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# DACM Corner

QUARTERLY NEWSLETTER FOR THE ACQUISITION WORKFORCE

## Note from New Principal Civilian Deputy for ASN(RD&A)



I'm truly honored to be serving as the Principal Civilian Deputy to ASN(RD&A) and to work on a daily basis with the wonderful men and women of our acquisition workforce. When I look at what we accomplish for our Navy and Marine Corps, it is awe inspiring. I hope that each of you take time during each workday to recognize you are making a difference for our warfighters – whether you are preparing an Acquisition Plan for an aircraft program, ensuring a part is available in the supply system,

ensuring a new radar for our Marine Corps is developing on pace, proposing candidate rapid acquisition programs, contracting for IT services, or disposing of a ship that has served our nation well. Our acquisition workforce is well trained and capable of tackling any challenge thrown our way.

In July I held an Acquisition Workforce Summit with the acquisition leadership across the Department of the Navy. This forum provided an opportunity for the National Leads in the acquisition disciplines to discuss issues and concerns as well as share lessons learned. One general theme that emerged from this summit was the criticality of being technically excellent in your field. Whether you are a systems engineer, a logistician, a business financial manager, a cost estimator, or an IT specialist, it is important to get the appropriate training and to refresh your technical proficiency throughout your career. While there is a requirement for 80 hours of training in a two-year period, we are extremely flexible on how to achieve that requirement. I encourage you to find meaningful courses and/

or activities that will enhance your technical excellence. Developmental opportunities should not be overlooked. They provide you an opportunity to broaden your focus and give you hands-on opportunities in areas you may not have experienced before. Developmental opportunities are a two-way street and while you may appear to be “free labor” to the receiving organization, you should find a way to give back to that organization by exceling at completing the projects given to you. Another important part of honing your technical proficiency is in networking. Networking is building and maintaining professional relationships that provide benefit to both parties. You can't predict when you may need advice from someone you met at your office, during a course, or at a conference. And you never know when you may be able to help out someone with an issue in your area of expertise. Sharing our experiences is critical to ensuring we get the best use of every taxpayer dollar entrusted to us.

Later this year we will be honoring many of our acquisition colleagues for their outstanding accomplishments over the last year. In November, the Department of the Navy's Acquisition Excellence Awards will be presented and in December the Secretary of Defense's Packard Awards will be handed out. While these are the pinnacle awards in the acquisition community, we should continually recognize our deserving folks throughout the year. Again, thank you all for all of your hard work. You are making a difference!

Allison F. Stiller

Principal Civilian Deputy, Assistant Secretary of the Navy  
(Research, Development & Acquisition)

### *Congratulations to Outgoing Principal Military Deputy!*

## Innovation Marks Retiring NAVAIR Commander's Legacy

On 2 October 2015, Vice Adm. Paul Grosklags, USN assumed command of the NAVAL AIR SYSTEMS COMMAND at Patuxent River, Md. from Vice Adm. David A. Dunaway, USN who retired following a 33-year naval career.

Assistant Secretary of the Navy for Research, Development and Acquisition ASN(RDA) Sean Stackley credited Dunaway with introducing NAVAIR to a new "lexicon" of innovation - terms such as "AIRWorks, NAVAIR University, open architecture, integrated war-fighting capabilities (IWC), integration and interoperability, live, virtual and constructive (LVC) test-



Vice Adm. David Dunaway gives remarks prior to relinquishing command. (U.S. Navy photo)

ing and training, the business of business, critical chain project management and additive manufacturing.”

Filling in for Chief of Naval Operations Admiral John Richardson, USN, who was unable to make the trip to Pax River due to adverse weather conditions, Naval Air Forces Commander Vice Adm. Mike Shoemaker, USN said Dunaway was "absolutely the right person, at the right time, to lead NAVAIR." He thanked the Naval Air Warfare Center's aircraft and weapons divisions, and the fleet readiness centers, "to the engineers, testers and logisticians across the NAVAIR force, to the program teams, and to the critical supporting functions of contracting, finance and legal that help us navigate the complex acquisition world.”

Shoemaker credited Dunaway with helping shape *three naval aviation priorities – sustaining today's fleet, testing and evaluating future aircraft and weapons, and leading the critical transition to a live, virtual and constructive training environment to practice high-end tactics, optimize the way we generate readiness and proficiency, and build the reps and sets necessary to take full advantage of every flight hour dollar we get.*”

See NAVAIR page 3



# Vision, Focus and Discipline Leads to a Stable Portfolio

By E.A. Pacheco  
Public Affairs, PEO Land Systems Marine Corps



Leading major programs through the various obstacles of the acquisition process can be a daunting challenge for any organization, even under normal circumstances. Then mix in a few uncertainties such as government shutdowns, furloughs, a very uncertain fiscal future, declining staffing levels, and you have the environmental recipe that the

Marine Corps' Program Executive Officer (PEO) operates within each and every day.

However, maintaining vision, focus, discipline, and adhering to established processes and procedures has ensured that the diverse PEO Land Systems (PEO LS) program portfolio stays on target as PEO LS Program Managers and their teams develop, test, and deliver capabilities the Marine Corps needs, on time and within budget.

Today PEO LS, with a civilian and military staff of nearly 400, has more than a dozen programs in sustainment, another half dozen in production and deployment, one in the engineering and manufacturing development phase, and the Marine Corps' number one ground acquisition program, the Amphibious Combat Vehicle, getting ready to go to its Milestone B decision.

That is a far cry from nearly nine years ago when the Marine Corps created the organization and selected then Col. William "Bill" Taylor as its first PEO. Times were lean back then as well, in that it took the system more than three months to provide the PEO with his very first staff member. Additionally, some of the programs in the PEO Land Systems portfolio faced very uncertain futures.

"My very first meeting on my very first day coincided with the Secretary of the Navy announcing the Nunn-McCurdy breach of the Expeditionary Fighting Vehicle (EFV) program. Quite a few folks in the room knew me from my previous days as the V-22 program manager, so there was no shortage of looks in my direction. In fact, one individual even offered a special 'Welcome aboard, Bill,' as an aside," said Senior Executive Service (SES)

member Bill Taylor, Marine Corps Program Executive Officer for Land Systems.

"In relatively short order we were required to restructure not only the EFV program, but CAC2S (Common Aviation Command and Control System) and G/ATOR (Ground/Air Task-Oriented Radar) as well, all of which were struggling," said Taylor. "In those early days I quickly realized that my focus needed to be on getting robust best practices and proven procedures in place to get programs stable, well-managed, and on the right path," he added.

But best practices would only be part of the solution. According to Taylor, many of the program challenges at that time were exacerbated by resourcing issues.

"None of the programs were adequately staffed to deal with the complexities and diverse technology challenges associated with Major Defense Acquisition Programs (MDAPs)," Taylor said. "As but only one example, we were sharing contracting officers between multiple programs.

Additionally, there were no linkages between our programs and Marine Corps Systems Command, in terms of technical authority. For the most part, we had programs operating autonomously, with little or no independent monitoring or oversight. There was no real set of checks and balances, no safety net --- those were some frightening programmatic times," added Taylor.

