionalism and technical excellence at all levels. The warfighter deserves no less. However, we do work in a very bureaucratic environment. The unprofessional person will let the system beat him down or stop him from doing excellent work. But professional people who care about serving the warfighter will find ways to do the work and not be stopped.

The acquisition community is a small community but filled with many dedicated people serving the warfighter. Based on my experience, that is especially true in shipbuilding. As you progress through your career, you will meet and work with the same people over and over again. In shipbuilding, as in many other weapon systems, the complexity of the system means that people have to work in teams on projects that will last years. Therefore, building relationships is important.

When I was a DPM, I was privileged to be able to work with some great people in shipbuilding. One particular person was Arturo "Art" Diaz who worked for the Military Sealift Command. He was a "Master Shipbuilder" and was a colleague and friend of mine. Art was passionate about professionalism, teamwork and developing people and relationships. He and I discussed how to get people focused on the basics of teamwork and collaboration. During the construction of two of the Navy's newest ship classes, he often remarked, "Friends Build Ships." One day I visited his office and he showed me a running list of the attributes of a good team. He and I were of the same mind and we worked together to overcome some issues during the construction of two different ship classes at two different shipyards. Although there were different technical issues at each shipyard, getting people to work collaboratively was key.



Arturo A. Diaz, Yearbook page from Admiral Farragut Academy, Class of 1975

At one point, relationships were so strained that we decided to do an off-site. At that off-site, the last two attributes were born. I believe the list, following, represents the hallmarks of a good team. Unfortunately, Art passed away on December 24, 2012. To honor him, PEO (SHIPS) created an Internship Award named for him. The ASN (RD&A) Art Diaz Award is presented to a graduating NADP professional who is recognized for maintaining the spirit of Art Diaz with their collaboration and teamwork.

Art's life of public service began as a young man attending Admiral Farragut Academy in New Jersey. He then went on to the Merchant Marine Academy in New York and then served as an officer in the U.S. Coast Guard. In 1984 he joined the Federal Civil Service as a Civilian Construction Representative for the Navy's Military Sealift Command (MSC), ultimately serving as the Military Sealift Command Senior Owner's Representative for New Construction.

His work ensured the operator's needs were integrated throughout a new ship's design and construction process. As a result of his years of exemplary Civil Service he received Superior and Meritorious Civilian Service Medals, Navy Unit Commendation, and several other prominent citations. Art's contributions to our nation extend far beyond his material achievements and specific accomplishments. He was an inspiration to all who served with him, government and industry alike. He ensured all members of his team were keenly aware of their importance to the Navy and the true appreciation he held for their efforts. His unique ability to recognize talent and to foster respect and camaraderie throughout the workforce has had an enormous influence on everyone he met and will continue to steer the course of our Navy well into the future.

*Portions of this From the DACM's Desk were originally published in the Congressional Record, 'Tribute to Mr. Arturo Alberto Diaz, Senior Owner's Representative for New Construction, Military Sealift Command' by U.S. Rep. Scott H. Peters, CA on Wednesday, May 8, 2013.*



Mark Buzby and Art Diaz, U.S. Merchant Marine Academy Kings Point Class of 1979



Art Diaz, Captain Henry Stevens, and Mark Deskins at the MLP-1 Keel Laying January 19, 2012



## 22 Attributes of a Good Team

### *A Good Team...*

**Works toward a common goal** - It is impossible to accomplish a goal if the team does not understand the goal and their part in it. You must clearly state your goal. Shipbuilding is not about a single individual. We all work to build the ship that our Navy will use.

**Develops its members' skills** - Textbooks are good but it takes real experience and problem solving to build ships. Not everyone shows up on the team as a full up round. We need to develop the team and share our experiences.

**Efficiently uses its time and talents** - It is easy to only focus on the people in your own office. Shipbuilding is a team sport and we don't have time to waste. We have some very talented people. We need to use them. In the long run, it will save us time.

**Embraces the diversity of its members** - No one person or organization has a lock on all the information and perspectives that are needed for shipbuilding. The diversity of thinking that is required in shipbuilding is phenomenal. We need operators, warfighters, acquisition professionals, engineers, logisticians, production managers, welders, pipe fitters, financial professionals and a host of many others. These professionals are all people who come in different sizes, shapes, backgrounds and experiences and they all have something to offer.

**Is committed to continuous improvement** - No one is perfect. We can always improve but you have to be looking for those opportunities. You need to do lessons learned and After Action Reports.

**Builds morale internally** - One of the biggest impediments to success is poor morale. The leadership needs to recognize when this is a problem and address it. Make sure your teammates understand they are valued.

**Performs effectively and produces results** - While metrics are good, the value of the team is shown when problems are recognized and solved.

**Accepts praise and criticism** - It is important for the team to be able to hear both praise and criticism and have a method to handle it.

**Cooperates rather than competes** - In the resource constrained environment that we all live in, the shipbuilding team needs to pull together for common goals.

**Maintains a positive attitude toward everyone's ideas** - A positive attitude accomplishes more than a negative attitude ever will.

**Stays on task** - It is easy to get sidetracked with the large number of issues we can have in shipbuilding. It is important to stay on task and get a solution.

**Uses encouraging words** - By empowering and building up the team, they will accomplish more than you expect.

**Uses resources wisely** - The team needs to prioritize issues in order to properly use the limited resources we have. This includes our time as well as our dollars.

**Communicates openly and clearly** - Bad news doesn't get better with time. We need an open non-threatening environment where all the team members can communicate openly.

**Teaches and learns from one another** - We should learn something new every day.

**Holds its members accountable** - Your word is your bond. Keep your promises and commitments.

**Resolves conflicts effectively** - Understand the issue. Don't let it get personal. Work towards a solution not blame.

**Welcomes challenges** - Challenges create the opportunity for the team to grow stronger. It yields experience. Individuals will perform at higher levels and will be ready to take on the next shipbuilding program.

**Shares pride in its accomplishments** - Let people know what the team has accomplished both internally and externally.

**Celebrates successes** - Don't let the tasks of the day involve you so much that you forget to step back and celebrate the successes (even if they are small successes).

**Doesn't fight with each other fights FOR each other.** - It is easy to get in a situation when something goes wrong to find fault and blame. However, we need to build the relationships and friendships such that we fight FOR each other.

