PEO SPOTLIGHT

by PEO Unmanned Aviation and Strike Weapons PAO

Led by Rear Adm. Mark Darrah, the Program Executive Office for Unmanned Aviation and Strike Weapons (PEO U&W) is responsible for the development, production, fielding and sustainment of the Navy’s unmanned aircraft, weapons and target systems.

PEO(U&W) includes nine program offices with a total obligating authority of $3.9 billion. The organization’s mission is to execute full-spectrum warfare systems acquisition and fleet support through transforming user requirements into timely and cost-effective solutions. “U&W is broken into two completely different portfolios but they are connected,” said Darrah. “And they have to be connected to be properly employed.”

The unmanned aircraft programs incorporate everything from small, hand-launched Unmanned Air System (UAS) that can connect to a handheld device to deliver full motion video to something as complex as the MQ-4C Triton, a Group 5 system with an 131-foot wingspan that can operate at 50,000 feet. PEO(U&W) has fielded numerous UAS including the MQ-8B Fire Scout unmanned helicopter and the RQ-21A Blackjack.

The multifaceted strike weapons portfolio ranges from bombs and cruise weapons to highly complex systems like the Long Range Anti-Ship Missile (LRASM). Tomahawk, the largest weapons program, has been used in every major operation since Desert Storm, including the most recent strikes on Syria. The PEO also oversees the Common Standards and Interoperability (CSI) office and the Mission Area Lead Integrator for Surface and Strike Warfare (MALISS) team. CSI works to deliver technical solutions required to increase UAS interoperability while the MALISS team’s mission is to identify capability gaps and science and technology opportunities across the U&W portfolio.

“This portfolio is incredibly full of opportunity to enhance the CNO’s Design for Maritime Superiority. Specifically, the Strengthen Naval Power and From the Sea and Expand and Strengthen our Network of Partners Lines of Effort. Delivering combat capability to our Navy and Partners is our number one focus.” Darrah said. “Our goal is to provide our Naval, Joint and Coalition Warrior with lethal, interoperable and cost-effective unmanned aviation and strike weapon system capabilities today and in the future.”
“Over the past several months CNO has publicly challenged our entire Navy, and those supporting our Navy, to step up our sense of urgency and view all of our activities as a competition,” said Rear Adm. Mark Darrah, PEO (U&W). “Our adversaries continue to field meaningful capability rapidly and we no longer enjoy a large capability margin. This means we must deliver lethal capability much faster than we do today.”

Working in partnership with NAVAir and in sync with the CNO’s challenge, PEO (U&W) is taking a new approach to increase speed to the fleet. Over the past year, the MQ-25 Stingray program has been formulating a way to streamline the acquisition process and execute under a NAVAir capabilities based acquisition approach.

As a result of the program’s efforts, CNO and ASN (RD&A) named the MQ-25 as a Maritime Accelerated Capabilities Office (MACO) program. The MQ-25 is the first of two DoD programs to be designated as a MACO project. The MQ-25 is the first of two DoD programs to be designated as a MACO project. It will serve as the foundation for building a new generation of acquisition delivery. “MACO incorporates a unique acquisition approach to push the bounds of performance for capability delivery,” Darrah said. “The program established a short chain of command to mitigate risk and expedite decisions which will enable rapid actions with less overhead. This new way of doing business will not be easy as it will mean change for multiple elements of our organization.”

Moving Faster, Moving Forward

In order for the MQ-25 program to rapidly deliver capability to the fleet, NAVAir will fundamentally change the way in which traditional support functions for an acquisition program are planned and executed.

“I encourage everyone to be open to this new approach because I believe there are opportunities within all of our programs to apply MACO attributes,” said Darrah. “This opportunity will help us learn and evolve. We must evolve together or we cannot achieve our goal. We look forward to sharing this across the organization.”

A Closer Look at MQ-25

The MQ-25 Stingray is an evolution from the previous Unmanned Carrier-Launched Airborne Surveillance and Strike (UCLASS) program managed by PEO (U&W) and the Unmanned Carrier Aviation program office (PMA-268). The unmanned aircraft will be the first air system procured by PMA-268.

Operationally, the MQ-25 will provide a robust organic refueling capability to make better use of the Navy’s combat strike fighters and extend the range of the carrier air wing.

The aircraft is comprised of three major architectural segments: an Air Segment (AS), or air vehicle; a Control System & Connectivity (CS&C) Segment which controls the aircraft and enables processing of any ISR information; and a Carrier (CVN) Segment which is composed of an aircraft carrier’s allocated space and its interface systems for deck operations, and launch and recovery. As Lead Systems Integrator (LSI), the U.S. Navy holds ownership and ongoing development of the CS&C and CVN segments. Industry will drive the design and development of the air segment.

“As the LSI, we have the ability to really drive interoperability and affordability across the program,” said Capt. Duarte, PMA-268 program manager. “We have had the opportunity to leverage many
existing technologies and capabilities from other Navy platforms and integrate them into this program.”

Controlling the Future Unmanned Carrier-based Aircraft

Recently, the Navy’s MQ-25 program completed its first demonstration representing how the mission control system located aboard the aircraft carrier will control and transmit information to an unmanned air vehicle in the future.

The April 11 demonstration validated the first build of the MD-5 Unmanned Carrier Aviation Mission Control System (UMCS), a combined hardware and software product, using representative shipboard equipment and a simulated air vehicle at NAS Patuxent River. The UMCS is part of the MQ-25’s CS&C segment. The government team collaborated across multiple program offices, Navy and Air Force commands in addition to industry partners to prepare for the demonstration.

This demo is the first of a continuing, annual series to validate UMCS capabilities as development of the system progresses. Future demonstrations will show the ability to control a small UAS and establish the process for flight, cybersecurity approvals and the integration of software specific to the MQ-25A air vehicle.

The program plans to release the request for proposal for the air segment this summer and it continues with shipboard installations for the carrier segment.

A team from NAVAIR simulates the operation of the future MQ-25 during a demo of the Unmanned Carrier Aviation Mission Control System (UMCS)

NADP shapes career for U&W lead budget officer

From acquisition intern to lead finance officer for a major weapons program, Ray Simmons has excelled in his 11-year career at Naval Air Systems Command in Patuxent River, Maryland.

Simmons, who now manages the $2.8 billion budget for the Tomahawk Weapons System program (PMA-280), attributes much of his success to having the opportunity to start his Navy career through the Naval Acquisition Intern Program, now known as the Naval Acquisition Development Program (NADP).

"Having the ability to rotate through contracts, comptroller, other program offices, and OPNAV, allowed me to build strong relationships which still exist today,” he said. “These relationships along with a strong financial technical base give me the ability to monitor cost, schedule, and performance keeping the big picture in mind to advise senior leadership and defend the program’s budget effectively."

Simmons heard about the Navy’s career development program through his peers at St. Mary’s College of Maryland who had graduated before him. During his senior year, he got more information about the program at his college’s job fair and decided to apply for a position.

“Growing up in a military family, it felt like a good fit to support the military as a career,” he said.

Simmons, who has a bachelor’s degree in history, received his master’s degree in business management from Florida Institute of Technology during his time as an intern. Since completing the three year intern program, he has held Budget Financial Manager (BFM) positions in other U&W programs offices. They are Aerial Target and Decoy Systems and Precision Strike Weapons.

After having later success supporting PEO(A), he was selected initially as the PMA-280 deputy BFM and later promoted as the lead budget officer. He now oversees 10 financial analysts.

Simmons was the recipient of the AIR 7.8 annual award for excellence in the supervisory category in 2016.
PEO Spotlight on PEO(A) – Program Executive Office for Air Anti-Submarine Warfare, Assault and Special Mission Programs

by Kelly Burdick, PEO(A) Public Affairs

The newest aircraft to join the PEO(A) family, the CH-53K King Stallion (right), sits on the tarmac at the Sikorsky Development Center in West Palm Beach, Florida as it prepares for another test flight. This aircraft, along with three other engineering development models, are preparing to move this summer to their new home at Naval Air Station Patuxent River, Maryland, where the integrated test team will continue conducting the remaining developmental tests as the program enters low rate initial production. Also in development and scheduled to make its first flight this summer in Stratford, Connecticut, the new Marine One is currently undergoing testing in Owego, New York.