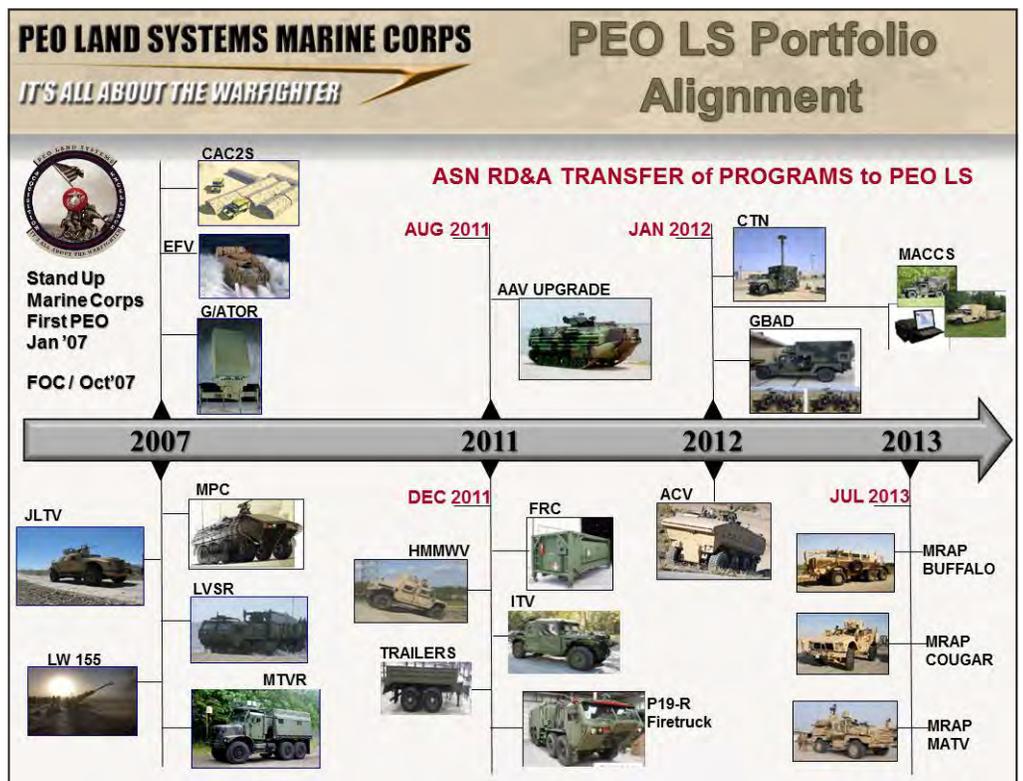
Developing and sustaining robust, disciplined and formalized processes have been key to the PEO's growth and success. According to Taylor, one of the top strategic goals PEO Land Systems laid out at its first management off-site more than eight years ago that is still intact today was establishing timely Program Management Reviews (PMRs). These are done in a transparent environment where representatives of all various organizational stakeholders attend to not only receive insight into the acquisition programs they champion but perhaps just as important, provide clarification to program managers as they seek the solutions to the warfighter's requirements.

Referred to as "PMRs," the reviews include a detailed examination of the program using the Probability of Program Success or 'PoPS' methodology which the PEO Land Systems matured and the Department of the Navy adopted as the mandated standard across all acquisition programs. Each of the programs in PEO Land Systems undergoes a PMR every quarter.

However, the processes are only part of the equation to building success; another very important part is the support available.

"We are operating under a competency alignment construct, and have been for the better part of five years. We are now inextricably linked at the hip with Marine Corps Systems Command," said Taylor. "My program managers and I maintain program management authority and responsibility, but we are no longer operating alone and afraid. Through competency alignment we are linked to Marine Corps Systems Command's technical authority and we now have an infrastructure of support around our programs, helping to facilitate program success," he added.

See Stable Portfolio page 4



# Marine Corps G/ATOR Program Uses New Technology to Reduce Costs

By J. Roy Barnhill, DPM GBAD-G/ATOR



This month, after nearly five years of research and development efforts into Gallium Nitride (GaN) technology, the Ground/Air Task Oriented Radar (G/ATOR) program, part of PEO Land Systems Marine Corps in Quantico, Virginia, will release an RFP for production of GaN based LRIP systems.

Since 2007, the G/ATOR Program has worked to develop a mission capable, state-of-the-art radar system while simultaneously working to provide the very best value to the Marine Corps. G/ATOR is the first Marine Corps multi-role radar system and the first ground based radar to employ an air-cooled, Active Electronically Scanned Array (AESA). As a multi-role radar, G/ATOR will support both the aviation and ground communities. From the onset of the G/ATOR concept, the engineering trades were accomplished to ensure G/ATOR could achieve the operational performance requirements of both the aviation and ground communities using a common hardware solution. The different mission requirements of these communities are addressed by different software loads specific to that community's mission.

Early in system design, with its demanding key performance parameters, operating conditions, and evolutionary technology, it became apparent G/ATOR would push affordability thresholds of the Marine Corps. In accordance with Better Buying Power initiatives, the Program Manager (PM), G/ATOR directed his staff to *drive cost out of the system without sacrificing any of the capability and reliability demanded by the warfighter.*

In 2010, the program office, working with the prime contractor, Northrop Grumman, began studying the potential for reducing total ownership cost of the G/ATOR system by changing the High Power Amplifiers (HPAs) in the Transmit/Receive (T/R) modules from Gallium Arsenide (GaAs) to Gallium Nitride (GaN). Understanding that the T/R modules alone accounted for roughly a quarter of the system procurement cost, the G/ATOR PMO targeted transition of the T/R modules from GaAs to GaN as a primary cost reduction initiative.

The original G/ATOR design used GaAs based HPAs which were "state-of-art" at the time. Since then, Gallium Nitride (GaN) HPA technology has been maturing rapidly and it provides many distinct benefits

over the performance achieved with GaAs HPAs. First, GaN HPAs operate at a significantly higher efficiency which enables them to provide nearly 60% more output power at each T/R module. With higher output per module, a radar using GaN based T/R modules could achieve the same performance with fewer T/R modules. This means systems can be built with fewer T/R modules which translate to savings both in the initial system procurement as well as across its lifecycle.

Additionally, G/ATOR's initial GaAs T/R module design used an expensive manufacturing process using gold for some of the internal circuitry. GaN production enables the use of less expensive metals than GaAs without the need for gold, making the modules much more cost effective. The transition from GaAs to GaN will save the Marine Corps approximately \$60M in procurement dollars, with additional operational and maintenance savings realized across the life of the system.

After five years of studying, designing, building and testing GaN T/R modules in a G/ATOR application, G/ATOR program manager, John Karlovich and his team are excited about moving into the production phase of this effort. This much needed capability will start making its way to the hands of the operational forces by the early part of 2018.



A Ground/Air Task Oriented Radar (G/ATOR) undergoes development testing during an exercise at Marine Corps Air Station Yuma. Courtesy of G/ATOR Program Office (photo by USMC)

## NAVAIR from page 1

In his own remarks, Dunaway called NAVAIR a "best in class" organization. "I believe the fact that we take technical and connect it with tactical is our gift. We're a very data-driven organization. We like constructive conflict," he said. "Our strengths are our weaknesses; we work on those weaknesses to try and make ourselves better every day."

Upon relieving Dunaway, Grosklags deemed affordability and readiness chief among Naval Aviation's critical challenges. "The cost to develop, the cost to procure and the cost to sustain our aircraft and weapons and systems is outpacing our budget and checkbook. We can't keep pace, so we need to redouble our efforts here at NAVAIR, and a lot of the initiatives that have been put in place by Vice Adm. Dunaway and you all as part of the NAVAIR team, we're going to double down on."

Among those initiatives will be a "round turn on how we sustain those aircraft we already have in the fleet," Grosklags said. "This is about readiness of our current force. The number of aircraft that we have on the flightlines today that we cannot fly for a variety of reasons is simply unaffordable." To that end, NAVAIR must "continue to look for ways to become more predictive and less reactive to the state of our fleet's health," he added.

NAVAIR must also look for ways to put the Navy on a better path towards affording future platforms and weapons systems, Grosklags said. "I'm talking about looking for fundamental ways that we can change the way we do business inside of NAVAIR and how we do business with our industry partners," he said. "If that makes some of you a little nervous, that's okay, because the path we're on should make you a little nervous as well."

Grosklags assured his audience of his confidence in NAVAIR's ability to deliver on his orders. He noted a few organizational successes before adding, "We collectively have to take those examples and make them our standard vice our exception that we talk about. They need to be part of everything that we do inside of NAVAIR and Naval Aviation."

An improved path could mean more risk, but "I'm okay with that too, because we have to balance that risk against the risk of not being able to provide those timely capabilities to our Sailors and Marines," Grosklags said.

For Grosklags, the ceremony marked a return to Pax River. He left NAVAIR in 2013 to become Principal Military Deputy to ASN(RDA). Grosklags said he was excited to be leading the organization that is, in his view, the most critical to "the health of Naval Aviation."

Stable Portfolio from page 2

Acknowledging that there may be a few who chafe under the oversight, Taylor offered a personal reflection. “Back when I was the V-22 Program Manager at NAVAIR, where they had been operating for the better part of two decades under a competency alignment model, I pretty much hated all the help I was getting too. But now, reflecting back to when I first arrived as the new PEO, it was then that I quickly realized how much I actually appreciated that support and safety net provided by my host Systems Command.”