**Forgives** - No one person or group is perfect. We need to let go of the past and move forward.

## The Evolving Face of PEO C4I's Cyber Workforce

by Rita Boland,  
PEO C4I



The emergence of cyber as a domain in itself and as a key enabler of the capabilities in all other domains has introduced a paradigm shift into U.S. military operations and subsequently into how it shapes its forces. As an acquisition command with cybersecurity as a center of its focus, Program Executive Office Command, Control, Communications, Computers

and Intelligence (PEO C4I) invests tremendous effort into its cyber workforce while working with other commands to improve Navy's overall cybersecurity posture. Although many cybersecurity efforts are conducted by those personnel who are directly involved in explicit cybersecurity activities, the ubiquity of cybersecurity means that training is essential for all personnel in PEO C4I to keep its systems secure and operational.

As part of its efforts to address emerging requirements, PEO C4I has reviewed and re-designated personnel assigned to its Cybersecurity Workforce (CSWF). "We're transitioning the Information Assurance Managers and Technicians to appropriate CSWF designation and we're updating their training and certification requirements," Ed Lazarski, PEO C4I's Director of Cybersecurity, explained.

Other initiatives address educational needs. The cybersecurity team at PEO C4I is developing a "Cyber Aware" training course in conjunction with Space and Naval Warfare Systems Command (SPAWAR)—PEO C4I's system command (SYSCOM)—that will serve as foundational cybersecurity training across SPAWAR. A course on Risk Management Framework (RMF) basics also is being developed, with both SPAWAR and the Defense Acquisition University assisting to prepare the workforce as it transitions to RMF processes. A recently released SPAWAR 5.0 RMF Validator Training Curriculum supports the requirements to become a validator under the RMF program. All PEO C4I programs that require an accreditation to connect to the network will need their validators to transition from the Department of Defense Information Assurance Certification and Accreditation Process, commonly called DIACAP, to be RMF Validators, and these courses are required as part of this transition.

More informally, Lazarski's office has instituted a "Cyber Monday" feature on PEO C4I's blog, an internal information-sharing platform for the organization. It addresses a specific cyber topic most weeks to inform readers of the latest unclassified developments in the realm of cybersecurity. The blog resulted from growing evidence that in addition to ensuring the acquisition of systems, cybersecurity leaders have a distinct need to communicate clearly with leadership and the workforce to create a common understanding of this dynamic, challenging environment.

Multiple initiatives are designed to ensure that SPAWAR and PEO C4I teammates understand the importance of cybersecurity not only to the mission of the PEO but also to the entire fleet. "Elements of

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## SHARE YOUR EXPERIENCE



Photo Credit: C. Todd Lopez

Navy CAPT Mark Glover, PMW/A 170, center, won the 11th Annual Stars and Stripes Award, Feb. 19, 2016, during the 30th Annual Black Engineer of the Year Science, Technology, Engineering, and Mathematics Conference in Philadelphia, Pennsylvania. ADM Michelle Howard, VCNO, presented the award.

## Major Program Manager Wins the 2016 Stars and Stripes Award

by Rita Boland, PEO C4I



The acquisition technology work carried out at Program Executive Office Command, Control, Communications, Computers and Intelligence (PEO C4I) provides the capabilities for the future force, but what some team members are doing during their personal time is making sure the future force has the ability to continue to develop and deliver

breakthrough technology.

Encouraging students to choose science, technology, engineering and mathematics (STEM) studies is imperative to the continued information warfare advantages of the U.S. military. Many teammates at PEO C4I take time to encourage STEM activities, and one in particular recently received a high-level award for such efforts. CAPT Mark Glover, Program Manager of the Navy's Communications and GPS Navigation Program Office (PMW/A170) at PEO C4I, received the prestigious Stars and Stripes United States Navy Award recently at the 2016 Black Engineer of the Year STEM conference in Philadelphia. The Vice Chief of Naval Operations (VCNO), ADM Michelle J. Howard, introduced him and presented him the award, which recognizes achievement in STEM management. Encouraging students to pursue STEM studies has been an emphasis across the nation in recent years, including through White House initiatives on the subject, and role models are often cited as a reason people choose these majors. Glover has been promoting STEM

activities for several years, inspired by a desire to help others and to see them reap the same benefits STEM has enabled in his own life. "I joined the Navy because I wanted to obtain education and training in a technical field," Glover said. "However, I did not have the resources to go to college. The Navy offered me technical training as a sonar technician. During my enlistment, I was lucky enough to earn a Navy ROTC scholarship."

After completing his undergraduate studies at Norwich University, he went on to earn master's degrees in Information Technology Management and Computer Science from the Naval Postgraduate School.

Over the years, Glover had the opportunity to interact with many engineers and scientists.

"Because of my background, my heroes typically consist of people who have persevered against long odds or people who took great risks to make things better for others," Glover explained.

Keeping young people in mind is at the heart of all Glover does for the Navy, and he builds on the lessons he learned as an enlisted Sailor.

"When I work to deliver a capability to the fleet, I always remember my life as an enlisted sonar operator and technician," he said. "I want to make sure that whatever we deliver we continually take into account the impact on the Sailor."

He also advises young people not to wait for luck. They need to prepare themselves to take advantage of opportunities that come along.

"My advice to young STEM students is to reach out," he continued. "Reach out and get assistance, when needed; don't be ashamed or afraid to accept help, when offered. It is very difficult, or almost impossible to achieve great things without a helping hand from time to time. As a young person, time and time again, I was humbled by the people who helped me to succeed. Our young people should understand that people generally want to help. I believe that. And the great thing is that many of those people come from many varying backgrounds and races."



### New ACQ 160 Program Protection Planning Awareness Course now available

ACQ 160 is a new DAU course on Program Protection Planning Awareness. In response to persistent threats and attacks to weapon systems, information systems, and the supply chain, DoD has renewed and expanded the current emphasis on program protection planning. ACQ 160 Program Protection Planning Awareness Pilot is now available for students to register. Students will be enrolled in a 15 business day pilot course designed to allow them to provide written feedback as well as earn their continuous learning points. The pilot course will be conducted **7-27 June 2016**. This is a Distance Learning/web course and an assignment specific course. Upon enrollment, students will receive a waitlist notification.