Currently there are 25 different types of aircraft that PEO(A) programs support across the Naval Aviation fleet. Both the CH-53K and the new Marine One, commonly referred to as the Presidential Helicopter, will join the U.S. Marine Corps over the next few years. The PEO(A) programs represent a $51.3 billion portfolio that includes ten U.S. Navy and Marine Corps aviation programs (seven ACAT I, two ACAT II, two ACAT III, and two ACAT IV), including Tactical Airlift; Heavy Lift Helicopters; Air Antisubmarine Warfare Systems; Airborne Strategic Command, Control and Communications; Presidential Helicopters; Joint V-22 Program; Light/Attack Helicopters; Maritime Patrol and Reconnaissance Aircraft; Multi-Mission Helicopters; and Advanced Sensors Technology.

Being responsible for such a vast percentage of the Fleet’s inventory – nearly 1,700 of 4,000 aircraft – requires continuous commitment to Fleet readiness. PEO(A) is focused on accomplishing readiness, speed to the fleet, and affordability.

Rear Adm. Dean Peters became PEO(A) in May 2016. Since that time, he has had particular focus on readiness and speed and how they are the enablers for delivering capability and sustainment. PEO(A)’s ultimate mission is to deliver capability and sustainment to the operating forces. This can be accomplished through delivering a production aircraft, establishing an organic repair capability, achieving IOC of a new platform or new weapons system, installing a performance-based logistics contract, decreasing the maintenance burden for an in-service platform, creating partnerships through Foreign Military Sales (FMS), turning procurement savings into increased capacity, or simply fixing something that is broken.

Prior to assuming the duties as PEO(A), Peters was the Naval Air Warfare Center Aircraft Division commander. He previously served as program manager for the Multi-Mission Helicopter and Presidential Helicopter programs. The U.S. Naval Test Pilot School graduate (Class 102) has flown more than 3,800 flight hours in fixed- and rotary-wing aircraft.

PEO(A) reports to the Assistant Secretary of the Navy for Research, Development and Acquisition (ASN RD&A) for acquisition-related matters and to the Naval Air Systems Command (NAVAIR) commander for planning and execution of in-service support. The portfolio encompasses six Navy programs and four Marine Corps programs. PEO(A) maintains a close working relationship with the U.S. Navy OPNAV N98 staff and U.S. Marine Corps Deputy Commandant for Aviation. Balancing resources across two services and ten programs requires a dedicated focus to continued support to the warfighter.

Responsible for approximately 40 percent of the naval aviation inventory, PEO (A) supports the Navy and Marine Corps with aviation platforms and sensors that sustain our global operational readiness – now and into the future.
In less than two years since its first flight, the four Engineering Manufacturing Development (EDM) CH-53K King Stallions have made significant strides in meeting test and evaluation requirements. The platform continues on pace for initial operational capability (IOC) in 2019 with the delivery of four additional aircraft, known as System Demonstration Test Articles (SDTA). But how did the program get to this point; how did the team deal with the adversity of technical and logistics challenges common in aircraft development?

According to U.S. Marine Corps Col. Hank Vanderborght, the answer is simple: “partnership.” Vanderborght is the program manager for H-53 Heavy Lift Helicopters Program Office (PMA-261), responsible for the cradle to grave procurement, development, support, fielding and disposal of the entire family of H-53 helicopters, including the CH-53K.

“PMA-261 partners with a range of Navy and Marine Corps programs and divisions to ensure the CH-53K and our other platforms are managed and developed to meet the needs of the warfighter,” said Vanderborght.

In the case of the CH-53K, the program works closely with various government field activities, divisions and industry partners to move the program through development and production.

The CH-53K is a new-build helicopter that evolves from its predecessor’s (CH-53E Super Stallion) design; improvements include increased operational capability, interoperability, reliability, maintainability, survivability and decreased cost of ownership.

Recently, the program has been collaborating closely with the Naval Air Warfare Center (NAWC) Aircraft Division in Patuxent River and Lakehurst, New Jersey, for engineering and logistics support as well as NAWC Weapons Division in China Lake and Point Mugu, California, for vulnerability and survivability analyses. In addition, the geographically and organizationally diverse, and integrated test team has come together to execute a test program that addresses the complexities related to the new aircraft.

PMA-261 also works hand-in-hand with their industry partner, Sikorsky Aircraft Division, a Lockheed Martin company. “We have collaborated well together, we have solved a lot of problems as a team,” said Vanderborght. “I look forward to continuing that partnership as we move forward.”

IOC is defined as having four aircraft, with combat-ready crews, logistically prepared to deploy. With four aircraft in test, the CH-53K has logged over 450 cumulative flight hours towards that milestone and all signs point toward achieving it in 2019.

“There is no doubt that everyone within my program office and all of our external stakeholders are committed to delivering this new helicopter,” Vanderborght said. “This will be the United States' most powerful heavy lift platform and we are proud to be the team bringing it to the warfighter.”
NADP Employee Spotlight: Interview with Veronica Furse, Cost Analyst for P-8A Poseidon Program

by Veronica Furse, PEO(A)

Veronica Furse graduated from Eastern New Mexico University with a degree in Accounting and Business Administration, after which she earned nearly 21 years of experience as a Financial Analyst in the hospital and telecommunications fields. Veronica came to work for PEO(A) in November 2015 and is currently assigned to the Maritime Patrol & Reconnaissance Aircraft Program, PMA-290.

How did you find out about the NADP? I found out about NADP through a couple of friends that have been through the program.

Did you do anything to prepare for this internship? I read a lot to try and familiarize myself with the mission and goals of NAVAIR. I read several articles, websites, and asked a lot of questions.

What's the most exciting project you've worked on so far? Mainly, I have been focused on DAU courses and earning my required certifications. I first supported PMA-261, CH-53K, and I think everything about it was exciting because it is so fast-paced, and at the time was approaching Milestone C. P-8A is in a different phase, but so much to learn, and for me, learning is the exciting part.

What do you enjoy most about your job? The team is amazing and very helpful. I have never felt where I could not ask a question.

Where do you see yourself in five years? I will be Level II certified and one step closer to being Level III certified. Also, in five years I will have a higher comfort level with the acquisition process and cost estimates.

What are your long-term goals? Professionally, I want to continue to add value to NAVAIR and educate myself through the teachings of others as well as classes. I never want to stop learning and better myself, to always chase after a goal. Personally, help my children get through college and staying active and healthy with my husband.

Have you had an experience that has made an impression on you during your development training? Literally, every day I am amazed at how much dedication and focus it takes from DoD as a whole to successfully support our warfighter. Prior to NAVAIR, I was completely ignorant to the amount of teamwork and intelligence it takes to get these aircraft up and flying. It really is an awesome experience.

What has been your greatest challenge so far in the Naval Acquisition Development Program (NADP)? For me personally, the greatest challenge is learning all the acronyms and the overwhelming amounts of information that is available. Government processes are very lengthy and detailed which can be a challenge. I feel like I’m learning a completely different language. But I love a good challenge; it keeps my brain young.

What do you do in your spare time? The majority of my spare time is supporting my girls’ adventures. They are very involved with BMX, soccer, wakeboarding, and cross country. Outside of sports, I love to bike, cruise around in our boat, and exercise. Creating memories with my family and friends is the best.

Any advice for future new employees? When you feel overwhelmed, don’t give up. Give it time; do not expect to learn everything all at once. It takes a while to reach a certain comfort level. Realize that all new employees feel the struggle learning everything that needs to be learned, but it can be done eventually!

Additive Manufacturing

PEO(A) places a strong emphasis on speed to the fleet throughout its programs, implementing cutting-edge technologies whenever possible. For those unfamiliar with additive manufacturing, or AM, it is a process where 3-D printers are used to build objects by layering materials—and PEO(A) is on board with the process.

