

# DACM Corner

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## Commemorating the Impacts of the Honorable Sean J. Stackley

by Allison Stiller, Acting ASN (RD&A)



**The Honorable Sean J. Stackley**

*"If you want to build a ship,  
don't drum up the men to  
gather wood, divide the work  
and give orders.*

*Instead, teach them to yearn for  
the vast and endless sea."*

*- Antoine de Saint-Exupery*

Leaders must navigate every task, from the seemingly insurmountable to the most minute, with clear, concise communication to build collaboration among their teams. A great leader engages to inspire vision and innovation beyond just the task at hand. A great leader

uses the wisdom gained from their own experiences to not only encourage, and impact thinking, but to transform lives. The Honorable Sean J. Stackley is such a leader.

The longest serving Assistant Secretary of the Navy for Research, Development and Acquisition (ASN (RD&A)), during his career Secretary Stackley served as the Navy's LPD Program Manager, responsible for all aspects of procurement for this major ship program. Then having served earlier in his career as production officer for the USS Arleigh Burke (DDG 51) and project Naval architect overseeing structural design for the Canadian Patrol Frigate, HMCS Halifax (FFH 330), he had the unique experience of performing a principal role in the design, construction, test, and delivery of three first-of-class warships.

Mr. Stackley made a tremendous difference in the lives of countless men and women in the DON both in and out of uniform. I count myself as one of the many fortunate individuals whose lives

have been forever shaped by Secretary Stackley's counsel; as colleagues for many years, and then as the recipient of his tutelage, during my time in ASN(RD&A), for which he served with honor and distinction for nine years. Secretary Stackley's wealth of knowledge and willingness to go the extra step, made it a pleasure to work for him. "Always take care of your people," is more than a recurring theme or expression, it is the code by which he lived, and a philosophy he embodied. It is also a promise forever embedded in my spirit.

I am not alone. Many would be influenced by Secretary Stackley's impeccable vision, steadfast work ethic and stellar guidance. Here are some testimonials from PEOs and other acquisition leaders who were greatly impacted by his exceptional leadership:

Mr. Stackley was a strong proponent for Strategic Systems Programs who recognized and fostered SSP's culture of technical excellence and life cycle ownership of the weapon system. As the only Direct Reporting Program Manager, SSP was fully empowered and supported to manage its program. He supported our acquisition strategy and understood the unique and longstanding partnership with our prime contractors that have contributed to SSP's 62 years of success as a program. His dedication to our program ensured our Nation's ability to continue to provide the Navy's number one priority - an effective and reliable sea-based deterrent. His leadership, steadfast devotion to mission, and business acumen will be sorely missed.

**VADM Terry Benedict, Strategic Systems Programs**

# Commemorating the Impacts of the Honorable Sean J. Stackley (continued...)

Secretary Stackley was amazingly effective in driving cost out of submarine programs, allowing additional force structure and capability to be procured for the Submarine Force. His guidance and leadership resulted in adding a tenth ship to the Block IV VIRGINIA Contract. By adding a tenth ship, the VIRGINIA Payload Module, and Acoustic Superiority modifications to the Block V VIRGINIA Contract; and awarding the COLUMBIA SSBN Detail Design Contract following tough but fair negotiations that resulted in the Navy's ongoing commitment to recapitalization of the largest segment of the Nation's Strategic Deterrent Triad.

**RADM Michael Jabaley, PEO Submarines**



Mr. Stackley's most enduring contribution, put quite simply, is that he trained a generation. As I look around the 4th Deck, the PEOs, and the SYSCOMs - we are all "Stackley Men and Women." Unrelenting technical and business acumen; making order out of chaos; delivering product to the fleet despite the system; taking responsibility for every single cherished taxpayer dollar; and conduct at the highest levels of professionalism - this is what Mr. Stackley has contributed and instilled in a generation. It is our responsibility to sustain, advance, and perpetuate these contributions.

**RDML Frank "Spanky" Morley, DASN International Programs**



NAVFAC would like to thank Mr. Stackley for his outstanding leadership in executing the Navy Acquisition Workforce Growth Strategy and the Defense Acquisition Workforce Development Fund (DAWDF). Through these initiatives, NAVFAC has significantly strengthened our in-house acquisition expertise, especially in the technical and business domains. When these initiatives began in 2009, NAVFAC had 5,580 positions designated in the acquisition workforce. Through his leadership and support of the Acquisition Workforce Growth Strategy and the strategic use of DAWDF, NAVFAC currently has ~7,500 positions designated in the acquisition workforce and a robust organic professional acquisition capability. The increased hiring, training, and professional development of the workforce is now part of our management culture, and will have long term benefit to the Navy moving forward.

**RADM Bret Muilenburg, NAVFAC**



It's not possible to summarize the longest serving Assistant Secretary of the Navy's nine years of exceptional leadership in just a few sentences. A previous Assistant Secretary of the Navy, President Roosevelt, once said, "Far and away the best prize that life has to offer is the chance to work hard at work worth doing." When we, at the Program Executive Office for Aircraft Carriers, reflect on Mr. Stackley's tenure as the Assistant Secretary of the Navy for Research, Development and Acquisition, we do so with fond admiration and gratitude. He led the Navy's Acquisition programs with a great deal of poise and tenacity, all the while captivating his audiences - whether he was defending the Carrier program to Congress on the Hill or just taking the time out of his busy schedule to speak with and mentor a small group of our leadership team. We are forever indebted to his service."