You will be required to send an email to [scheduling@dau.mil](mailto:scheduling@dau.mil) to let us know if you will or will not be willing to participate in the pilot class.

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cybersecurity impact all areas of PEO C4I,” Lazarski said. “When the entire workforce has an understanding of some basic cybersecurity elements, they all play a part in Navy achieving a more secure cyber posture.

“Financial teams need to understand the funding priorities in this quickly changing environment so that they can help ensure that the highest cybersecurity initiatives receive funding,” he continued. “We need the contracting team to help write improved contract language for hardware, software and services that support our cybersecurity priorities, and the integrators and testers absolutely need to understand the big picture so that they are engineering solutions for the Navy’s highest cybersecurity concerns. Those who conduct training for Navy’s operators need to have a deeper understanding of which cybersecurity focus areas are important so that they can better convey this to the fleet, and, the logisticians must understand supply chain risk management and overall logistics concerns for cybersecurity hardware and software.”

PEO C4I is working to elevate basic cybersecurity knowledge and awareness across the entire organization to position itself to have its team move in a uniform direction to accomplish the PEO C4I strategic goal to “Deliver Cybersecurity Across the PEO C4I Portfolio.”

Another major cybersecurity initiative at PEO C4I, in conjunction with SPAWAR and the wider Navy, is CYBERSAFE—a program focused on providing “maximum reasonable assurance of survivability and resiliency of critical warfighting Information Technology (IT) in a contested cyber environment in order to maintain mission capabilities.” It is based on the concepts of the Navy’s SUBSAFE program. A CYBERSAFE 101 class is now being presented by SPAWAR in preparation for the rolling out of this program across the Navy. As knowledge of CYBERSAFE matures, involved personnel become more aware of technical and acquisition requirements associated with cybersecurity, which drive updates and changes to training for the technical, acquisition and operational communities. The CYBERSAFE 101 introductory curriculum has also recently been shared with the other SYSCOMS to allow for some consistency in CYBERSAFE training across the organizations.

“As CYBERSAFE is implemented at the SYSCOMS, PEOs, and in the fleet, we’ll be updating operating, maintenance and casualty control procedures based on CYBERSAFE guidance, so our actions will also have a direct impact on how the fleet will operate in a contested cyber environment,” Lazarski said.

One challenge for officials in charge of cyber-related activities is determining who exactly falls under the cyber workforce. Last year, PEO C4I grouped personnel into three categories: Cyber Aware, which by default is everyone at PEO C4I, and for which general cybersecurity training is now being finalized; Cyber Acquisition Oversight, which encompasses most program managers and their acquisition staffs who make some acquisition decisions that impact the cybersecurity posture of PEO C4I products; and, the CSWF, which encompasses those Acquisition Workforce members who make daily acquisition decisions that impact the cybersecurity posture of our products. PEO C4I is working with SPAWAR to develop a training plan that will enable each of those groups to obtain their required training and certifications as efficiently as possible; leaders are expending time and effort to determine methods by which acquisition workforce training requirements also can count toward CSWF requirements. “There is a balance that must be achieved between the amount of time spent in training and the time our workforce dedicates to the cybersecurity of PEO C4I products,” Lazarski said.

Meanwhile, Navy and Department of Defense officials are updating Cyber Workforce and CSWF guidance, including an instruction released by Secretary of the Navy Ray Mabus in February 2016 that establishes Navy policy and assigns responsibilities for management and qualification of the Cyberspace IT Workforce and separately the CSWF (Cyber IT/CSWF).

“This instruction requires PEO C4I to designate a Cyber IT/CSWF Program Manager who will ensure that the Cyber IT/CSWF is fully qualified, or to show there is a plan to achieve qualification; that our position descriptions and other readiness databases accurately reflect our personnel status; and that those with privileged access are required to indeed have privileged access and that they have a signed agreement in place,” Lazarski said. “Additionally, service contracts that require cybersecurity contractor personnel must provide detailed cybersecurity qualification requirements for contractor personnel and they must be qualified prior to the start of the contract performance period.”

Training and qualifications are expected to grow as cybersecurity roles and responsibilities mature, and PEO C4I plans to remain focused on the concerted effort to find efficiencies in the training requirements for Acquisition, Cyber IT and Cybersecurity workforces. “This is a dynamic environment with a limited pool of personnel who are working on completing updated training and qualifications, working hard on their programs to address new and ever-changing cybersecurity threats, and are also simultaneously implementing new initiatives such as CYBERSAFE and RMF. We need to be careful not to burn out our cybersecurity experts—we need to keep them on our team,” Lazarski said.

The face of the Cyber Workforce continues to evolve and be integrated with the Acquisition Workforce at PEO C4I, and leadership remains focused on identifying the key positions that should be members of each. As these billets, and the people filling them, are identified, the training and qualifications for both groups will be closely monitored to enable procurement and fielding of the most cyber-secure systems to be operated by the fleet.



**ASNI(RDA)**  
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**WORKSHOP**  
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## 2016 Art Diaz Award Winner Announced at the Naval Acquisition Development Program Training Symposium

by Rob Praydis, Naval Acquisition Career Center



John Goodhart, Vice Commander of Naval Supply Systems Command and John Sweeney, 2016 Art Diaz Award Winner

The 2016 Art Diaz Award was presented to Naval Acquisition Development Program (NADP) and NAVSUP WSS Philadelphia employee Mr. John Sweeney at the 2016 NADP Annual Symposium held in Arlington, Virginia on 23 March. Presenting the award were Ms. Allison Stiller, Principal Civilian Deputy, ASN RD&A, VADM David C. Johnson, Principal Military Deputy, ASN RD&A, and Mr. Mark Deskins, Director, Acquisition Career Management. The Art Diaz Award was previously a NAVSEA PEO

Ships award given to a PEO Ships Intern who best exemplified the spirit, collaboration and team work attributes of Mr. Arturo "Art" Diaz who worked in PEO Ships. Diaz, who coined the term, "Friends Build Ships" was passionate about building and delivering great ships to the U.S. Navy. So much so that he kept a list of attributes of what made a great team, to remind him daily what it took to succeed. What became known as the "22 Attributes of a Good Team" quickly spread through NAVSEA and became the benchmark to recognize success. The award was introduced into the Congressional Record on May 8, 2013 by U.S. Rep. Scott H. Peters of California. Just this year, the award criteria were expanded to include all entry-level employees in the NADP who personify these attributes.