PEO(A)’s Light/Attack Helicopters Program, PMA-276, is home to the U.S. Marine Corps’ H-1 family of helicopters. There had been existing challenges with replacing something as seemingly minor as broken H-1 helmet visor clips—and the program found AM to be the perfect solution for rapidly tackling this readiness challenge. This clip was quickly approved for AM production after the business case was presented, which showed that the original $300 piece of hardware could be reproduced within several hours at a cost of about 75 cents each.

The Marines are now successfully using these clips thanks to the modern world of 3-D printing. This is just one example of several AM successes in the Naval aviation community; for more details on this and others, we invite you to read the AM feature in July’s edition of Naval Aviation News: http://navalaviationnews.navylive.dodlive.mil/
INSPIRING LEADERS:
Introducing Ways to Energize, Increase Performance, and Model & Measure the Workforce Michael Olverson, Program Manager, Transformation Systems, Inc.

The Department of the Navy’s acquisition leadership is committed to maintaining a trusted team of powerful, expert, and credible professionals who are highly energized, focused, responsible, and accountable. The DACM office, in partnership with Transformation Systems, Inc. (TSI), is providing advanced training and subject matter expertise to reinforce strategies outlined in the DON Acquisition Workforce FY 16-22 Strategic Plan that:

1) Energize the workforce within commands,
2) Maximize performance excellence across career fields and
3) Uses system thinking, models, and measures to manage the AWF like a program.

To date the DACM team has coordinated with all the major acquisition commands and execution is in high gear with the most recent workshops engaging NAVSUP, multiple organizations at MCSC, PEO Land Systems, and the PM Career Field. All organizations in the acquisition community are encouraged to take advantage of this valuable training opportunity. Please contact Sarah, sb@transformationsystems.com, 703-647-7413 for more information.

Advanced Training Available – Tailored Workshops

1. Leadership Effectiveness And Potential (LEAP) Workshop
   ◆ 1 hour to 1 day Leadership Development Tailored Workshop
   ◆ Target audience; SYSCOM and PEO Leadership, Supervisors and Employees
   ◆ Introduces the LEAP Model including Personal, Interpersonal, Organizational, and Motivational Masteries
   ◆ Participants create strategies to boost individual and organizational performance using the LEAP Profile, a self-assessment and developmental tool
   ◆ Content is drawn from Dr. Marta Wilson’s the Leading Edge body of knowledge captured in her three books: Leaders in Motion, Everybody’s Business and Energized Enterprise

2. Understanding and Improving Productivity, Innovation, Professional & Technical Excellence Workshop
   ◆ 1 hour Executive to 1.5 day Manager Tailored Workshop
   ◆ Target audience: Career Field National Leads and their Advisors from the PEOs & SYSCOMs
   ◆ Limited number of follow up workshops on emerging topics for Supervisors and Employees available
   ◆ Participants develop proposed measures of—and strategies to improve—productivity, innovation, professional and technical excellence
   ◆ Content is drawn from the performance measurement body of knowledge and the Strategic Performance Measurement chapter of the Handbook of Industrial & Systems Engineering, written by TSI’s Dr. Garry Coleman and Dr. Alty Clark

3. Models and Measures for Managing the workforce
   ◆ 1 hour Executive to 1.5 day Manager Tailored Workshop
   ◆ Target Audience: Department of the Navy AWF Leadership and members of their staff
   ◆ Content is drawn from DoD policy and best practices, the systems dynamics and workforce health measures bodies of knowledge, and findings from workshops 1 and 2 above
   ◆ The workshop builds on a framework of models for measuring, understanding, predicting, and managing workforce processes, costs, productivity, and risks
   ◆ Participants develop integration and improvement of requirements models; a more robust view and use of AWF health measures; strategies for improving career navigation; and development and evaluation of systems dynamics models to address AWF challenges
Making Your Source Selection Experience Effective, Efficient and Enjoyable
by Dan Petty, APM for Recruiting and Accessions at PMW 240

The following is a condensed version of a comprehensive article which is available in its entirety by sending a request for a copy to daniel.petty@navy.mil. The full version of the article provides detailed information, specific examples, training documents and templates that can be used for your source selection effort.

You’ve been assigned to a source selection effort. You’re sitting at your desk and you receive an email notification that you have been assigned as a member of a source selection team. Whether you’ve ever been a member of a team in the past, or not, a number of questions start going through your mind: “What about my day job?” “What is the purpose of the source selection?” “How long will the source selection last?” “What will I be doing?” “Who can I tell?” “Who should I tell?” “What can I say?” “What can’t I say?”

This article won’t answer the specifics related to the source selection to which you’ve been assigned, but it will make the assignment easier, more efficient and shorter in duration. While this article has a past performance focus, a number of the processes and artifacts can be adapted for use across the source selection team to include the technical and cost teams.

What role do I have? Now that you know you’ve been assigned to a source selection team, your next question is, “What role do I have?” This article is designed to address the roles of being either a team chairperson or team member. As a chairperson, you’ll be running the process with two primary responsibilities: (1) deliver a bullet-proof final report that makes it as easy as possible for the source selection authority to make a selection and that can stand up under the scrutiny of a challenge to the award; and (2) train your team members so that they are capable of serving as the chairperson for subsequent source selection events. As a team member, you will be responsible for conducting the analysis required to evaluate past performance on offerors and helping put together the final report.

Be part of the solicitation package team. If you are the Past Performance Team Chairperson, get involved with the solicitation package team early and stay engaged. Your focus should be the Performance Work Statement (PWS) and Sections L and M of the Request for Proposal (RFP). Being engaged early will make your work during the evaluation and reporting phase much easier. It will also make it easier for offerors to answer the RFP effectively. You need to know and work with the solicitation lead, Procuring Contracting Officer (PCO), lawyer, Contracting Officer Representative (COR) and advisors. The advisors’ purpose is to provide background, expertise, and guidance regarding general solicitation objectives, plans, issues and serve as subject-matter experts, if required.

Having the best team possible. Working with a good team in a source selection effort is invaluable. If given the opportunity to do so, be involved in picking the individuals who will be supporting you. They need to be analytical, detail-oriented, and well-versed in the operation of a program management office and in the execution of a program. It helps if they have domain-specific knowledge in the area of products or services that are being solicited. Team members that don’t have a broad range of experience may not be able to effectively evaluate an offeror’s response since the team member may not have experience in a given area. While it’s not likely to have an entire team with expertise across a broad range of areas, if you have a fairly seasoned team, you will usually have at least one team member that can explain what is being evaluated to team members that don’t have experience in a given area. The team can always reach out to the advisors who are assigned to the source selection effort. Bottom line, get the best people you can on your team.

Get and stay organized. Along with having a good solicitation package and team, nothing will help you more than being well organized. This is especially true if you have a large number of offerors and/or the source selection is drawn out over a long period of time. You will need to be able to quickly go back to solicitation artifacts for reference purposes and have clear traceability on why or why not you decided to evaluate an offeror in a given manner, be it on a particular PWS element or overall.
Source selection training. A retired 2-star friend of mine once told me, “The more senior you get, the more often you will find that you will have a lawyer on one side of you and a contracting officer on the other.” His words couldn't have been more prophetic. Training from our friends in legal and contracts has been included in every source selection effort in which I've participated. The importance of this training can’t be overstated. It can keep you out of trouble, meaning potential fines and/or imprisonment/dismissal, and prevent the PMO from having to restart an entire acquisition from scratch. Needless to say, these are major headaches for all involved not to mention the potential delay in getting the warfighter what they need and a waste of taxpayer funds. Two key words, “Pay attention.” It is recommended that you keep the briefs from these training events handy. You can rest assured, knowing that you have them readily available during the course of your work.