The final piece, and perhaps one of the *most important, is the people who make it all happen.*

Taylor credits his team of program managers and their staffs, as well as his PEO staff, for ensuring that the PEO Land Systems programs get to the finish line.

“My staff and my program managers walk the process together every day. I have been fortunate to have a dedicated team of professionals who are committed to the process,” said Taylor. “These program managers understand and apply the principles of a good and effective acquisition strategy, in all of their efforts. As the PEO my role can take on many forms from coach to mentor, to sometimes judge and jury. But more often than not, my role is that of a coach working to take the team to the next playoff --- that next milestone,” he added.

The latest addition to Taylor’s team is his new Deputy Program Executive Officer (DPEO), Marine Colonel Andy Bianca. Although Col. Bianca had already been at PEO Land Systems for a few years as the Chief of Staff, he recently assumed the DPEO duties after Dan Pierson, the previous DPEO, retired.

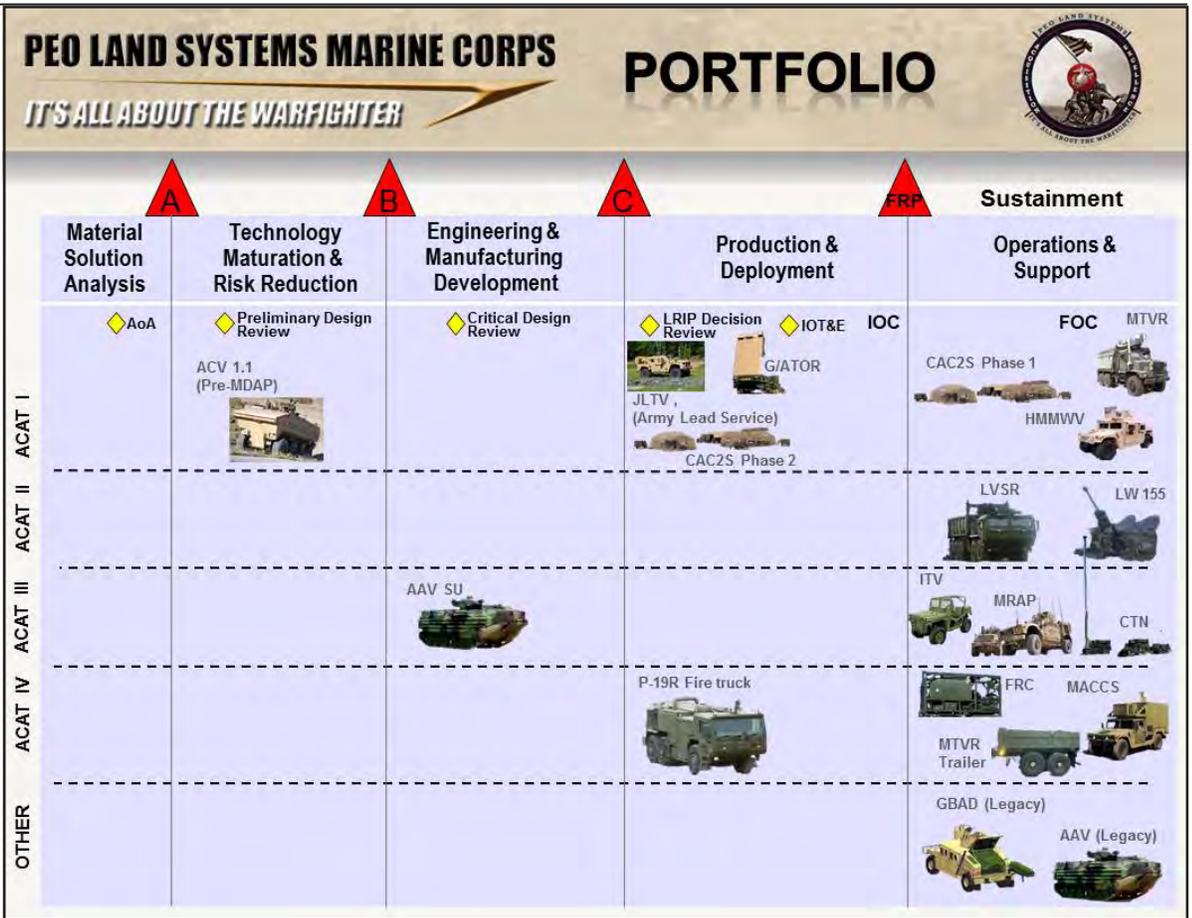
“Dan was my first staff member, arriving three months after we stood up the PEO. He was instrumental in building our initial PEO staff, and over the long-haul did an incredible job for our organization. Andy has really hit the ground running, and the combination of his acquisition skills, significant operational background, and common sense perspective adds another level of depth and strength to our programs and their relationships to the Marine Corps writ large,” commented Taylor.

With a stable portfolio and a solid team, Taylor takes great pride in the organization he built and enjoys leading. But there are a few things that keep him awake at night.

“Certainly, the pervasive layers of statutory and regulatory acquisition oversight and the ever-looming potential for even more, instead of less are of great concern,” said Taylor. “But Mr. Stackley (ASN(RD&A)) and others are leading the charge in attacking this issue head on.”

There is perhaps *no greater danger to the stability of a program than the misalignment of requirements or requirements creep.* The Marine Corps has been working very hard to ensure they do their part in getting their requirements right, and in coming to closure early on during program initiation. According to Taylor, they are making great strides in this regard.

“Also impacting our side of the playing field significantly is the uncertainty of today’s fiscal and political environment,” Taylor commented. “Our programs have incurred great risk in the last few years



as a result of the challenges of declining budgets, to include sequestration and continuing resolutions, as well as numerous resulting workforce pressures, including furloughs, and inadequate Acquisition Workforce staffing levels. We are losing quality folks every day. In some instances vacancies back-fills occur after prolonged hiring delays, in some instances vacancies are being back-filled by more junior or less experienced personnel due to the pressures of “manage to payroll,” and in some instances there are no back-fills planned at all, again due to the constraints imposed by manage to payroll.

“There is a tendency to summarily assume that we can always do more with less,” said Taylor. “But given today’s MDAP complexities and their associated technology and engineering challenges, compounded by the chaotic external environment, I believe the opposite is true – we will not be able to deliver warfighting capabilities within the Marine Corps’ scheduled expectations unless we achieve and sustain a quality and adequately staffed acquisition workforce.”

As Taylor pondered the future of the PEO LS portfolio, he concluded, “Despite the environment and uncertainties we face in the coming months and years, our objectives really don’t change. *It’s still all about the warfighter and delivering their warfighting capabilities within cost, schedule and performance.* Certainly being able to return to the Marine Corps some scarce resources in the form of program savings is always a goal and a nice bonus.”

**NEW COURSE**  
**TLR 350 Advanced Technical Leadership**

The focus of this course is for students to think critically about their leadership tendencies and how they plan to implement key leadership concepts towards their future leadership growth on the job.  
Target Audience: Level 3 certified acquisition professionals in Engineering and Technology career fields (STM, ENG, T&E, or PQM) with at least 10-12 years of acquisition experience.

# From the Battlefield to the Classroom and Beyond

## “My Experiences in NADP”

By John Patterson, PEO LS Marine Corps

After being injured by an improvised explosive device while serving in Afghanistan I thought my Marine Corps career had come to an early end. That was until I started working for Program Executive Officer Land Systems (PEO LS) Marine Corps as an entry level employee in the Naval Acquisition Development Program (NADP).

It was during a veteran hunting trip that I was first introduced to Mr. Dan Pierson, then, Deputy PEO for Land Systems. He spoke of the NADP for wounded warriors and offered me and another wounded veteran an opportunity to interview for a Logistics Management Specialist (LMS) position. Still eager to serve and not certain what I would be doing after medically retiring from the Marine Corps, I knew this was the perfect opportunity and that I couldn't pass it up!

After making the transfer to civilian life I began my program. I started with the basics--Defense Acquisition Workforce Improvement Act (DAWIA) Level 1 certification through Defense Acquisition University (DAU) and completion of continuous learning modules.