Mr. Sweeney was recognized for his work toward creating a common goal to improve the Justification and Authorization (J&A) process in the Contracting world which exemplified the Art Diaz spirit toward

teamwork and collaboration. He built strong relationships not only in the NAVSUP community but in private industry as well during his commitment to develop an automated tool for the J&A process. He further demonstrated his ability for continuous improvement and producing results while performing a rotational assignment with NAVSEA at the Naval Surface Warfare Center. The training presentation he created for the Purchase Requisition Branch helped a Command focus team clear open purchase orders and assisted by reducing workload of an understaffed department.

In addition to the 300 plus NADP employees on hand to see the award presentation, Vice Commander of Naval Supply Systems Command, Mr. John Goodhart personally congratulated Mr. Sweeney after the presentation.

After taking some time to reflect, Mr. Sweeney said "It was a privilege to receive the Art Diaz Award. To be likened to a man of such nobility is truly an honor. Of course, I would not have been able to even be nominated if it weren't for a great team at NAVSUP WSS, my mentors, Matt Meer & Scott Morrow, and the excellent guidance by the NADP program. When Mr. Deskins called my name, I was really surprised! I'm not usually nervous to be in front of a crowd, but when I went up to receive the award from VADM Johnson and Ms. Stiller, I was kind of in a state of shock. It was a great experience and I'm grateful for the award."



Mark Deskins, DACM, VADM David Johnson, PMD ASN (RD&A), John Sweeney, Allison Stiller, PCD ASN (RD&A).

Mr. Sweeney's name was also added to an Art Diaz Plaque that resides in the DACM office in the Pentagon.

Solicitations for next year's award will be announced by the NACC in late 2016, early 2017 via e-mail.

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**CAPT Todd St. Laurent**

T-6B Joint Primary Aircraft Training System  
(PMA 273) (PM)



#### **SBP 101 Introduction to Small Business Programs**

SBP 101 Introduction to Small Business Programs, Part A is now fully deployed. This is a new DAU Distance Learning/Web course. This course targets new entrants to the Small Business Professional career field and will cover the small business vision, goals, culture, and values from the view of the Functional Leader, AT&L, and the SECDEF. There will also be a review of the small business cases and success stories highlighting the contributions small businesses make to the success of the Department. The course will provide key, baseline business processes, tools, legislation/policies, and procedures, included funded programs and socioeconomic programs. Finally, the course will discuss the expectations of small business professionals throughout the Department to help provide an understanding of where and how they fit into the Defense acquisition landscape.

## PROGRAM SPOTLIGHT

## CANES on Subs



*CANES submarine team members test new hardware.*

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**by Rita Boland, PEO C4I**

The Consolidated Afloat Networks and Enterprise Services (CANES) program is entering a new phase as it begins to install systems on submarines.

CANES installation on subsurface vessels is being carried out in conjunction with scheduled installations of the Common Submarine Radio Room (CSRR). The former program provides the U.S. Navy's afloat network on platforms — surface ship installations began in 2013 — while the latter modernizes communications onboard *Virginia*-, *Ohio*-, *Los Angeles*-, and *Seawolf*-class submarines. Each system offers a common architecture (though they do not share a common architecture with each other), resulting in lower costs and shorter installation timelines compared to legacy systems. With CANES, submarines will gain a network that offers virtualization, redundancy, improved cybersecurity and more processing power as well as a planned refresh cycle. CSRR, meanwhile, integrates Navy and Defense Department programs into a cohesive system-of-systems that provides effective and efficient exterior communications systems improving commonality and reducing risk to the submarine force. The Navy's Tactical Networks Program Office (PMW 160) manages CANES, and the Navy's Undersea Integration Program Office (PMW 770) has responsibility for CSRR. Both offices are part of the Program Executive Office Command, Control, Communications, Computers and Intelligence (PEO C4I), and they work together in their approach to installation and integration processes.

The first submarines to receive CANES are USS MARYLAND (SSBN 738) and USS NEBRASKA (SSBN 739). The full installation is complete on MARYLAND while the finishing touches are being put on NEBRASKA's network. "We're installing the most up-to-date network that can go on ships in terms of cybersecurity and information assurance," LCDR Jonathan Width, assistant program manager (APM) for CANES deployment on submarines, said. Availability of submarines for shipyard work is more limited than for

surface ships so the acquisition teams have to make installation plans more carefully. In some cases, CANES hardware architecture is installed that will continue using legacy networks for a period of time. Mike Kelly, APM for submarine development, explained, "That's important because when we go back as an enterprise to modernize those platforms with full-blown CANES software we can complete the work in less than 70 days instead of the normal 130+ days." That translates into 60+ days of on-deck savings that can result in \$1-2 million of savings per platform.

CAPT Ed Anderson, program manager for PMW 770, added, "Finding a way to install both CSRR and CANES in submarines in less than 90 days, particularly for SSBNs, returns 60 days of submarine operational availability to the fleet commander. This is a real success for the PEO C4I and Space and Naval Warfare Systems Command team, and truly matters to the fleet, when coupled with the Radio Room Trainer to support installations and crew recurring training and certification."

In addition to the challenge of availability with submarines, space constraints present another interesting puzzle for installers. On a ship such as a DDG, CANES uses 18 racks; on a submarine, it has to fit onto six.

Kelly explained, "We have incredible engineering talent here at PEO C4I. All the programs of record involved create a good team that ensures we move forward in the most expeditious manner possible. The bottom line is we take very much pride in completing the engineering challenges we're tasked to accomplish. By integrating a more powerful and capable network into a compacted server, switch and router computing infrastructure, the team was able to complete this tasking."

Both CANES and CSRR are scheduled to be demonstrated at the Navy's Information Warfare Pavilion during the Sea Air Space Exposition in May 2016.