Getting the team started. In the Program Management Office (PMO) that I've worked for the last 11 years, we’ve developed a process that has proven to be effective in getting a team started. Following are some of the key steps:

- Train the team on the analytical process and the associated artifacts.
- Walk the team through the process on the past performance to ensure they know how it’s done.
- While together at one location, complete the review of the first offeror’s past performance and compare results. Be open-minded. You don’t know what you don’t know, and you certainly don’t know what your team members may or may not know. No one has a monopoly on knowledge. Listen and be willing to change your opinion when presented with information that is contrary to what you may have previously thought.
- Determine if the team is ready to operate independently from their primary work location or from home if authorized to do so by the PCO. Keep in mind, it is imperative that all source selection related materials be properly protected. If you have a team member that doesn’t feel comfortable working independently, then your team must stay together at one physical location. If the team is dispersed, their workspace needs to be secure and quiet. You may need to communicate with a team member’s supervisor to get their approval to telework.

Conclusion. It is my most sincere desire that this article will make your assignment to a past performance team easier, more efficient, effective and shorter in duration. This article is just a brief summary of the entire piece which goes into much more detail with examples from some of my past efforts. The full version of the article provides detailed information, specific examples, training documents and templates that can be used for your source selection effort. I would be happy to share it with you or discuss any question you may have. Please contact me at daniel.petty@navy.mil.

About the author. Dan Petty is a plank owner and member of the Navy’s Sea Warrior Program (PMW 240) team as the Assistant Program Manager for Recruiting and Accessions. Prior to joining civil service, Dan served as a senior program manager for a major defense contractor. Dan retired from active duty in the Navy while serving as an Information Systems Limited Duty Officer. His career spanned service in the subsurface, surface and aviation communities.

Spotlight on DAU Courses

Harvard Business School (HBS) Courses

DAU offers many HBS courses to assist the Acquisition Professional

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

For more information, please go to: http://icatalog.dau.mil/
Message to NADP Members: Leading Edge Books

Joining the NADP is a commitment to the core values and principles that guide the Navy and Marine Corps. It is also a commitment to your career, personal growth, and professional development. The DACM office strives to provide training courses, workshops, certifications, rotational assignments, and mentor programs that will expand your knowledge and abilities. For example, we are coordinating an upcoming distribution of training material that will provide tools and strategies to boost performance, specifically Dr. Marta Wilson’s three Leading Edge books: Leaders in Motion, Everybody’s Business and Energized Enterprise.

Why do some people advance to the leading edge of performance, while others with similar experience and ability do not? It’s a question Dr. Marta Wilson has been asked countless times, and she and her team have conducted 25 years of applied research to understand the answer. High performers exhibit personal, interpersonal, organizational, and motivational mastery. Individuals with these four types of mastery tend to become superstars, and those who don’t tend to derail. LEAP, or Leadership Effectiveness and Potential, is a framework that includes these 4 types of mastery and helps you gain clarity to achieve the success you want. LEAP is all about expanding results, leveraging relationships, integrating one’s environment, and inspiring performance. Marta’s books, take a deep dive into the four elements of the LEAP model.

Not sure which book to open first?

Leaders in Motion addresses two areas. First, it explores how personally masterful individuals expand their results by investing in their minds, bodies, and spirits. Second, this book examines how interpersonally masterful people leverage relationships by effectively connecting, communicating, and collaborating.

Everybody’s Business investigates how those who are organizationally mastery continuously integrate all the elements of their environments including people, processes, and products to be total systems thinkers. Energized Enterprise shows you how motivationally masterful people inspire performance as they engage, elevate, and energize others resulting in happier and more productive workplaces.

NADP Career Field Managers at each of your locations will be receiving shipments of books by the end of August and will be distributing them to their respective teams. If you have any comments or questions about the content you receive please contact: Janelle, JMM@TransformationSystems.com.
Creating a Culture of Affordability
Naval Sea Logistics Center-Warfare Centers Partnership Saves Fleet Millions
by Dan Warner, Naval Sea Logistics Center

Naval Surface Warfare Center (NSWC) Philadelphia Division and NSWC Dahlgren Division have fully implemented the excess stock donation policy governed by SECNAVINST 4440.33A Operating Materials and Supplies (OM&S) policy and it’s paying big dividends for the fleet. These two Warfare Center Divisions have provided over $6.1 million in material procurement cost avoidance and have filled over 3,600 fleet requisitions since July 2015.

In Philadelphia, the Naval Sea Logistics Center (NSLC)/NSWC team has been working together to execute this policy since July 2015 and has donated over 2,488 line items with a depth of over 31,502 units for fleet consumption. It also has fulfilled over 3,437 fleet requisitions, almost one-third of which were Issue Priority Group I (IPGI), Casualty Report or Anticipated Non-Operational Support requirements for ships and submarines. The payoff: material procurement cost avoidance to the fleet of just over $4 million.

Part of their success is due to the close working relationship that NSWC maintains with Deputy Commander, Surface Warfare (SEA-21). They work together to identify material that can be harvested from deactivated ships and made available to fleet customers.

In October 2016, NSWC Dahlgren Division moved over 1,416 line items of OM&S project stock to plant stock, enabling Navy Enterprise Resource Planning (ERP) to screen this excess material to source and fulfill fleet requisitions. To date, the NSLC/NSWC team has issued over 200 requisitions, including 39 IPGI requisition fulfillments providing a cost avoidance of $2.14 million.

The Process
Full implementation requires a disciplined, periodic review of Program Office and Warfare Center projects for OM&S no longer required to complete research, development, test and evaluation or modernization projects. Once this excess material candidate list is agreed to by the Program Office and the Warfare Center, NSLC can “donate” or move that material from project stock to plant stock, enabling Navy ERP. This mechanism allows ERP to source the material and fill fleet requisitions.

The Partnership
In August 2015, Naval Undersea Warfare Center (NUWC)/NSWC leadership directed NSLC, which is a part of NUWC Keyport Division, to assume the role of OM&S warehouse management for the NAVSEA Warfare Centers. The primary goal is to provide a consistent and repeatable enterprise process for managing Warfare Center OM&S and Financial Improvement and Audit Readiness (FIAR) compliance.

These collaborative partnerships are creating a culture of affordability and providing tangible results. As we continue moving forward in support of all Warfare Centers, this disciplined process will allow project managers to properly close out projects, provide fleet readiness through requisition fulfillment, and provide millions in additional material procurement cost avoidance.

Dan Warner is the Operating Materials and Supplies (OM&S) Implementation and Sustainment Branch Manager for Naval Sea Logistics Center. The NSLC OM&S Department is the NAVSEA Headquarters and Warfare Center lead for OM&S, the WC lead for OM&S warehouse management, and the NAVSEA lead for OM&S policy and implementation.
The Department of the Navy recognized 22 individuals and five groups of its top contributors to basic and applied science and engineering from around the country June 13, 2016. In a Pentagon ceremony, Allison Stiller, performing the duties of the Assistant Secretary of the Navy for Research Development & Acquisition (ASN RD&A) joined Dr. Delores M. Etter in recognizing naval teams, individual scientists and engineers for their achievement, professionalism and technical excellence for the year 2016. The award recipients are part of the 36,000 professionals in the Department of the Navy’s science and engineering community.

In a statement from Stiller, she said that the selection process was competitive and submissions demonstrated professionalism and scientific and engineering achievement. "Individual, group and emergent investigator awardees should be very proud of their accomplishments. The technical excellence of their achievements and their payoff to the Department of the Navy is significant," said Stiller. "The selection process is highly competitive. Each submission impressively demonstrated high levels of professionalism and scientific and engineering achievement."

The annual science and engineering awards program, named for Etter, was established in 2006 to recognize the excellence of the Department of the Navy’s highest performing scientists and engineers who have made significant contributions in their fields to the Department and to Sailors, Marines and the future Fleet. Recipients are nominated by their respective commands and evaluated based upon the technical or scientific merit and the operational impact of the individual or team’s accomplishment.

"They are critical links in the long unbroken chain of technical giants who have dedicated their talents to ensure that our Navy and Marine Corps is the most capable fighting force in the world," said Sean J. Stackley, Acting Secretary of the Navy.

To the right are the 2016 Dr. Delores M. Etter Top Scientists and Engineers award recipients being presented their awards by Ms. Allison Stiller and Dr. Dolores Etter:

### Category of Individual Engineers

- **Mr. Aaron Burmeister**, SPAWAR Systems Center, Pacific, led the development of an autonomous amphibious quadski, which serves as a test bed for future littoral and shore operations.