John Patterson discusses logistics issues with members of PEO Land Systems while conducting assessment of some of the program vehicles. (USMC photo by E. A. Pacheco)



Lance Corporal John Patterson, on patrol in Helmand Province, Afghanistan in 2011, in support of Operation Enduring Freedom. (photo courtesy of John Patterson)

The first year rotations were dedicated to working with Marine Corps Systems Command (MCSC) Assistant Commander for Acquisition, Logistics and Product Support (AC ALPS) subject matter experts. I spent approximately thirty to sixty days on rotation with each expert within AC ALPS. This helped me gain a basic understanding of the Integrated Defense Acquisition, Technology and Logistics Life Cycle Management System and the various product support elements. I was given the chance to work with most of the PEO LS portfolio of programs as my experience progressed. I have attended executive level Program Management Reviews on programs such as the Joint Light Tactical Vehicle (JLTV), Mine Resistant Ambush Protected (MRAP) Vehicle, Assault Amphibious Vehicle (AAV), Ground/Air Task Oriented Radar (G/ATOR) and Common Aviation Command and Control System (CAC2S) programs.

My second year in the program was dedicated to external rotations. I started with PMM-115 Test Measurement and Diagnostics Equipment (TMDE) working closely with the lead logisticians supporting the review of technical manuals and new equipment training. During my next rotation I worked within Marine Corps Combat Development Command (MCCDC) and Capabilities Development and Integration (CD&I) where I submitted Table of Organization/Equipment Change Requests to change Approved Acquisition Objectives (AAO) within the Total Force Structure Management System (TFSMS). I then worked with PMM-113 Infantry Weapons Systems where I participated in a live fire test event for most of the Marine Corps small arms weapons inventory. In my next rotation, I worked with PMM 110 Information Systems and Infrastructure (ISI) which manages Marine Corps software. There I assisted in the conduct of a Pre-Independent Logistics Assessment (ILA) for the Marine Corps Consolidated Emergency Response System (CERS). Finally, I traveled to Albany, GA for an external rotation with MCSC South and Logistics Command (LOGCOM). Being able to meet with the AAV Equipment Specialist, AAV LMS, and walk the line at the Production plant in Albany depot maintenance rebuild center, provided invaluable insight into what is involved in depot level maintenance.

When I graduate NADP in January of 2017, I will be supporting the PM AAA Program Office. My experience over the last three years has given me a wealth of knowledge and the basic skills I will use as a LMS. I would like to thank my mentors, peers, and supervisors for assisting me along the way. They are the ones that have made this happen and helped me grow as an acquisition professional. I also hope that other veterans, particularly wounded warriors, take advantage of the many opportunities that the NADP can provide.

# CAC2S Modernizes Marine Corps' Aviation C2

## By PEO, Air Command Control & Sensor Netting

The Common Aviation Command and Control System (CAC2S) is a coordinated modernization effort to replace the existing aviation command and control equipment of the Marine Air Command and Control System (MACCS) and to provide the Aviation Combat Element (ACE) with necessary hardware, software, equipment, and facilities to effectively command, control, and coordinate aviation operations. The CAC2S system will accomplish the MACCS missions with a suite of operationally scalable modules to support the Marine Air Ground Task Force (MAGTF), Joint, and Coalition Forces. The CAC2S integrates the functions of aviation command and control into an interoperable system that will support the core competencies of all Marine Corps warfighting concepts. The CAC2S, in conjunction with the MACCS organic sensors and weapon systems, supports the tenets of Expeditionary Maneuver Warfare and fosters joint interoperability.

The CAC2S team is led by Col. Rey Masinsin, the Program Manager for Air Command and Control and Sensor Netting (AC2SN) under the oversight of the Program Executive Officer Land Systems (PEO LS) but also draws expertise from the Marine Corps Tactical Systems Support Activity (MCTSSA), Naval Surface Warfare Centers (NSWC), Office of Naval Research, federally funded research and development centers, university affiliated research centers, related Program Offices, and contractor support services. This Secretary of the Navy Acquisition Excellence Award winning Program received a positive Milestone C decision in February 2015 to enter the Production & Deployment Phase of its lifecycle. ASN RD&A, as the Program's Milestone Decision Authority, authorized the low-rate initial production of four Limited Deployment Units (LDU) to support the Program's upcoming IOT&E in 2QFY16.

Since its MAIS Critical Change restructure in 2009, the program has been on track and has returned in excess of \$137M to the Marine Corps. Deliberate and methodical application of the basic tenets of the Better Buying Power and Should Cost initiatives while leveraging expertise across the Naval Warfare Centers, led to those increased savings and were key to a successful Operational Assessment. The system is meeting threshold levels for all its KPPs, KSAs, and exceeding predicted Reliability, Availability, and Maintainability growth values at this stage of the system's lifecycle.



Cpl. Elijah Schellhardt, a Marine Corps Tactical Systems Support Activity Common Aviation Command Control System (CAC2S) support team member, shows visiting VIPs the shellback Humvee used to house the CAC2S Phase II servers at the Stoval Auxiliary Airfield, on Marine Corps Air Station Yuma, Ariz., Oct. 8. The shellback Humvee concept provides superior system mobility over the traditional use of large trucks for transport of the aging Marine Air Command and Control System CAC2S is slated to replace.

In order to effectively manage the CAC2S effort, the Program Office used the Department of the Navy technical infrastructure leveraging expertise resident in those activities. Specifically, the CAC2S Program designated Naval Surface Warfare Center Dahlgren as its Software Support Agency and leveraged NSWC Crane's Hardware System Engineering expertise in the oversight of the

CAC2S design. Moreover, the Program Office also established Technical Review Teams to review contractor deliverables that supported CAC2S technical reviews. The TRT were staffed with subject matter experts from the Warfare Centers, FFRDC, academia, and industry that reported directly to the CAC2S Lead Engineer. In this way, all aspects of CAC2S program were thoroughly reviewed throughout the EMD process.

The Program Office effectively used competitive prototyping to reduce technical risks, assess the maturity of prototype designs, and quantify the level of effort remaining to complete a prototype to a fully-compliant CAC2S product. With a firm understanding of the risks and effort remaining for the Engineering and Manufacturing Development phase, the team used a Fixed-Price Incentive contract with confidence. The team also sought a 50/50 share ratio for cost over/under runs between the target price and the ceiling price; the favorable share ratio for the Government was made possible by understanding and bounding the technical and schedule risks during the prototyping period. Finally, the Program Office stipulated a performance-based payment schedule tied to key events and milestones. In this way, the Contractor was incentivized to perform and maintain schedule.

The restructured CAC2S Acquisition Strategy also promoted competitive actions throughout the product's lifecycle. Competition was included early in the prototyping phase and continued through the planned full and open competition in the Production & Deployment Phase. The strategy called for a "build to print" Technical Data Package at the end of EMD to allow for a competitive Full-Rate Production. The competitive nature of the Program's contracting actions put the Government in a better buying position in several ways. First, competition drove the Offerors' profit margins to levels more favorable to the Government. Second, keen competition also drove the Offerors to aggressively price their bids to win the contract. As a direct result of competition, the Program Office immediately returned \$28M in savings as the winning Contractor's bid price for the EMD contract was lower than the Service Cost Position estimate.



Tactical air defense controllers and air control electronics operators with Marine Air Control Squadron 24, 4th Marine Aircraft Wing run simulations on the new Common Aviation Command and Control System (CAC2S) Sept. 12. The Marines received training on the new systems during their fielding of the new system, which was the final fielding in Phase I of the CAC2S program.



Lance Corporals Ethan Weaver (left) and Derrick Sandford both air control electronics operators with Marine Air Control Squadron 24 (MACS-24), 4th Marine Aircraft Wing, run simulations on the newly fielded Common Aviation Command Control System (CAC2S) during a training exercise Sept. 12. The MACS-24 fielding was the final fielding in the Phase I portion of the CAC2S program.

USMC CAC2 from page 6

With Milestone C complete and LDUs on hand, the Program advances to its IOT&E and ultimately a timely delivery of this modernized aviation C2 capability to the Operating Forces. The integrated system of systems capabilities being delivered as a result of the synchronization of CAC2S, the Composite Tracking Network (CTN), and the Ground/Air Task Oriented Radar (G/ATOR) will provide the Marine Corps a much needed integrated capability to support the diverse battlefields of the future.