*The Consolidated Afloat Networks and Enterprise Services (CANES) submarine team performs software analysis*


**Research & Development**

## Virtual Secure Enclave (VSE): Providing Assured C<sup>2</sup> as a Service

by PMW 790 Staff



Military acquisition is often labeled as slow and complex, but through effective teamwork, acquisition warriors can achieve innovative accomplishments. A team of such dedicated personnel led by the Navy's Shore and Expeditionary Integration Program Office's (PMW 790's) Shore Tactical Assured Command and Control (STACC) program, proved this recently by taking a capability

from design to deployment in less than 12 months. The timeline was important because of immediate operational needs as well as threats to the fleet identified by Operation Rolling Tide.

The capability—called Virtual Secure Enclave (VSE) — enhances the fleet's operational readiness. VSE's primary objective is to form a secure cyber enclave by integrating network defense-in-depth, virtualization and remote-access technologies. The PMW 790 STACC team designed, built, tested and operationally deployed the system as a materiel solution that enables joint force commanders to define, protect, monitor, defend and control key cyber-terrain associated with mission-critical assured command and control (C<sup>2</sup>) capabilities.

Assured C<sup>2</sup> provides data availability, data integrity and data confidentiality, ensuring commander's ability to command assigned forces. Providing assured C<sup>2</sup> capability at specific Network Operations Centers has improved network and application security making them less susceptible to compromise. The VSE design reduces cost while improving effectiveness through integration of commercial encryption technology with existing government-off-the-shelf systems.

PMW 790 falls under Program Executive Office Command, Control, Communications, Computers and Intelligence (PEO C4I). The organization's program executive officer, RDML Christian "Boris" Becker signed out the Project Definition Document (PDD) on March 23, 2015, officially transitioning the Computer Adaptive Network Defense in Depth (CANDID) Joint Capabilities Technology Demonstration (JCTD) to the program office under the STACC Program of Record (the CANDID JCTD was subsequently transitioned into STACC VSE). The VSE team set a goal to deploy its first system within one year, establishing cyber maneuverability and assured C<sup>2</sup>.

Under the guidance of PMW 790 Assistant Program Manager Ryan Draves, the VSE team worked diligently to deploy the first VSE instantiation. Team members included PMW 790, Naval Surface Warfare Center Panama City and academia partner Georgia Tech Research Institute, in collaboration with Space and Naval Warfare System Center's (SPAWAR's) Chief Engineer, SPAWAR Systems Center Pacific and U.S. Pacific Fleet.

Initial deployment in less than a year required careful coordination of multiple activities such as developing and base lining a deployment schedule, completing a System Performance Specification and System Design Document, and holding a System Engineering Review with SPAWAR Chief Engineer (including a Requirements Traceability Matrix and an Interface Control Document).

The team also

- Created an Application Integration Lab
- Received a three-year Authority to Operate
- Developed a system nomenclature, User's Logistics Support Summary, a test report and a system/platform System Operational Verification Tests
- Conducted site surveys
- Stood up a 24/7 In-Service Engineering Agent support entity

These efforts culminated in the first installation this year at the beginning of March. It's amazing what a team can do.

## PMT 401 Navy Service Day

by Dennis Heeren  
DACM Acquisition Workforce Manager

The 16<sup>th</sup> PMT Navy Service Day was held on 25 March 2016 at the Hirsh center on the campus of the Defense Acquisition University (DAU). There were eleven Navy students in attendance. The session was kicked-off with a tag-team effort of Ms. Allison Stiller, Principal Civilian Deputy, (PCD ASN (RD&A)) and VADM Dave Johnson, Principal Military Deputy, (PMD ASN (RD&A)). Their discussion centered on the following:

- Defense Acquisition Relationships
- The Design for Maintaining Maritime Superiority
- FY2017 DON Base Budget



Photo Credit: Dennis Heeren

Allison Stiller, PCD ASN (RD&A), VADM David Johnson, PMD ASN (RD&A), center, and the March 2016 PMT 401 Service Day class.

- What We Acquire
- Acquisition Themes
- RDA Leadership Focus Areas
- PCD/PMD “Pearls of Wisdom”

Following their presentation, they held a question and answer session.

RADM Don “BD” Gaddis (ret) followed giving the future PM and DPMs words of wisdom and lessons learned from his experience as Program Executive Office, Tactical Aircraft, (PEO(T)), Commander, Naval Air Warfare Center (NAWC) Aircraft Division, Assistant Commander for Research and Engineering, Naval Air Systems Command (NAVAIRSYSCOM) and as Program Manager for Presidential Helicopters (PMA-274) and F/A-18 and EA-18G (PMA-265). Gaddis also provided each member of the class with his booklet, Acquisition Leadership. It is a culmination of his 35-plus years in the naval service.

Following Gaddis was Ms. BJ White-Olson, Deputy Assistant Secretary of the Navy for Management and Budget (DASN (M&B)). Her themed presentation was about the FY17 President’s Budget Landscape, Budget Turmoil FY13-FY16, Budget TBD FY17-FY18, and concluding with What is DASN M&B?

Mr. Tom Frankfurt, Assistant General Counsel for ASN (RD&A) followed next with his discussions with the class that were about the role of the acquisition attorney, the Program Managers communication with Industry, and the role of the Chief of Naval Operations (CNO) and the Commandant of the Marine Corps (CMC) in the acquisition process.

Mr. Elliott Branch, Deputy Assistant Secretary of the Navy for Acquisition Procurement (DASN(AP)) continued the discussion with his presentation on acquisition planning and documentation, the need for Program Managers to do a thorough job in this area. Additionally, he stressed to the class about the need to have a good relationship with their contractor.

Following their presentations: Branch, Frankfurt and White-Olson presented a trio ‘question and answer’ session with the class.

Mr. Mark Deskins, Director, Acquisition Career Management (DACM) concluded the day with a presentation focusing on Seven Points of Excellence, Working as a Civilian/Military Team, FY16 Focus, and Department of Navy (DON) Civilian Acquisition Workforce (AWF) Diversity.

At the conclusion of the Service Day, the students felt the senior leaderships’ time and counsel would help them become the next outstanding Program Managers or Deputy Program Managers.

## Navy Engineer Wins 2016 Modern-Day Technology Leader

**By NSWCCD Corporate Communications Division**

As a high school student, Deztany Jackson attended her first Black Engineer of the Year Award (BEYA) Science, Technology Engineering and Math (STEM) Conference with her father.