- **Mr. Steve Frisbie**, SPAWAR Systems Center, Pacific, led the Gateway Segment technical team of the Enhanced Polar System to design, develop, integrate, and install the satellite communications Earth Station capability.

- **Mr. Piotr Adamski**, Naval Air Warfare Center, Weapons Division, developed and successfully tested the Batwing antenna as an alternate to the Fleet ALQ-99 antenna reflector.

- **Mr. David Kotick**, Naval Air Warfare Center, Aircraft Division, served as technical lead for two Live Virtual Constructive training exercises and demonstrations to further Navy’s ability to provide persistent training support.

- **Mr. John Huthmacher**, Naval Air Warfare Center, Weapons Division, developed and tested new weapon and sensor technologies capable of defeating current and future threats.

### Category of Emergent Engineers

- **Dr. Alex Phipps**, SPAWAR Systems Center, Pacific

- **Dr. David Wayne**, SPAWAR Systems Center, Pacific

- **Mr. Joshua Lewis**, SPAWAR Systems Center, Atlantic

Portions of this piece originally published on Navy.mil
Category of Individual Scientists

Mr. Brian Sweeney
Naval Research Laboratory, designed and developed a forensics toolkit for Improvised Explosive Devices to support global Counter-IED missions.

Dr. Thomas Ramotowski
Naval Undersea Warfare Center, Division Newport, developed several breakthroughs in the field of maritime materials; specifically in adhesive polymeric materials, biocides, and corrosion resistant materials used on submarines.

Dr. J. Tory Cobb
Naval Surface Warfare Center, Panama City Division, has pioneered numerous concepts in support of mine warfare science and technology.

Dr. Oliver Allen
Naval Air Warfare Center, Aircraft Division, advanced the Navy’s ability to develop and maintain maritime surveillance in the dense & dynamic littoral environment.

Dr. Matthew Craun
Naval Surface Warfare Center, Carderock Division, developed techniques to predict, model, and measure acoustic signatures for Navy submarines.

Mr. Paul Cavallaro
Naval Undersea Warfare Center, Division Newport, led the structural design for packaging and transporting of chemically contaminated human remains, meeting all international and federal hazardous material transport requirements.

Category of Emergent Engineers

Dr. Christin Murphy, Naval Undersea Warfare Center
Dr. Brian Glover, Naval Surface Warfare Center
Mr. Joshua Lewis, SPAWAR Systems Center, Atlantic
Dr. Travis Anderson, Naval Research Laboratory
Dr. Abbie Watnik, Naval Research Laboratory

Group Category

Naval Research Laboratory (NRL) Novel Electronic Materials Team: Dr. David Meyer, Dr. D. Scott Katzer, Dr. Neeraj Nepal, Dr. Brian Downey

Materials Protection Team: Mr. John Benfer, Mr. Ruben Prado, Ms. Luzmarie Youngers, Mr. Peter Sheridan, Mr. Rodney Williamson (No picture available)

U.S. Naval Observatory Network Redesign Team: Mr. Brent Misenheimer, Mr. Nicholas Bartkowiak, Mr. Kyle Smith, Mr. Stephen Bowman, Mr. Kerry Loyd

Maritime Small Vessel Interdiction Systems Engineering Team: Mr. Ryan Huffman, Mr. Stephen Hoerst, Mr. Michael Smith, Mr. Matthew Mcquage, Mr. Stephan Brown, Ms. Kimberly Morales, Mr. Benjamin Grady, Mr. Michael Richardson

Marine Air-Ground Task Force Command and Control Naval Integration Team: Mr. Herbert Schweiter, Mr. John Binstock Captain Jose Gonzalez

Awardees who could not attend the Ceremony:

Mr. Bradley Yost, Naval Air Warfare Center
Mr. Ritesh Patel, SPAWAR Systems Center, Pacific
LCDR Rollie Wicks, Office of Naval Research
Mr. Patrick Simpson, Naval Air Warfare Center

Photographs taken by Adam Skoczylas and John F. Williams
“Myth-busting”
Further Improving Industry Communication with Effective Debriefings
by Emily Harman, DOSB

In a 2011 memo released by the Office of Management and Budget, there was some discussion about the Federal government’s obligation to conduct all procurement actions in the most effective and efficient manner in order to deliver the best value to the American taxpayer. Federal contract spending totaled almost $440 billion in Fiscal Year 2015. To maximize the return on its acquisition investment and to ensure access to high-quality solutions, the Federal government must ensure it conducts productive interactions with its industry partners.

In December 2014, the Office of Federal Procurement Policy (OFPP) identified improved communication with industry as a core element for driving better return from each dollar spent on acquisitions. Since that time, OFPP has established the Acquisition 360 feedback tool to create standardized channels for industry to share their experiences with agency acquisitions, conducted a “reverse industry day” to better understand industry’s perspective on training the workforce, and worked with the Federal Acquisition Regulation (FAR) requires agencies to debrief unsuccessful offerors upon written request and provides a basic framework for conducting both pre-award and post-award debriefings. Despite the numerous benefits associated with an effective de-briefing, a number of misconceptions may be discouraging some agencies from taking full advantage of this tool. This memorandum provides a series of myth-busters to address these misconceptions. This memorandum also highlights a number of impactful steps taken by the Department of Homeland Security (DHS), the National Aeronautics and Space Administration (NASA), the Department of Defense (DoD), and the Department of the Treasury (Treasury), who have each issued comprehensive debriefing guidance to improve the workforce’s understanding and leverage best practices, such as:

Misconceptions and Facts about the Debriefing Process

**Misconception:** “Companies do not really use the information provided in a debriefing to improve their work.”

**Fact:** Industry has indicated that offerors are less likely to protest when they understand their weaknesses and have clarity on the source selection outcome. Industry has also stressed the value derived from understanding the government’s perspective on the proposal’s strengths and weaknesses and the relevance of this information to future business decisions and future proposals.

**Best Practice:** The NASA procurement debriefing guide emphasizes that offerors expend substantial sums of money and time to participate in the acquisition process and deserve to receive a thorough and meaningful debriefing.

**Misconception:** “Debriefings always lead to protests.”

**Fact:** An effective debriefing process can greatly reduce the frequency of protests, as protests are often driven by a desire to obtain additional information - information that should otherwise be available via a proper debriefing. According to data in the
Government Accountability Office’s (GAO) Bid Protest Annual Report to Congress, the most common reasons why unsuccessful offerors file protests is related to issues with the evaluation criteria in the solicitation. Although offerors have access to the evaluation criteria, they often lack substantive insight into how the source selection officials assessed the proposal’s strengths and weaknesses. Unsuccessful offerors are able to accept unfavorable findings in a debriefing if they perceive that the government has acted with fairness, consistency, objectivity, and in accordance with evaluation criteria described in the solicitation. In some cases, the government’s ability to establish this credibility and rapport may be weakened if the offeror’s perceptions from earlier experiences with the agency are poor – which is another reason for the need of improved debriefings across the government. As a note, higher-dollar procurements that require significant up front proposal development costs and offer greater economic benefits if won may be more likely to be challenged despite the quality of the debriefing.

**Best Practice:** Treasury’s debriefing guide includes mock-debriefing scenarios that highlight the comprehensive level of detail contracting officials should present during a debriefing. The scenarios highlight the importance of focusing on open and positive communication and addressing findings pertinent to the offeror’s proposal. The scenarios also reinforce that providing additional information, when done in the right way, should not create new grounds for protest. DOD source selection guidance supplies a debriefing guide which includes a topical list of sample questions that the debriefing team should be prepared to address. The debriefing guide notably states that “a poorly prepared debriefing is the surest way to lose the confidence of the offeror and increase the prospects of a protest.”

**Misconception:** “When an offeror brings an attorney to the debrief that signals that the offeror will protest, therefore, contracting officials should limit the debrief discussion.”