CAC2S is on track for its Fielding Decision Review in 2016 and delivery of systems to the MACCS in early 2017. The CAC2S Program Office attributes its successes to the combination of the proper risk reduction efforts, implementation of BBP/Should Cost Initiatives, and the continued teaming of professional organizations across the Navy-Marine Corps enterprise.

# 37th Commandant of the Marine Corps General Robert B. Neller

Marine Corps Lt. General Robert B. Neller was promoted to the rank of General and assumed duty as the Commandant of the Marine Corps from General Joseph F. Dunford Junior, at the Passage of Command Ceremony, September 24th. Neller is the 37th Commandant of the Marine Corps.



Photo by Sgt Gabriela Garcia

**A MESSAGE FROM THE COMMANDANT**

*"All previous guidance remains in effect"*

To all Marines, Sailors, civilians and families, I am honored to serve as your Commandant. To General and Mrs. Dunford, as you transition to your next assignment, please know that you go with the respect and thanks of every Marine, Sailor and their families. It is now our responsibility to maintain the traditional momentum of the past year in our efforts to sustain and continue to improve our Corps. This year, we later than the New Year I will publish a "FragO" to the current CPO.

*"Like our itself, our approach to warfighting must evolve"*

As the Nation's crisis response force and force in readiness, Marines remain forward deployed, ready to fight and win tonight. However, we cannot rest on our past successes and our current efforts because our nation's enemies are continuously adapting and challenging us with new and different forms of warfare. We must continue to improve our readiness for today's fight, while at the same time ensuring we remain relevant for the conflicts we know will come in the future. As Marines have always done, we will continue to seek new opportunities and develop solutions that maintain an overwhelming tactical advantage over any adversary. We must know how we will operationally apply our capabilities against our adversaries, but also **study and be aware of how they will apply their capabilities against us.**

*"For the strength of the pack is the wolf, and the strength of the wolf is the pack"*

Our strength is the talent, skill and discipline of our Marines and Sailors. Today, we are a ready and capable Corps of Marines because of patriotic Americans who are willing to step forward and accept the challenge of being a Marine in order to serve our Nation. Since our friendly center of gravity is our "Team of Marines," it is appropriate to begin our tenure by communicating clear expectations for leaders and those they serve:

*"The senior is obligated to provide the guidance and the example that allows subordinates to exercise proper judgment and initiative." This includes providing a clear mission and intent...What to do, not how to do it.*

What Marines should expect from leaders:

- **Fair but fair leadership.** Marines and Sailors will be treated with dignity and respect.
- **Accountability.** All Marines will be held to the highest standards of conduct and performance.
- **Leadership from the front.** Leaders will set the highest examples in their professional and personal life.
- **Realistic and challenging training.** We will train hard in every climate and place, day and night.
- **Weapons and equipment that is on the cutting edge of technology.** Marines must quickly recognize and leverage technology to make us better warfighters.
- **Opportunities for advancement.** All Marines will be recognized for a high level of performance.
- **Care and support for families and our wounded.** Both are critical members of the Marine Corps team and have earned our support.
- **Honesty, Integrity, and Loyalty.** Trust is a two-way street: Listen to and take care of Marines in your charge and they will take care of you.

To read the letter at its entirety, please visit: <http://www.marines.mil/>

# Acquisition Workforce Summit

## A Revolutionary Gathering for an Evolving Workforce

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

The semiannual Department of the Navy (DON) Acquisition Workforce (AWF) Summit was held on July 29th, 2015 at the Admiral Gooding Center on the Washington Navy Yard. The new DON Director of Acquisition Career Management (DACM), Mr. Mark Deskins, reimagined the Summit as an issues and discussion forum which would both reach a larger audience than previous Summits and cover a broader range of topics pertinent to the AWF at large. The Summit was hosted by the Principal Civilian Deputy (PCD), ASN(RD&A), Ms. Allison Stiller; facilitated by the DACM; and attended by representatives from the Systems Command (SYSCOMs) and Program Executive Offices (PEOs), the National Career Field Leads, and other AWF leadership.

Ms. Stiller opened the day by vowing to reinvigorate the National Leads and the Acquisition Career Council (ACC) which comprises them. Each Defense Acquisition Workforce Improvement Act (DAWIA) career field has a National Lead, often one of the Deputy Assistant Secretaries (DASNs), who is charged with looking across the enterprise for issues and opportunities for that career field. She charged the National Leads with maintaining regular and timely engagement with RD&A leadership, reporting issues, concerns and metrics in their respective career fields. PCD also announced Jay Stefany of PEO(Ships) as the new National Lead for Program Management.

Other items highlighted by PCD included encouraging rotational assignments for employee development, "knowing our numbers" (workforce metrics) and **aligning the AWF to three fleets: current (fleet in operations), future (fleet in construction), and fleet after next (fleet in planning)**. Ms. Stiller concluded her remarks by challenging attendees to actively seek opportunities such as Meet the Fleet days, to give program office employees a chance to see firsthand the systems being acquired and to meet the Sailors and Marines who are our ultimate customers.

Being his first Summit, Mr. Deskins took the opportunity to share his philosophy on workforce management. **"Acquisition is a team sport,"** he said, and the DACM is integral to ensuring the **workforce gets the right training at the right time**. He stated that he would endeavor to work toward making the warfighter the central focus of the workforce's efforts. He reiterated Ms. Stiller's comment that connecting the AWF to the Fleet via interface programs like Meet the Fleet, and attending ship commissioning and christening ceremonies is vitally important to workforce development. He closed by encouraging maximum use of the ASN (RDA) Program Manager's Workshop War Rooms, and requested suggestions for additional war room locations to make them more widely accessible to AWF members. (see page 11 for more details)

Dr. John Burrow, DASN(Research, Development, Test & Evaluation) spoke next, and he reiterated PCD's comments concerning the three fleets. He also stated that while we are aligning the AWF to those fleets, we must also focus on the workforce members themselves with a similar strategy to their development. He encouraged giving new employees the opportunity to explore and to chase dreams. Dr. Burrow, in any forum, speaks to the criticality of "solving the technical problems first," and the commensurate importance of developing a technically excellent workforce. He reiterated this philosophy at the Summit, adding that leaders must prioritize the cultivation of education, hands-on experience, and expertise for employees within their programs.

Mr. Brian Marsh from the Space and Naval Warfare Systems Center (SPAWAR) was invited to discuss cybersecurity. He opened by stressing cyber is everywhere and it touches everyone. He went on to discuss workforce development and how SPAWAR is leveraging the NICE (National Initiative for Cybersecurity Education) framework for workforce development and is conducting a pilot implementation. Mr. Marsh's presentation sparked an in-depth discussion that quickly exposed the need for a dedicated cybersecurity summit. Keep an eye on these pages for more information!

Guest speaker, Dr. Marta Wilson of Transformation Systems, Inc. spoke on the topic of Organizational Acumen and taking the workforce to the next level. Defining acumen as the ability to think, decide and act effectively, Dr. Wilson detailed four types of acumen which are critical to success: Personal, Interpersonal, Organizational, and Motivational. She challenged the audience to understand how the workforce measures up in these areas. Organizational acumen, she said, is the ability of a person to understand how his or her team, group or organization works, as well as how his/her daily actions contribute to the larger mission. She concluded by encouraging attendees to always strive toward Motivational acumen, the "next step toward the leading edge," as the ability to inspire an enterprise toward a common vision.

Ms. Adrienne Somerville from NAVAIR Total Force Directorate closed the formal presentation portion of the Summit by introducing NAVAIR's tool (developed in collaboration with NAVSEA/PEO(IWS)) for Talent Management. The Talent Management Dashboard (TMD) serves as a development and communication tool to support enterprise-level productivity by supporting the match between talent in the workforce to talent needed to perform the work. Employees can seek mentorship on developing talent in desired areas, while hiring managers can search for talent sets, and can even contact a supervisor to discuss availability of talent. Ms. Somerville's presentation was very well-received and the group consensus was that such a tool would be very valuable across the AWF at large.

The new Summit format was universally praised for the open communication with senior RD&A leadership and for fostering discussions that uncovered areas for future work and development. The reinvigoration of the ACC and the role of the career field National Leads will enhance workforce development enterprise-wide, and the Cybersecurity Summit will provide a forum to open the door to understanding how the AWF will incorporate this new area of technical challenges and opportunities. The next AWF Summit is planned for mid-December.