"I was able to watch and read about the various engineers and scientists who received awards at the BEYA conference," said Jackson, an engineer with the Naval Surface Warfare Center Dahlgren Division (NSWCDD) Weapons Control and Integration Department. "My dad, who represented the U.S Army Corps of Engineers, was excited for us

to meet some of the engineers and scientists who were in attendance as well as the award winners. Fifteen years later, I was fortunate enough to receive an award."

U.S. Black Engineer and Information Technology magazine honored Jackson as a 2016 Modern-Day Technology Leader during BEYA's 30th annual STEM Global Competitiveness Conference Awards Gala held in Philadelphia in February.

The BEYA Modern-Day Technology Leaders Award recognizes an individual's commitment to shaping the future of engineering, science and technology.

"I am grateful to experience this honor from both sides of the podium," said Jackson, after the event. "My career with the Naval Sea Systems Command has taught me to continuously appreciate and learn from people and experiences in the environments that surround me, while also recognizing my responsibility for greatness in the areas under my sphere of control."

Jackson is currently on detail at the NSWCCD Weapons Systems Engineering Branch where she is applying systems engineering modeling and architecture for strike weapons control systems. In her previous role as lead systems engineer for an amphibious assault program, she was responsible for requirements configuration as well as the management and development of a strategy for the verification and validation of the system design.

The three-day BEYA conference, sponsored by Career Communications Group, recognizes the significant accomplishments of African-Americans in government and industry, who have achieved exceptional career gains in the fields of STEM. The event attracts thousands of STEM professionals and also serves as a learning tool for students interested in pursuing professional interests in engineering.

Jackson earned a Bachelor of Science in Mechanical Engineering from Old Dominion University (ODU) in 2010. Upon graduation, she joined NSWCCD as part of the Naval Acquisition Intern Program. She received a Master of Engineering in Systems Engineering from ODU in 2015. For more information go to <http://www.navsea.navy.mil/Media/News/tabid/11975/Article/707406/navy-engineer-wins-2016-modern-day-technology-leader-award.aspx>



**Photo Credit: US Navy**

NSWCDD systems engineer Deztany Jackson & Timothy Leancu, a NSWCDD scientist, use a laser range finder and GPS receiver to take targeting measurements.

**Continued from page 1**

National Leads (NLs) have been identified. The NLs are the key to making progress in each career field, ensuring we are working together collectively and addressing productivity metrics for the AWF.

PCD went on to note that ASN(RD&A) wants to take a more active role in diversity and has put together a small team comprised of Victor Gavin (lead), herself, Steffanie Easter, Elliott Branch, Victoria Bowens and Mark Deskins. Some areas being considered are:

- Identifying key jobs at the GS 14/15 level where selections will be made by Cross Organizational panels overseen by the respective National Lead to increase diversity in the pipeline and help prepare AWF members for PM/DPM jobs and equivalent leadership positions.
- Utilizing expedited hiring authority (EHA) in all acquisition career fields and placing an emphasis on increasing the diversity in the new hire pipeline.
- Working with the Chief of Information (CHINFO) to have a more visible role in Fleet Weeks and other outreach opportunities to increase awareness of the role of civilians in the DON.
- RDA will ask the SYSCOMs to present diversity metrics on a semi-annual basis at the Provider EXCOMMs.
- Providing more mentoring and coaching opportunities to our diverse workforce.

PCD also addressed Talent Management. Stiller noted all SYSCOMs have been working Talent Management at various levels. NAVAIR made a presentation at the last Summit; however, a Navy AWF Talent Management System is needed. A team to define the right requirements will be stood up with SYSCOM and PEO participation. The PMD echoed many of the PCD's comments, especially with respect to leadership support for the AWF, and the need to build diversity in our workforce, especially in the upper ranks, which he pointed out, begins by building it into the lower ranks with diverse hiring. He went on to address the Major Headquarters Activity (MHA) cuts. He noted they are mostly complete through FY-17 but non-MHA reductions are ongoing. He also noted the DON is working to obtain additional quotas for the PMT-401 Program Manager's Course to send people earlier in their careers so they can be fully prepared to assume PM/DPM positions.

The DACM spoke next, and he opened by remarking on a number of positive changes in AWF management since the stand-up of the Acquisition Career Council (ACC) last fall. He informed the group the SECDEF Corporate Fellows Program (SDCFP) for the class beginning this summer would not be including civilian participation as had been hoped, but that the current governing instruction would remain in effect for the upcoming class. He then offered a reminder that the Acquisition War Room is available for use and modules could be presented for groups that could not do the entire 4 ½ day PM Workshop. Stiller noted this is also a good place to conduct small off-site meetings.

Discussing career paths, the need for dual coding was addressed, to ensure "right training for the right people" especially where PM intersects Manufacturing, IT, and engineering. Also, VADM Johnson



*Team SEAM, Nicholas Cavaliere and Denise Orthner*

discussed the acquisition arm of the cyber workforce and requested we effectively integrate something that is clear to competing equities. The DACM concluded by stating that his office is working with DAU to address two specific short-falls in class offerings, specifically PMT-401 and CON-090. While PMT-401 is accommodating the current requirement, there is a desire to get that training completed earlier in an employee's career, which requires a period of increased class offerings.

Mr. Hugh Smith, Director of the Naval Acquisition Career Center (NACC), took the podium to discuss the process for using Defense Acquisition Workforce Development Fund (DAWDF) funds, to include National Leads' review & appending of SYSCOM inputs. He noted currently held DAWDF funds will expire at the end of FY16. Funding expected in FY17 will expire at the end of FY17. Smith spoke about the Naval Acquisition Development Program (NADP). There was universal agreement that the NADP program works well, but in addressing allocations it was agreed that the demand signal needs to be reviewed, as many SYSCOMs stated they could use even more NADP allocations. The PMD asked how we could balance demand signal and actuals; noting the need to look at retention metrics, where individuals are going to when they leave (other DON/DoD/Government organization or private industry). The Acquisition Workforce Tuition Assistance Program (AWTAP) was also discussed, and it was noted the pay-back period was recently increased to one year. PCD questioned whether it should be increased longer still, as military members incur a 3-year pay-back for tuition assistance.