**Fact:** A vendor’s decision to bring an attorney to the debriefing does not necessarily signal a heightened potential for a protest or potential of a difficult conversation, especially if the agency is prepared to give an informative and well planned debriefing. Vendors have various internal policies and procedures that may require that an attorney always participate in meetings with government officials. As an assurance and as precaution, many agencies ensure that government legal counsel is made aware of and involved in debriefing preparation and the actual debriefing as best determined by the agency. Agencies’ use of and consultation with legal counsel is encouraged as a best practice as it helps facilitate a meaningful debriefing.

**Best Practice:** To gain a better understanding of the potential tone of the debriefing, the NASA debriefing guide states that the contracting officer should solicit the offeror attendee list and relevant titles ahead of the debriefing, whenever possible. The Department of Defense (DOD), as a matter of procedure, recommends that “the Program Manager and/or Requirements Owner and Legal Counsel should participate in debriefings to offerors.”

**Misconception:** “The government should not spend time debriefing the winning offeror – this is not valuable to either side.”

**Fact:** An effective debriefing can provide short term and long term benefits for both contracting officials and the successful and unsuccessful offerors. FAR 15.506 allows for post-award debriefings for any requesting offeror, including the winning offeror. During a debriefing, contracting officials have the opportunity to received feedback from the offeror on the solicitation and the source selection process. Industry continues to emphasize the important value of debriefings and the fact that offerors are able to identify areas of improvement and responsiveness in proposals and can adjust future proposals to more clearly state how a potential proposal meets the government’s needs.

**Best Practice:** The Small Business Administration (SBA) encourages both successful and unsuccessful offerors to consider asking for a debriefing to better understand the proposal evaluation in order to improve and develop future proposals.
Honoring Mary Lacey

Mrs. Mary Lacey was a true professional with a long history of service to the Department of the Navy (DON). She served as the Deputy Assistant Secretary of the Navy for Research, Development, Test and Evaluation (DASN (RDT&E)) from 2011 until 2015. She was the advisor to the ASN(RD&A) for Research, Development, Test and Evaluation, and Systems Engineering responsibilities, including the transition of Research and Development programs to Navy acquisition programs and Rapid Acquisition programs. Mrs. Lacey was also responsible for all Science and Engineering, Test and Evaluation and Modeling and Simulation, to ensure those capabilities and disciplines remained healthy and viable to support current and future naval needs.

Providing key support for our DON AWF, Mrs. Lacey was also the DON National Leader for the Systems Engineering acquisition workforce. In that role, she was responsible for overarching workforce strategies, health assessment and development of DON’s Systems Engineers. In addition, she was responsible for the long term stewardship of Naval Laboratories and Warfare Centers where most of the Navy’s RDT&E capabilities reside, and served as a trusted liaison with industry, academia and both domestic and international Research and Development (R&D) agencies.

Mrs. Lacey came to the ASN(RDA) Staff from the Missile Defense Agency where she served as Deputy Program Executive for Aegis Ballistic Missile Defense (BMD). She shared responsibility with the Program Executive for policy development planning, and execution of the design, development, integration, test, deployment, and operation of Aegis BMD programs. She served as the civilian executive counterpart to the Program Executive in creating, managing, and overseeing Aegis BMD policies, practices, organization, and mission execution. In the final four months of her MDA tour she served as the Acting Executive Director – the senior civilian advisor to the MDA Director.

On April 18, 2017, Acting Secretary of the Navy, the Honorable Sean J. Stackley, held an intimate ceremony in his office to posthumously award Ms. Mary Eileen Lacey the Distinguished Civilian Service Award. Receiving the award were her husband Joseph Lacey and her two daughters, Ann Kainec and Margaret Allen. Secretary Stackley said, “She left us way too soon and touched the lives of more than 30,000 scientists and engineers.”

Graduating from the University of Maryland in mechanical engineering, Mrs. Lacey began her career with the Navy as Federal Junior Fellow at the Naval Ordnance Laboratory in 1973. Over her Navy career, she worked at Dahlgren, Indian Head and Naval Surface Warfare Center headquarters. In the engineering arena, she was noted for her mental toughness and attention to detail. In the leadership arena, her dedication and willingness to take on tough jobs led her to the Missile Defense Agency and later to become the head of the National Security Personnel System. And then in 2010, she came back to the Navy as the Deputy Assistant Secretary of the Navy for Research, Development, Test and Evaluation. In the acquisition arena, she "herded cats" to bring together a focused RDT&E community supporting acquisitions of the future. Through her many positions over the years, she always cared about people. Having broken the famed glass ceiling, she reached out to help others and mentored as many as her schedule would allow.

During an interview, when asked “What do you consider to be most important to maintaining U.S. technology leadership, especially in the military?” Mary Lacey responded “I’m not sure I’ve ever thought of it in those terms … but to ensure we have what we need to ensure the country has the ability to do what it chooses to do, from a military point of view, and bringing technology to our military.” Reflective of her true dedication, Mrs. Lacey added, “I never want our military to walk into a fair fight. I want them to have the ability to win, every time, to exert the will of the country.”
Honoring Ronald Kiss

In 2015, the Assistant Secretary of the Navy for Research, Development and Acquisition (ASN RD&A) established the Ron Kiss Maritime Technology Transition Award in recognition of Ronald Kiss’s superior contributions to the Department of the Navy. He served the Navy in many different capacities for 50 years, and his legacy continues to live on through his numerous contributions.

A graduate of Webb Institute 1963 and University of California 1965 with degrees in Naval Architecture, he worked at the US Maritime Administration from 1963-1982. He then served at the Pentagon as Deputy Assistant Secretary for Ship Programs ASN for Research, Development, and Acquisition at the Department of the Navy until 1997. He ended his working years after serving as President of his alma mater, Webb Institute, in Glen Cove, NY, from 1998-2005, an honor for him. Ron was always involved in professional societies, having served as President of both SNAME and ASNE.”

Ronald Kiss has been author or co-author of nearly twenty publications, and served on a number of committees and boards over his fifty year span of serving the Government. He researched and helped advance many of the Navy’s shipbuilding specialties like being among the first to investigate various hull design configurations to mitigate oil outflow from tankers in groundings, strandings and allisions. He had multiple publishing including a simplified ship that used flat plates throughout to reduce construction costs, he proposed a series of designs using this concept using model tests at DTMB, which he considered to be his best technical paper, and was published in Marine Technology in 1972. He also became a charter member of the newly created Senior Executive Service, and coauthored a paper for the SNAME spring meeting with John Nachtsheim and Jim Lisnyk. Their paper, “The U.S. Merchant Marine – Future in Forecast” was selected to receive the President’s Award for the best paper.

He was appointed Acting Associate Administrator for Shipbuilding and Ships Operations, a position he served in for about two years. He then transfer to NAVSEA as Assistant Deputy Commander for Surface Ship Acquisition in 1982. He later became the deputy program manager for Auxiliary and special mission ships; to the first Executive Director of a newly established platform Directorate which included Amphibious, Auxiliary, Mine and Sealift ships; to Director For Ship Programs, Office Of The Assistant Secretary of the Navy (Shipbuilding & Logistics). This position evolved into the Deputy Assistant Secretary of the Navy for Ship Programs, Office of the Assistant Secretary of the Navy (Research, Development and Acquisition). As DASN for Ships, he was responsible for integrating staff elements from ASN(S&L) & ASN(RE&S) during reorganization establishing ASN(RD&A).

Ronald Kiss served as principal advisor to the Principal Deputy and the Assistant Secretary of the Navy for Research, Development & Acquisition for Shipbuilding programs, including ships, subs and craft as well as related combat systems not under cognizance of other DASN’s. Specifically included were ship-launched missiles, guns and the Aegis combat system. Provided executive leadership for policy and planning of Navy’s shipbuilding and shipbuilding R&D programs. He was active in both the Society of Naval Architects and Marine Engineers at the section and national levels; the American Society of Naval Engineers at the national level; the Webb Alumni Association and a host of other maritime related activities. His service to professional societies culminated as President of SNAME in 1991-92, and President of ASNE 2011-13.