### Principles of Defense Cyber Security and Cyber Security Risk Management



- 5-Hour Online DAU Course
- Register for CLE074 in eDACM DAU Continuous Learning

# Rolling Airframe Missile Benefits and Challenges of a Cooperative Program

By Gene Robinson, RAM Program Office, PEO IWS 3B



The Rolling Airframe Missile (RAM) Program within the Program Executive Office for Integrated Warfare Systems (PEO IWS) is a cooperative development, production and in-service program between the United States (U.S.) and Germany (DE). The RAM Guided Missile Weapon System (GMWS) comprised of the Mk44 missile and its associated Mk49 launcher is co-produced by Raytheon Missile Systems (RMS) in the U.S. and by RAMSYS GmbH, a DE joint venture company between MBDA Germany (50%), Diehl Stiftung (25%) and Diehl BGT Defence (25%) in Germany. Production efforts for both are shared 50/50 between the two industries.

Since 1976, the RAM Program has been governed by a series of Memorandums of Understanding/Agreement (MOU/MOA) executed between the U.S. and DE. Cooperative Development costs are shared 50/50 between the two Governments, as well as Production and In-Service support costs. End item procurement of the RAM GMWS is 100% nationally funded. The Naval Sea Systems Command (NAVSEA) is the contracting agency responsible for issuing all contracts to both the U.S. and DE industries.



Among the many benefits realized by the U.S. Navy through utilization of cooperative programs with our Allies is the sharing of costs between partners for program development and follow-on production and in-service support. While the RAM Program may have been ahead of its time with a cooperative program established in 1976, it is perfectly aligned today with USD (AT&L) Better Buying Power 3.0. The Implementation Directive for BBP 3.0 of 09 April 2015 recognizes the importance of cooperative development and production in a global market. One initiative addressed by USD (AT&L) is to improve technology search and outreach in global markets which in part states: *“This new BBP 3.0 initiative recognizes that the sources of a great deal of today’s technical innovation are not located in the United States. We have global allies, friends, and trading partners who share our values and can assist us in pursuing innovation and technological superiority. In addition, and where appropriate, products from non-U.S. sources may be adequate and less expensive than domestic products, freeing up resources for other priorities. Increased investments in cooperative research, co-development, and co-production may also provide better products for our warfighters at reduced cost.”*

Development and production of the newest RAM configuration, Block 2, provides an excellent example where cooperation with Germany not only brought the introduction of new technology required to pace the evolving threat, but also provided an Allied partner who equally shared the cost of capability development. With the execution of the recent Cooperative System Development and Demonstration of the RAM Block 2 Upgrade MOU, Amendment 2, the estimated cost of Block 2 development totals at \$406M through FY2019. Under the terms of the MOU, Germany will contribute a 50% share. Similarly, under MOU/MOAs Germany has contributed, or will contribute, \$103M towards RAM In-Service support efforts from FY2000 through FY2021; and has contributed, or will contribute, \$154M in Production Support efforts from FY2001 through FY2019. Their contributions have freed up U.S. DoD resources for other uses while still providing the RAM capability to our warfighters. So far over the life of the RAM cooperative program, the U.S. Navy has avoided costs totaling over \$800 million.



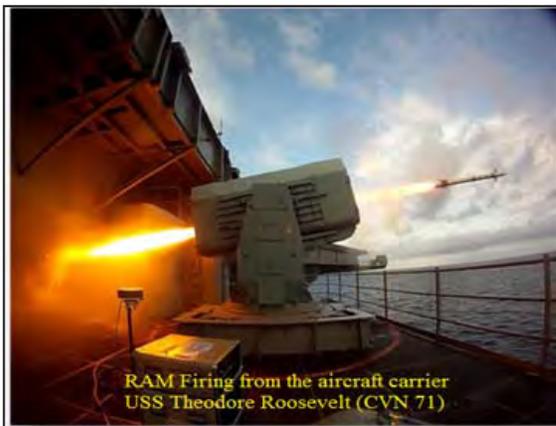
RAM is deployed in U.S. and DE Navies with more than 3,400 missiles and 180 launchers on board more than 70 ships ranging from DE Fast Patrol Boats to U.S. Aircraft Carriers. RAM is also deployed, via Third Party Sales, to the navies of South Korea, Greece, Egypt, Turkey, United Arab Emirates, and Japan.

The cornerstone of the RAM Program is the MOU/MOA which identifies the scope and details of the cooperation between the participating governments. The first RAM MOU was executed on 22 July 1976 for the Cooperative Development of an Advanced Surface-to-Air Defense System and the most recent MOU was executed on 26 November 2014 for the continued Cooperative System Development and Demonstration of the RAM Block 2 Upgrade (Amendment 2). Production and In-Service MOU/MOAs are also in force with cooperation established between the two Governments through FY2019 and FY2021 respectively.

RAMBCCP from page 9

While sharing costs is undeniably a tremendous benefit to the program, it brings some challenges in program execution in the areas of budgeting, funding, and contract execution. The Department of Defense's Planning, Programming, Budgeting, and Execution (PPBE) process- along with recent Congressional Budget Authorization and Appropriation Act uncertainties- offers challenges to all Department of Defense programs. In addition to these challenges, cooperative programs are dependent upon the successful execution of their foreign partner's budget and authorization process to achieve overall program objectives. For RAM, the U.S. Fiscal Year (FY) is not aligned with the German budget authorization process which is based on a Calendar Year (CY). The U.S. PPBE process is based on a five-year budget plan, is adjusted annually, and requires repeated annual justification by the Program Office. On the other hand, the DE parliamentary funding process, while requiring several years to justify and secure program funding, often lags behind the U.S. process. This requires an extensive upfront planning effort, but once approved, the DE budget is a reliable funding stream that will not be revised.

Another unique feature of the program is the Cooperative Production Agreement (CPA) that was developed by U.S. and DE industries. The sharing of program costs and the cooperative production arrangement, where workshare is divided approximately 50/50 between U.S. and DE industries, brings several challenges in the execution of contracts and contractual funding. Per the MOU/MOAs, NAVSEA is the RAM contracting agency responsible for awarding contracts to both U.S. and DE industries and these contracts must comply with U.S. acquisition policies, requirements, and regulations. Additionally, the MOU/MOAs establish the reference currency as the U.S. dollar and the fiscal year as the U.S. fiscal year. Contracting with U.S. industry for U.S. funded efforts follows the normal NAVSEA process commencing with development of Procurement Requests (PRs) in the Standard Procurement System (SPS), funding execution in the Navy Enterprise Resource Planning (ERP) system, and performing electronic acceptance and invoicing payment through Wide Area Work Flow (WAWF). The challenge for the U.S. Government in this process is the currency exchange rates. Half of the production efforts on U.S. missiles and launchers are performed by German subcontractors and payment is required in Euros. The German government's funding authorization and payment process provides appropriations in both U.S. dollar and Euro currencies. Said another way, the DE pays the bill in the currency that the performer uses to execute the effort-U.S. workshare obligations are paid in U.S. dollars and DE efforts are paid in Euros, so currency fluctuations are effectively eliminated. Conversely, the U.S. funds all performers in U.S. Dollars, which requires an exchange rate conversion to cover Euro obligations. Over the past five



RAM Firing from the aircraft carrier USS Theodore Roosevelt (CVN 71)

years, the Euro has fluctuated from a high of €1.47:\$1.00 in January of 2011 to a low of €1.07:\$1.00 in March of this year.

An equitable approach to protect both Government and industry

had to be devised that would eliminate speculation and reduce risk to both parties. The implementation of Firm Fixed Priced (FFP) contracts from request for proposal and proposal submission through negotiation, award and execution can easily span a four-year time period. The cost of an item can be \$100 today and \$125 two years from now. This potential swing

creates program uncertainty and risk in the areas of budgeting, funding, and execution for the U.S. Government. In the early days of the program, the Government assumed all currency risk and reimbursed the contractor at the actual exchange rate at time of German subcontractor invoice payment. Costs varied with the exchange rates often creating a situation where additional contractual funding had to be applied to meet payment obligations. This caused problems since additional funding could never be carried within the budget to cover this fluctuating liability.