Mr. Tom Frankfurt (ASN(RD&A) General Counsel) provided updates from the FY16 NDAA, which generated multiple questions and vigorous discussion. Of special interest were updated roles for the CNO/CMC in "man, train & equip" the AWF, as well as new requirements for PM tenure on MDAPs.

The SYSCOM representatives presented AWF data for their respective commands prior to lunch, as did the National Leads for their respective career fields, after lunch.

However, the most complimented presentation of the day was given during lunch. The midday presentation was by the Naval Air Systems Command (NAVAIR) Innovation Challenge Team, led by Ms. Antonella Thompson. Team SEAM is comprised of young engineers and scientists working to find innovative solutions to difficult problems. The team has enjoyed a number of triumphs in their research and testing. They were enthusiastic to continue

working toward more complete, field-deployable final designs, and the other SYSCOMs indicated strong desire to stand-up similar teams within their commands. Presenters included Denise Orthner, Nicholas Cavaliere, Jazmin Myres, and Kristina Rickard.

In closing the PCD and PMD gave a special thanks to John Goodhart from Naval Supply



*Team SEAM, (l to r) Kamal Bhakta, Nicholas Cavaliere, Steven Orciuolo, Denise Orthner, and Ian Gallagher*

Systems Command for his commitment to the AWF during his long career. Goodhart is retiring, he was congratulated on his retirement and thanked for attending his last AWF meeting. The next AWF Summit is planned for mid-September.



## THAT MAKES CENTS

### 'Should Cost' initiative helps find balance between the budget and the battlefield

by Chip Guffey, Business Process Team Leader, Program Management Community Support Department (AIR-1.1)



Chip Guffey is a former principal deputy program manager for the Tomahawk Weapons System Program Office (PMA-280).

If you've ever bought a smartphone, you'll know costs can vary depending on the type of phone and carrier you select as well as the operating system. In the end, what the phone SHOULD cost is often not even close to what it WILL cost.

That "Should Cost" versus "Will Cost" comparison is the basis for a Department of Defense concept used by the acquisition community to determine fair and reasonable pricing in government contracts. Simplified, Should Cost analysis is the continuous management activity that questions the assumptions surrounding your program's

construct and challenges the costs of materials, labor, overhead, and profit margin.

Should Cost strategies can be used to define how your program team intends to "beat the budget" by a little bit each year, and yet still provide effective warfighting products and services to our customers and stakeholders. Should Cost savings, if prioritized back into your program, can be used to:

- (1) Buy more products for the warfighter
- (2) Mitigate emergent program risks
- (3) Implement solutions for realized risks/issues
- (4) Invest in additional cost-saving initiatives.

Decreased future year DoD budgets will no doubt continue to pressurize our programs and teams to drive Should Cost business processes into the day-to-day drumbeat of business operations. As a Naval Aviation Enterprise, we are moving forward while driving cost-reduction strategies into our large, diverse and complex acquisition portfolio.

Looking across our Enterprise from my perspective our NAVAIR Should Cost performance across our ACAT I, II, and III programs is having a positive impact. For example, our fourth quarter fiscal year 2015 reporting shows an approximate 5 percent savings projection across our entire program portfolio and for the fiscal years spanning 2016 through 2021.

From a DoD context, however, a recent Government Accountability Office essay reported cost growth within the 2013 DoD portfolio of weapons systems is about \$448 billion and the average program schedule delay is two years. As an acquisition command, we are on a multiple-year journey of doing more with less, and must continue to employ a strong and enduring business ethos of Should Cost management processes to deliver needed warfighting capability in the most cost effective manner possible.

We have conducted 47 Should Cost training and awareness events, reaching out to just over 1100 of our NAVAIR teammates. This was in direct support of the Office of the Secretary of Defense for Acquisition Technology and Logistics' Better Buying Power 3.0. This training has been well received by our NAVAIR workforce. The student's responses regarding the training content have been overwhelmingly positive.

To communicate Should Cost lessons learned across our workforce, NAVAIR has populated an acquisition web portal with relevant best practice data for use within our Program Management Community. To drive continuous improvement into our business processes, NAVAIR University Should Cost training modules have been formalized and are on track to deploy later this calendar year. In accordance with our 2014 NAVAIRSYSCOM Commander's Guidance, an additional focus area is to facilitate a process maturity assessment for Should Cost Business processes within our program offices. This assessment methodology has enabled our program office community to assess how well our processes are operating and

highlight how best to improve our process maturity and effectiveness. NAVAIR continues to provide Should Cost Management training events within our Program Management Community of Practice. In addition, efforts are ongoing to facilitate the deployment of toolsets that will help drive alignment into our organizational processes and drive Should Cost practices into the culture of our day-to-day business operations.



Photo illustration by J. Raynel Koch

Chip Guffey is the business process team leader of the Program Management Community Support Department (AIR-1.1).

# 2016 Annual NADP Training Symposium



(l to r) Denise Orthner, NAWCAD (NAVAIR), Kamal Bhakta, NAWCAD (NAVAIR), Steven Orciuolo, NAWCAD (NAVAIR)

by Shelly Best  
Naval Acquisition Career Center

On 23-24 March, more than 300 entry-level employees from the Naval Acquisition Development Program (NADP) gathered at the Crystal Gateway Marriott in Arlington, VA to attend the 2016 Annual Training Symposium.

Speakers throughout the day included the VADM David C. Johnson, Principal Military Deputy ASN (RD&A), Ms. Allison Stiller, Principal Civilian Deputy ASN (RD&A), Mr. Mark Deskins, DACM, NAVAIR Innovation Challenge team and the Joint PEO/SYSCOM Panel. The presentations focused on the power of teamwork, collaboration and innovation.

Mr. Deskins started the morning off with a discussion on how the NADP is important in supporting the military service men and women in their daily jobs. He stressed the importance of professional and technical integrity along with protecting your ethics. You should be building your network every day and make use of your time efficiently.

VADM Johnson and Ms. Stiller combined to present a joint brief which really invigorated the audience with thought provoking Q&A. Ms. Stiller highlighted the mission of the U.S. Navy and four core attributes of integrity, accountability, initiative and toughness. VADM Johnson discussed how it takes a team to deliver capability. He asked "What makes acquisition work force better?" VADM Johnson discussed how it takes a team to deliver capability. He posed a question "What makes the acquisition workforce better?" Gain as much experience as you can by doing.