Upon retirement from Federal Service, he was selected as President elect at Webb Institute. After a 35 year career in ship design and construction, the opportunity to help mold some of the next generation of ship designers and engineers was a most welcome challenge to Ronald Kiss.

From the DACM’s Desk

LEADERSHIP AND CONTINUOUS LEARNING

by Mark Deskins, Director, Acquisition Career Management

“Stop learning and you might as well be dead.” – Anonymous

I recently came upon a YouTube video that captured part of an event sponsored by Usher. According to their website, Usher’s New Look is a non-profit organization that transforms the lives of underserved youth through a 10-year comprehensive program that develops passion-driven, global leaders. At the event, Simon Sinek spoke to the group and presented five rules to follow as you find your spark.

If you have not heard of Simon Sinek, I highly encourage you to check out two of the books by him, as they are also on the Chief of Naval Operations (CNO) reading list. Under Core Values: http://www.navy.mil/ah_online/cno-readingprogram/core_values.html

Rule #1 – You Can Go After Whatever You Want But You Can’t Deny Anyone Else What They Want
Rule #2 – Take Accountability
Rule #3 – Take Care of Each Other
Rule #4 – Be the Last to Speak
Rule #5 – You Deserve a Styrofoam Cup

In a panel at the RAND corporation, Sinek stated that good leaders are people who stand for something, and who exist at a level above their own position. He offered two very different contemporary examples of good leaders. “A good leader that we can look to now is Pope Francis; he stands for something and he stands for something above his job as Pope.” He then both delighted and surprised the audience with his second example: “Lady Gaga is a really good example. She's consistent, her message is positive, it's about inclusion, she gives people a sense of belonging, helps people boost their self confidence, she meets all the rules of a good leader.”

In another popular Sinek video, he challenges us not to set our goals realistically and outlines the Top 10 Rules. No matter where you are in your career, I believe there are some valuable lessons in his message.

1) PURSUE YOUR VISION
2) MEASURE MOMENTUM
3) BE A GIVER
4) LEARN FROM CREATIVE PEOPLE
5) KNOW YOUR DESTINATION
6) BE OPEN TO THE UNKNOWN
7) HAVE BALANCE
8) TURN FOLLOWERS INTO LEADERS
9) SET UNREALISTIC GOALS
10) TAKE ACTION

Are you curious? Do you like to learn new things? If not, you may not be a leader. And furthermore, you may be dead. You may have let your brain become stiff and dried out like an old piece of leather.
Want to recondition it? Begin today. Take action.
Learn something new. Learn from everything you see and do.
Be a continuous learner.

Someone once told me they could not earn their 80 Continuous Learning points in their career field because they already learned it all.

If that was you or you think you fall into the same category, here is my advice.

(1) Open your mind. You are not that smart. No one is.

(2) Change your perspective. Start to look at things differently. If you commute in by bus, drive in. If you have always been the student, become the teacher. Go help someone else solve their problems. Participate in the development of a new acquisition course. Go on a job rotation. Prepare a paper for a conference.

(3) Know why you come to work. If you are only coming to work to make money, please question your motives. Please go see the products we are acquiring. Please go meet a Sailor and a Marine and ask them why they come to work every day.

(4) Expand your mind. If you took all the recommended continuous learning in your career field then begin to learn about another one. Check out the Harvard Business School Continuous Learning Modules on the DAU site. Become a mentor. Ask your boss how you can better apply what you know.

(5) Learn to serve. The only reason any one of us has a job, no matter what it is across DON, is because we are here to serve the men and women that serve us every day and protect our freedom. What you do or don’t do could affect the life of a Sailor or Marine that just might be someone you know. Please do your best every day. They deserve it.

Get inspired! You can download two of Sinek’s books at no charge from the CNO Reading list.
Pilot Program Tests Wi-Fi in Air Hangars to Improve Aircraft Readiness

MARINE CORPS BASE QUANTICO, Virginia—The Marine Corps is investing in secure, wireless connectivity inside aviation hangars that will give maintenance crew members continual access to manuals, parts, and information for improved aircraft readiness.

Marine Corps Systems Command and Headquarters Marine Corps Command, Control, Communication and Computers, started Wi-Fi installation in air hangars aboard Marine Corps Air Station New River, North Carolina in January 2017. The pilot program is intended to decrease time needed to order and receive parts, while increasing the range of access Marines have to online resources. By enabling access to areas without wired networking capabilities, Marines can execute aircraft maintenance tasks more timely and efficiently.

“Currently, there are not enough Ethernet ports in air hangars for all crew members to use,” said Joni Ong, MCEN-N Wireless project officer for Marine Corps Network and Infrastructure Services at MCSC. “Users generally have to work offline when away from the ports, slowing the maintenance process for ordering parts, taking electronic notes, updating essential manuals and key tasks.”

Marine Corps Systems Command and Headquarters Marine Corps Command, Control, Communication and Computers, began Wi-Fi installation in air hangars aboard Marine Corps Air Station New River, North Carolina, in January 2017. The Proof of Concept is intended to decrease the time needed to order and receive parts, while increasing the range of access Marines have to online resources. By removing wired internet, Marines can execute aircraft maintenance more efficiently. (U.S. Marine Corps photo by Pfc. Remington Hall)

The wireless proof of concept will equip eight MCAS New River hangars with secure, high-speed access to the Marine Corps Enterprise Network—the Corps’ primary network. This will give Marines all the capabilities of the network, such as email, file sharing and access to secure websites.

“When you are working wireless, it does not change the work that you need to do, just where you can do it,” said Ong. “Ultimately, Marines will have access to everything they would have if connected to an ethernet connection.”

MCAS New River was chosen as the first location for the Proof of Concept because of a requirement for increased flightline readiness to support Marine Aircraft Group 29, or MAG-29, a Marine Corps aviation unit based at New River.

HQMC C4 embraced the request as a viable option and took the lead to determine the policy and resourcing for the project. MCSC is responsible for the acquisition and installation of the system.

“A big reason that we wanted to support this project was to ensure that we are continually increasing Marine Corps readiness,” said Capt. Mary Beth Bloom, lead action officer for wireless at HQMC C4. “It was during a Marine aviation conference last year that MAG-29 shared a brief highlighting that Wi-Fi internet is a smart capability to increase speed and accuracy when maintaining aircrafts.”

Security has been a primary concern that has kept Marine Corps aviators from adopting wireless internet as a standard. With MCEN, only Marines with credentials have access to the network.

“Setting up wireless internet has always brought on the idea of security vulnerabilities,” said Bloom. “With our current security, we are able to use certificates authentication as a level of protection when verifying who the users are. We can also restrict laptops to a specific wireless network in order to prevent information from leaving the hangar.”

Maintenance crew members will also receive rugged laptops, called Portable Electronic Maintenance Aids. These unclassified government devices are fielded by the Naval Air Systems Command and are preinstalled with electronic technical manuals and diagnostic applications crew members need to get working and submit repair requests.

Wi-Fi installation at MCAS New River is scheduled for completion by summer 2017. Lessons learned from the Proof of Concept will assist in obtaining additional funding for implementation at more air stations as well as logistics and maintenance units. An additional 20 air and logistics units are lined up for wireless installation, with the goal of making Wi-Fi an enterprise solution.

“Ultimately, there are a lot of crew members who would benefit from this capability,” said Ong. “We are taking incremental steps to ensure that Wi-Fi will be an enterprise solution across the Corps aviation community.”

MCSC provides the operating forces with superior total lifecycle systems management of test, measurement and diagnostic equipment. For more information, contact: Barbara Hamby, MCSC Public Affairs Officer at (703) 432-3253 or mscpao@usmc.mil.
MARINE CORPS BASE QUANTICO, Virginia—Marine Corps Systems Command is bringing innovative, life-saving and award-winning technology to Marines on the front line. The Infrascanner is a portable, medical diagnostic device that provides early detection of intracranial hematomas in the field, potentially saving lives and improving casualty care and recovery. Infrascanners are available for medical personnel to use at battalion aid stations across the Corps.