To address this risk, the NAVSEA Contracting Office (SEA 02) developed a multi-step approach that adjusted currency exchange rates during the contracting process. The U.S. production efforts are proposed, negotiated, and awarded at a specified Euro exchange rate. Within 45 days of award, the contractor presents the actual finalized currency hedge rates as listed on the FXall Settlement Center Summary Analysis. Negotiated unit prices can then be adjusted (downward only in favor of the Government) to reflect the new rate and remain fixed for the specified effort eliminating the effect of currency fluctuation during contract execution and payment.

Another benefit that drives down Total Ownership Cost (TOC) is in the requirements for In-Service Fleet Support. The sharing of program In-Service support costs, such as Ordnance Assessment



RAM Firing from Braunschweig Class (Type K130) F260 Braunschweig

(OA), between partner countries is a major benefit to the U.S. Navy under the RAM cooperative program. In the area of OA, RAM has leveraged the cooperative program's structure and reduced the duplication of efforts between the countries while expanding the activities involved including national labs and testing support activities. Thus far, the joint OA efforts have resulted in well over \$250M of cost avoidance/ savings to the bilateral partners in the last seven years.

In any program, effective communication between parties is the key to success. With an international cooperative program it is particularly important as well as challenging. The MOU/MOAs establish English as the program language and all official, cooperative documentation and U.S./DE communication is conducted in English. Even between native speakers, language nuances and interpretation of wording can lead to misunderstandings. Language, gestures, and interpretation of verbal and written communication is made within cultural norms which are different between countries. Technical, as well as contractual, communication on cooperative programs can easily be affected by misinterpretation creating issues and problems where none truly exist.

The above are just a few of the many benefits and challenges associated with executing an international cooperative program. The success of any Navy acquisition program is viewed through the lenses of cost, schedule, and performance, and measures the capability produced for the warfighter. The RAM program continues to maintain alignment with these tenets while providing seapower in the hands of our warfighters and successfully contributing to the Navy's Mission "...to maintain, train, and equip combat-ready Naval forces capable of winning wars, deterring aggression, and maintaining freedom of the seas."

# ASN(RDA) PM Workshop: Training Acquisition Workforce Leaders

By Michael L. Cecere III, Strategic Insight, Ltd.



Director, Acquisition Career Management, Mark Deskins conducts the kickoff discussion with the Workshop attendees. (photo by Strategic Insight)

The ASN(RDA) Program Managers Workshop is continuing its mission to educate our acquisition leaders in a unique and thought-provoking format. Following up our Pilot Course in October 2014, we have conducted four more Workshops in February, May, July and September 2015, with the next course scheduled for 16-20 November 2015. To date, the course has

instructed 36 students from 29 different program offices.

The Workshop is an intensive five day course of instruction wherein students are exposed to a wealth of information relevant to their acquisition duties in the areas of U.S. Naval organization and history, U.S. military material procurement, major program management, and shipbuilding-specific roles and responsibilities.

Course material is presented in six War Rooms:

**Evolution of the Navy War Room:** Studies the historical evolution of our Navy over its history, with analyses at critical junctures in time.

**Organization of the Navy War Room:** Presents the organizational evolution of the Navy and how it is set up to Operate and Fight, Mobilize, and Maintain the Navy.

**Material & Acquisition War Room:** Views the evolution of the Navy's and the Nation's Material Establishment over our history to provide insight into what might be needed in the next 30 years.

**Program Management War Room:** Examines how to meet the challenges of a major acquisition program through its life cycle, using the history, lessons and beliefs of three of the Navy's most successful acquisition programs in the modern era: POLARIS, AEGIS, and F/A-18. Also includes a short vignette for Program Managers on technology and program protection challenges due to cybersecurity threats, supply chain malfeasance, and increasing DoD program protection requirements.

**Shipbuilding and Modernization War Room:** Addresses the unique challenges and requirements of naval shipbuilding and naval systems development.

**Main War Room / CG(X) Case Study:** Explores the national and international forces that shape Navy thinking. Provides a comprehensive view of the numerous dimensions and conditions in which a Program Manager has to operate. Includes an analysis of the CG(X) Program.

The War Rooms capture our Navy's and our nation's acquisition history, starting with the signing of the Magna Carta in 1215. Students get an intimate feel for the events of the day as they actually occurred (in many cases the opposite of the conventional history).

As part of each War Room instruction, ASN(RDA)'s five Acquisition Themes are also described and illustrated:

- *Getting the Requirements Right*
- *Making Every Dollar Count*
- *Performing to a Stable Plan*
- *Fostering a Healthy Industrial Base*
- *Relying on an Experienced Acquisition Workforce*

Each theme serves as a discussion point with historical examples that illustrate the tension that exists between the individual themes, and the tradeoffs among them. In addition, the Workshop curriculum now includes incumbent Program Managers who discuss the challenges and opportunities they have encountered in their current assignment. This is an excellent forum for the students to ask questions they have and hear from those who are currently 'in the arena.'

Secretary Stackley characterizes the course as being 'more about experience than academics,' and charges the students to suggest ways to improve the course for the good of the entire Navy acquisition community. The instructors also actively encourage the students to share their experience and points of view in extended discussions that are key to the 'War Room experience.' Daily Wrap up / course critique sessions are conducted at the end of each day, with emphasis on changes required to enhance the quality and completeness of course for future attendees.

Feedback from the students has been overwhelmingly positive and we continue to enhance the course with each successive offering. The common thread among them all is more, more, more – more material, more time, and more attendees. If you desire to attend, please contact the DACM office at 703-614-3666.



Guest PM Speaker, CAPT Tom Anderson, USN, PMS 501, briefs attendees on Performing to a Stable Production Plan. (photo by Strategic Insight)



Strategic Insights' Rick Wright briefs the Evolution of the Navy War Room to the ASN(RDA) Workshop attendees. (photo by Strategic Insight)

# Contracting

**CAREER FIELD**
**CORNER**

## ASI Government's Virtual Acquisition Office Available to All DoN Acquisition Workforce

In partnership with the DACM office and NAVSEA, the Navy recently exercised the option for the second year (FY16) of the Navy's Enterprise-wide subscription to ASI Government's Virtual Acquisition Office™ (VAO), an electronic Federal acquisition knowledge and productivity service with tools and templates that greatly assist our acquisition workforce.

VAO is designed to keep acquisition professionals apprised of changes in legislation, policies and regulations, protests and oversight reports along with analysis of their impacts on acquisition and program office environments. VAO offers features like *Today's Acquisition News* and *Advisory* publications, as well as easy-to-use productivity tools such as *Step-by-Step Process Checklists* for the contracting community. These tools are continuously updated to reflect changing Federal Civilian and Defense regulatory requirements which directly support consistency and compliance across Federal organizations—a key benefit of using these tools.

VAO also connects acquisition professionals to their peers via timely webinar events such as *Protest Lessons Learned* training modules as well as providing a variety of ways in which to earn Continuous Learning Points (CLPs) in support of Defense Acquisition Workforce Improvement Act (DAWIA) certifications. VAO offers access tools and resources for



Program Offices in support of crafting compliant requirements and conducting appropriate contract monitoring.

Subscriptions are available to Navy acquisition workforce members, such as Navy contracting personnel (e.g., GS-1102s and 1105s) as well as Navy acquisition professionals (e.g., program/requirements managers, their workforce and appointed Contracting Officer's Representatives (CORs)). If you are not currently a subscriber and are an acquisition workforce member, you can visit the VAO website landing page ([www.gotovao.com](http://www.gotovao.com)) and use the "self-registering" feature to register for the service:

<https://www.gotovao.com/index.cfm?action=register>



### ACQUISITION LEADERSHIP CHANGES



#### ACAT I Program Managers (PMs)

**CDR Mark Kempf**

Distributed Common Ground System Navy  
(DCGS-N) Inc I, PMW 120

**CAPT David Kindley**

Airborne Electronic Attack Variant  
(EA-18G) PMA 265

**CAPT Joseph Hornbuckle**

Joint Precision Approach and Landing System  
(JPALS) PMA 213

**CAPT Mark Johnson**

Tactical Tomahawk  
(RGM 109E/UGM-109E) PMA 280

# FY15 NADP Recruiting Completed, FY16 Kicks Off

By Dave Mailander, Recruiting Division Director, NACC

By 30 July 2015, the Naval Acquisition Development Program (NADP) program completed hiring of 490 Entry Level and 55 Associates which represents our total hiring plan for FY15. Accomplishing this level of hiring execution was only possible through the combined teamwork of NACC, OCHR Stennis and our Systems Command partners. Of these hires, 79% were from Mission Critical Career Fields. We are also pleased to note that we were able to hire 20 NADP Wounded Warriors bringing our program total to 103 since program inception in FY11. The NADP Wounded Warrior Program remains a key strategic tool in supporting our disabled veterans while leveraging their unique capabilities for a career within the Naval Acquisition Workforce.