This year, NAVAIR brought in two teams to explain the inner workings of their Innovation Challenge program. The Innovation Challenge objectives are to promote creativity, encourage risk-taking and empower employees to identify and pursue unique solutions. The Project SEAM Team established a solution for embedding sensors in 3D-printed metallic components. They provided comprehensive structural health monitoring while in service. Their goal was to deliver proof-of-concept for reliable and repeatable strain measurements by using embedded sensor technology. The NOISE-HD Team's goal was to generate power from high amplitude acoustic energy sources. They explained their tests and results. After being told there was "no way" to capture this power, they successfully charging a battery from the noise of an F/A-18 catapult launch. They partnered with the University of Maryland MBA students to develop a business plan and assess market readiness. While they are seeking additional research

funding through government channels they have filed a U.S. Government patent.

During the afternoon of day one, a PEO/SYSCOM Executive Panel provided the employees their career experiences and expertise. The panel was composed of Ms. Jill Boward, NAVSEA HQ 05C Director; Mr. Elliott Branch, DASN (A&P); Mr. John Goodhart, NAVSUP Vice Commander; Mr. Victor Gavin PEO (EIS); and Mr. Don McCormack, Executive Director NUWC/NSWC. They shared valuable insight on the use of mentorship, building a network, and challenging yourself. They also provided success stories and lessons learned from their experiences over the years within the federal government to include career direction.

One NADP employee asked "How did you move career paths and jobs without burning bridges?" The first to answer, Mr. Gavin PEO (EIS) responded on one occasion he went to his bosses and simply asked and was honest that he desired a change in weather. Mr. Branch, DASN (A&P) stated supervisors like hard chargers and you have to ask for what you want. It's not the manager's job to manage the career the employee wants, that is the employee's responsibility. Mr. Goodhart, NAVSUP added a note of caution to not jump to early or too often. In other words stay with a job and give it a fair assessment and don't job hop around. Prospective employers can view that as avoiding responsibility and hard work.

Day two started off with tours in the morning at the Pentagon and the U.S. Capitol. The Pentagon is one of the world's largest office buildings, which was built in 16 months. The U.S. Capitol has more than two-centuries of history of the American people and their government. In the afternoon of day two, a Recent Graduates Panel was comprised of those who have graduated from the NADP within the last 1 to 5 years. The panel gave insight on the transition from the NADP into their homeport commands. They also provided advice on building a portfolio of skills to be successful in what you do and the value of networking.

Mr. Thomas Frankfurt, the Assistant General Counsel ASN (RD&A), finished out the afternoon discussing organizational conflicts of interest, communication with industry, personal conflicts and competition. He covered many aspects of the importance of having solid business ethics in contracting.

The symposium was well-received, with great value added to the employee's perspectives. A couple of comments from the attendees: "Great opportunity to hear from senior leadership about the big issues of the Navy and where we are headed as an organization", and "I would like to say that the Symposium was a great experience".

# PM Leadership Panel Discussion

by **Leslie Fazio, NAVAIR**

On April 7, 2016, NAVAIRs PM Professional Development Team, a division of the Acquisition Workforce Development Department (AIR-1.5) conducted a PM Leadership Panel Discussion.

The panel was the seventh in a series of these events intended to provide the workforce with an opportunity to hear PM Leaders discuss their personal leadership development journey, challenges they have faced, lessons learned, advice on how to develop as leaders in the program management community and share how relationship building and networking contributed to the success of their careers. These facilitated events encourage candor and open conversation from the panelists and inspire straightforward questions from the audience.



Mr. Tucker Horner



CAPT Craig Dorrans



Mr. William Taylor

The panelists for this event were CAPT Craig Dorrans, Program Manager, Naval Aviation Training Systems Program Office (PMA-205), Mr. William Taylor, Principal Deputy Program Manager, F/A-18 & EA-18G Program Office (PMA-265), and Mr. Tucker Horner Principal Deputy Program Manager, Strike Planning & Execution Systems Program Office (PMA-281). We had an engaged audience of approximately 25 participants from across NAVAIR that posed a variety of questions to the panelists. Some common challenges discussed were the slow pace of acquisition and the constant struggle of finding balance between speed and risk. The panelists also shared some advice on what future leaders could “bring to the table” to help solve some of the challenges facing the organization. This advice included:

- Broaden your perspective beyond your current role and project yourself into leadership positions.
- Develop a breadth of experiences throughout your career to help prepare you for your next role.
- Get out of your comfort zone as often as possible.
- Continue to build your networks, not only with leadership but peers and colleagues as well.

The PM Leadership Panel Discussion is just one of many networking events the PM Professional Development team hosts that are specifically geared towards anyone interested in developing a career in program management. The next PM Panel Discussion is 2 June. Additionally on June 23 and July 28 we will hold a PM Career Field Info Sessions. Our goal is to provide a range of opportunities that reach across all levels of the PM workforce through a variety of interactive events and formats.

## Calendar & Events



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

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

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

### ACQUISITION EVENTS

- 16-18 May Sea, Air & Space Exposition 2016
- 18 May Small Business Forum @ Sea, Air & Space 2016
- 23-27 May ASN (RD&A) PM Workshop
- 20-24 June ASN (RD&A) PM Workshop
- 20 July Acquisition Career Council Semiannual

### FEDERAL HOLIDAYS

- 30 May Memorial Day
- 4 July Independence Day

The **DACM Corner** magazine is produced by the **Director, Acquisition Career Management**, Office of the Assistant Secretary of the Navy (Research, Development and Acquisition) at 1000 Navy Pentagon, Washington DC 20350-1000. To contact the DACM please go to <http://www.secnav.navy.mil/rda/workforce> or call (703) 614-3666 or fax (703) 614-4262.

To submit something for publication or to contact the editor, email Beth Sylvester at [elizabeth.m.sylveste.ctr@navy.mil](mailto:elizabeth.m.sylveste.ctr@navy.mil) or [bsylvester@stratsight.com](mailto:bsylvester@stratsight.com) or call (703) 693-4072. **The deadline for the July 2016 issue of the DACM Corner is 10 June 2016.**

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