**U.S. Marine Corps photo by Ashley Calingo**

Chief Hospital Corpsman Jared Anderson uses an Infrascanner to assess Master Gunnery Sgt. Maceo Mathis for intracranial hematomas—or bleeding within the skull—aboard Marine Corps Base Quantico, VA. The Infrascanner is a portable, medical diagnostic device that provides early detection of intracranial hematomas in the field, potentially saving lives and improving casualty care and recovery. The handheld device uses near-infrared light—invisible light that is nearly visible to the naked eye—to effectively check for intracranial hematomas on different parts of the skull. With the device, medical personnel at battalion aid stations can quickly assess Marines who may have suffered a head injury.

“Marines can sustain these types of injuries by falling and hitting their heads, or by being in close proximity to a blast, which could damage the brain by rattling it within the skull,” he said. Successful treatment of traumatic brain injuries often relies on timely diagnosis and intervention to prevent long-term brain damage. Because serious brain injuries can sometimes be asymptomatic, meaning there are no outward signs of injury and those injured report feeling “fine,” it is important to detect these types of injuries quickly, said Urrutic. Prior to the fielding of the Infrascanner in 2015, the Marine Corps did not have the technological capability to assess brain injuries on the battlefield. Medical personnel instead relied primarily on the Military Acute Concussion Evaluation, a questionnaire and screening tool gauging the severity of symptoms and potential cognitive deficits associated with concussions.

Before the Infrascanner, all we could do to assess brain injuries in the field was complete a MACE form. For more definitive care, we would perform a [Computed Tomography] CT scan—a series of high-resolution X-rays to look for any kind of brain squishing in from blood,” said John Philpott, Medical Team engineer at MCSC. “No capability like this existed before the Infrascanner.”

While most hospitals have state-of-the-art CT scanners to diagnose intracranial hematomas, remote battlefield facilities lack the necessary capabilities to diagnose this condition due to the size and logistics of transporting and operating one in the field. Marines with a potential brain injury would need to be flown out to another facility to receive the scan and subsequent treatments. With the Infrascanner, corpsmen in the field can quickly determine whether someone has suffered serious brain trauma and needs additional treatment.

“This isn’t going to replace the CT scan,” said Philpott. “In addition to helping us determine if Marines have suffered brain injuries, it can help us rule out Marines who haven’t. So, Marines who aren’t suffering from a brain hematoma can get back to the action sooner, rather than having to send every Marine back for a CT scan, which uses time and resources.”

The Infrascanner project started as a small business innovation research grant before successfully being transitioned into a program of record at MCSC. In recognition for their efforts, the Infrascanner team at MCSC received the Department of the Navy’s 2016 Ron Kiss Maritime Technology Transition Award. The award recognizes the individual or team in the defense acquisition community for outstanding achievement as a result of successfully transitioning a technology into a program of record or into operational use.

“As systems engineers, we serve as the middle man between the users and developers,” said Philpott. “We need to make sure that, at the end of the day, the product that is delivered meets our requirements, not just for us, but for our sailors and Marines.”

MCSC provides the operating forces with superior total lifecycle systems management of test, measurement and diagnostic equipment. For more information, contact: Barbara Hamby, MCSC Public Affairs Officer at (703) 432-3253 or mcscpao@usmc.mil.
Delivering Procurement Cost Avoidance Through Innovation

by Alan Robinson, Naval Sea Logistics Center

The Past Performance Information System-Statistical Reporting Next Generation (PPIRS-SR NG) Procurement Risk Assessment Team developed a powerful tool that provides the Department of Defense (DoD) acquisition community with a web-based means of assessing procurement risk prior to source selection. Specifically, the tool:

- Provides DoD procurement analysts and contracting officers with objective price data so they can avoid paying too much for goods procured.
- Reduces the potential for fraudulent contract actions and procurement of counterfeit items.
- Assists procurement analysts with determinations of “fair and reasonable” pricing.
- Reduces the procurement lead time required to fill the pipeline with critical repair parts and consumables required to maintain mission readiness.

PPIRS-SR NG is the DoD system used for assessing Supplier Risk for material purchased below the Federal Acquisition Regulation threshold. The PPIRS-SR NG team developed an innovative solution to reduce the impact that fraud, waste and abuse and counterfeit material has on the supply chain and on mission readiness by providing procurement officials with Price, Item and Supplier Risk scores:

**Price Risk:** Enables procurement specialists to avoid overpaying for an item by evaluating the degree to which a supplier’s offer is fair and reasonable. It compares the current offer with the historical price history of an item across all DoD components. Using five years of transaction data, the system calculates the historical average price paid for an item (adjusted for inflation), then applies common statistical methodology to derive an expected “should cost” range. Prices that fall outside of the high limit indicate a risk for overpayment, and prices below the low limit could indicate potential counterfeit material.

**Item Risk:** Provides procurement analysts with specific information on high risk items including those which have been previously reported as counterfeit or substandard, Critical Application Items, Critical Safety Items and Diminishing Manufacturing Sources and Material Shortages material. The predictive analytics algorithm then scores the item as having a high or low likelihood of being suspected counterfeit.

**Supplier Risk:** This composite score uses Past Performance Information (PPI) and indicates the risk of a supplier not meeting delivery and quality standards.

The Defense Logistics Agency applied these models to fiscal year 2012 procurement data and identified over $230 million and an average savings per procurement of $14,351 that could have been saved had the Procurement Risk Assessment Tool been available for use during that timeframe.

Alan Robinson is Project Manager, Past Performance Information System-Statistical Reporting Next Generation (PPIRS-SR NG), Naval Sea Logistics Center (NSLC). NSLC, which is part of NUWC Keyport Division, is the Executive Agent for Supplier Performance Information Management Systems.
The 29th Annual National Defense Industrial Association (NDIA) Department of the Navy (DON) Gold Coast Small Business Procurement Event will be held August 22 - 23 in San Diego, CA at the Town and Country Resort & Convention Center. Last year’s event grew to over 1500 registrants from all across the country and we anticipate that this year’s event to continue that trend. This event will enable participants interested in doing business with Navy and Marine Corps the opportunity to communicate with small business professionals representing the DON’s 10 major buying commands, and to learn how their products, services and technology can support the Navy and Marine Corps mission.

DON Gold Coast is an opportunity for the acquisition workforce to listen, network and interact with small businesses as a part of their market research. The event hosted exhibitors from every socio-economic certification with products and services such as, Information Technology, Manufacturing, Program Management, Engineering and many more. This year’s event will feature a number of highly qualified small business professionals as well as senior leadership from the DON and DoD. Topics for the event will include:

- DON Office of Small Business Programs (OSBP) Strategic Priorities
- Small Business Cyber Security - A Top Priority
- Unmanned Systems
- Suspension and Debarment - What You Need to Know
- Updates on Seaport-E
- Government Contracts Panel: Simplifying Complexity - Removing Barriers to Small Business Participation in the Industrial Base
- Navy and Marine Corps Readiness Issues
- Navy and Marine Corps Construction

The event will also feature a matchmaking session where interested small businesses are paired with small business professionals from the DON’s 10 Major Buying Commands for a 10-15 minute face-to-face meeting to learn about specific contracting and subcontracting opportunities. Members of the DON’s acquisition workforce are welcome to participate in these matchmaking sessions and in discussions with attendees at your Command’s exhibit. Coordinate details with your Command’s small business professional.

The mission of the DON Small Business Enterprise is to foster acquisition opportunities where small businesses can best support Sailors, Marines and their families in accomplishing their mission and to influence change and create a culture of small business inclusiveness across the DON. DON OSBP accomplishes this through policy, advocacy, counseling and training through outreach events such as this, Sea-Air-Space and the various Navy Weeks.

For more information on DON Gold Coast please visit the website: https://www.navygoldcoast.org/ For more information on the DON’s Small Business Program, upcoming outreach events and our 10 major buying commands visit us at: www.secnav.navy.mil/smallbusiness. Follow us on social media at Facebook, https://www.facebook.com/NAVYOSBP and Twitter @DoN_OSBP.

**Calendar & Events**

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