A spark to this year's hiring effort was the introduction of the Expedited Hiring Authority (EHA) Pilot under the Operation Hiring Solutions program fielded by OCHR Headquarters. Operation Hiring Solutions provides a unified enterprise-wide framework for hiring talent, mobilizing and leveraging resources across the DON to provide actionable solutions and identifying constraints while eliminating unnecessary bureaucracy. Through this innovative pilot, the EHA process was streamlined and drastically reduced pipeline time from an average of 88 days (i.e. Delegated Examining) to 8! This process improvement allowed us to expedite FY15 hiring and complete Entry Level hiring much faster than in previous years.

Due to this efficiency, commands were able to submit their FY16 NADP Recruiting Plans early and commence the submission of recruitment packages. This has resulted in the hiring of 121 Entry Level and 10 Associates for FY16 (as of 1 October 2015). Furthermore, the early drive into FY16 allows command recruiters time to plan for hiring fairs and campus recruiting events that are typically geared towards upcoming college graduates during the first and second quarters of the Fiscal Year. It is our hopes that EHA facilitates a renewed relationship at the collegiate level and other venues where candidates of all demographic backgrounds can meet with your recruiters and have an opportunity to join the NADP program in FY16.

We congratulate all of our stakeholders and command partners on a successful FY15 hiring campaign and are excited about the results were are already reaping due the actions and creativity of our leaders in the Navy HR world.

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

## I Am Honored to be Your Next Chief of Naval Operations



Chief of Naval Operations Adm. Jonathan Greenert is relieved by Adm. John Richardson at a change of command.  
(photo by Mass Communication Specialist  
1st Class Nathan Laird/Released, U.S. Navy)

I'd first like to thank Adm. Jon Greenert and his wife Darleen for their magnificent service to our country for over 40 years and especially for their role in leading our Navy these past four years. They have been tireless and superb advocates

for our Sailors and their families, our Navy, and our Nation.

I hold some core beliefs about our Navy that guide me. The Naval profession is founded on bonds of trust and confidence – between us and the American people, and amongst us as members of our Navy team.

The Navy must be at sea, underway. We must be present in key areas of the world protecting American interests – enabling access to international markets and trade, responding to crises, and providing security.

We must be able to operate seamlessly with others. Our premier partner is the United States Marine Corps. We also operate closely with our fellow services, and our allies and partners.

The muscle and bones of the Navy are our ships, submarines and aircraft – highly capable, exercised daily, well equipped, and ready to operate at sea and far from home.

But the heart and soul of the Navy is you, our people. Every day around the world, you can be found on, under, and over the sea. You are smart, resourceful, committed Americans who want to be part of something special – to serve our country and to be part of a high-performing team. You are rightly proud of what you do and you are a formidable force.

I believe in the strength that flows from our families. The Richardsons are a typical Navy family – 20 moves, dozens of schools, stationed all around the country and overseas. Today, the Richardson family, like all Navy families, remains strong and ready to serve our nation.

America sends us their sons and daughters, their brothers and sisters, their fathers and mothers, to join our team and go to sea with us – if needed, into harm's way. In return for that commitment, we must provide a positive and respectful environment where we can all thrive and reach our highest potential.

Finally, the American people demand, as they should, that we execute our mission in a prudent and responsible way, worthy of their confidence in us.

It is a privilege to work with, and especially to lead, such a capable and creative team. Despite growing challenges and significant strains, you continue to go to sea to do what must be done today, and you create and innovate in order to prevail tomorrow. You learn faster, adapt quicker, and fight harder than any adversary.

The bottom line is that in any situation, in any competition, and certainly in any fight, America expects that their Navy will find a way to win – and we will.

Thank you for your leadership and service to keep our nation secure. I am extremely proud to be part of this amazing team. I will give everything I have to honor and strengthen the bonds of trust and confidence we share, and that make our Navy the strongest that has

**Adm. John M. Richardson**  
31st Chief of Naval Operations

# ACQ 404: Senior Acquisition Management Course (AMC)



## SAMC COURSE OBJECTIVES....“WHY YOU SHOULD ATTEND”

- Refresh knowledge of current DoD Acquisition Policy and statutes
  - *Understand recent legislation and executive actions affecting acquisition and MDAP Programs*
  - *Course (1wk) offered twice yearly: 1st full week of June and 3rd week of November*
- Gain an executive level understanding of defense systems acquisition in terms of *what is important* and *why it is important*
  - *Attendance limited to FO's/GO's/SES's/Ind VP's (Avg class size 32 – 34; incl 6VPs)*
- Discover “lessons learned” and relevant hot topics from current leaders & DAU Faculty SME's
- Gain strategic perspectives of the Congress, Executives of the Office of the Secretary of Defense and the Defense Industry
- Network and Benefit from the experience of Senior Colleagues, Speakers and Faculty

It's your Course....Make the Most of It by Actively Questioning and Contributing

2



## Spotlight on DAU Courses

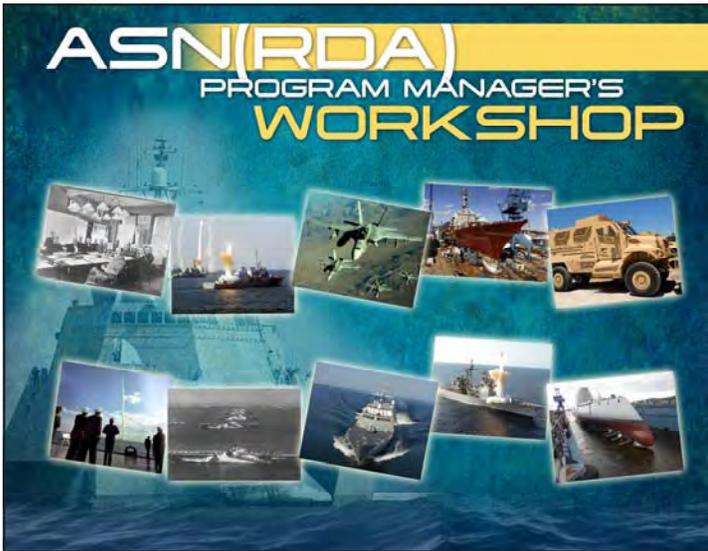
### Harvard Business School (HBS) Courses

DAU offers many HBS courses to assist the Acquisition Professional

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

DAU also addresses Cybersecurity for the Acquisition Professional

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



**ASN(RDA)  
PROGRAM MANAGER'S  
WORKSHOP**

**ASN(RDA) Program  
Manager's Workshop**

**16-20 NOV 2015**

New ACAT PMs please contact the  
DACM office at 703-614-3666 to attend.

**Upcoming Course Offerings  
for  
International Acquisition**

**ACQ 230**  
International Acquisition Integration (R)  
NOV 16-20, 2015 CALIFORNIA MD  
DEC 7-11, 2015 HUNTSVILLE AL  
MAR 7-11, 2016 FT BELVOIR VA  
MAR 21-25, 2016 SAN DIEGO CA

**ACQ 340**  
Advanced International Management Workshop (R)  
JAN 11-15, 2016 HUNTSVILLE AL  
MAY 16-20, 2016 CALIFORNIA MD

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

# Calendar & Events

October						
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

November						
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/ 29	23/ 30	24	25	26	27	28

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

**ACQUISITION EVENTS**

22 OCT PMT Service Day  
16-20 NOV ASN PM Workshop  
16-20 NOV ACQ-404 COURSE

**FEDERAL HOLIDAYS**

11 NOV Veterans Day  
26 NOV Thanksgiving Day  
25 DEC Christmas Day

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