**RADM Brian Antonio, PEO Carriers**



Secretary Stackley's dedication to NAVSUP's mission greatly enhanced its ability to support its customers. He was instrumental in helping NAVSUP shape key procurement initiatives such as the Husbanding Service Provider acquisition strategy, driving a Multiple Award Contract solution for global support to Navy port visits. This resulted in increased competition for port services and closed critical vulnerabilities in the Navy's port visit execution. While his contributions were important to mission execution in support of the warfighter, his leadership and strategic focus may have an even greater, lasting impact on NAVSUP and the Navy. He is the consummate professional and he will be missed.

#### **RADM Jonathan Yuen, NAVSUP**



Simply put, Mr. Stackley made a difference, every day. He made a difference for our warfighter; for our taxpayer; for our industry performers; for our academics; for our acquisition workforce; and for certain, he made a difference for me. I worked for this legendary leader in six different leadership roles -- PMA-201, DPEO(A), NAWC-WD, PEO(U&W), CNR and F35 PEO. In every minute of every engagement with him, I learned something new. His unique blend of operational, acquisition, political, technical and programmatic expertise made him the quintessential Service Acquisition Leader. He had a sneaky way of teaching you new things while you were thinking you were telling him something new. I learned quickly to grab a piece of white paper off his table stack while he was devising the next great solution to our perceived insurmountable problem. I have many, many pieces of "Stackley White Papers" in my desk. I refer to them routinely. He is a gifted orator, a master of Naval history, distinguished graduate of the US Naval Academy, a friend of the Notre Dame Fighting Irish, an accomplished Naval Officer and professional engineer; a leader with impeccable integrity, competence, drive and grace. He was a boss that demanded excellence, challenged you to be better every day and in my humble opinion, was the master at successfully navigating in/around and through the labyrinth of our executive and legislative branches with an unwavering commitment to our warfighter. Though his no-nonsense, technical rigor engagement style caused some people to quiver with anxiety, I found those engagements to be quite refreshing and invigorating. It made me step up my leadership game making me a better acquisition professional, a better leader and a better person.....because, you see, Mr. Stackley made a true difference for all of us. For all this and so much more, I say "Thank you Mr. Stackley. Thank you for making a difference.

#### **VADM Mat Winter, PEO F-35**



Early in his tenure as ASN RDA, Secretary Stackley observed that a small number of Standard Missiles had not performed as expected during Fleet test firings. Although these missiles were beyond the development phase for which he was directly responsible, he was concerned that there could be an unrecognized problem affecting Fleet capability. Secretary Stackley directed a detailed study of this situation which spanned both the missile stockpile and shipboard systems. As a result, maintenance issues in certain areas of the combat system were uncovered and presented to the appropriate offices of OPNAV for their awareness. This demonstrated concern and action for Fleet capability was a hallmark of Secretary Stackley's time as ASN RDA.

The CGX Program was initiated to develop a new, advanced cruiser for the Navy while Secretary Stackley was ASN RDA. Unfortunately, the Analysis of Alternatives for CGX did not result in a programmatically viable solution. Secretary Stackley directed an examination of radar alternatives that could be used to upgrade the existing Arleigh Burke destroyer design to maximize capability against future threats. The result was the DDG-51 Flight III with Advanced Missile Defense Radar (AMDR) and supporting improvement to ships electrical and cooling systems. Because he found a way ahead for surface combatants when other efforts were stymied, Secretary Stackley more than anyone else deserves to be considered as the "father of Flight III".

#### **Wayne Meeks, Former DASN Ships Executive Director**

## Commemorating the Impacts of the Honorable Sean J. Stackley (continued...)

Throughout his tenure as the Assistant Secretary of the Navy for Research, Development and Acquisition (ASN (RD&A)), Secretary Stackley has been the driving force in building and executing the Navy's shipbuilding plan. His work and leadership has resulted in the successful development and procurement of aircraft carriers, submarines, littoral combat ships, destroyers, amphibious ships, special mission and support ships, boats and craft. With an unyielding drive for affordability and an intense champion for a strong, competitive industrial base, Secretary Stackley earned the respect and loyalty of Government and Industry...from the Halls of Congress to shipyard waterfronts across the country.

From his confirmation as ASN(RD&A) in 2008, the Navy has delivered fifty-six capital ships including one Ford class aircraft carrier and one Nimitz class aircraft carrier, nine Virginia class submarines, 10 littoral combat ships, 12 Arleigh Burke class destroyers, eight joint high speed vessels/expeditionary fast transports, seven San Antonio class amphibious transport dock ships, three expeditionary sea bases/transfer docks, two dry cargo/ammunition ships, two amphibious assault ships, the first in class USS Zumwalt (DDG 1000), and over 2,000 support ships, boats and craft. These carriers, submarines, and ships now comprise 20% of today's battle force fleet and will serve as critical components to the U.S. Navy's ability to support U.S. and allied missions around the world well into the 2060's.

Secretary's Stackley's most enduring contribution will be the team he built and lead. His thoughtful leadership, and the time invested in developing the Navy's acquisition workforce, will serve our Navy, and our Country, far into the future. Recognizing that programs could not be effectively executed without a skilled workforce, Secretary Stackley was an ardent supporter of building a strong military and civilian acquisition team. He worked to ensure the people leading and executing these programs were equipped with the training and resources they needed. His vision resulted in the development of a world class education program that included the development of specialized coursework at the University of Virginia and University of North Carolina to provide the Navy's acquisition team with a better understanding of Industry's requirements and priorities. Combined with hours of mentorship, teaching, sharing his insights and providing direction, Mr. Stackley fostered a workforce capable of managing the complex design and construction efforts delivering the world's most capable surface platforms.

Secretary Stackley changed the culture of Navy shipbuilding. From his focus on getting the requirements right, making every dollar count, executing to the plan and ensuring the viability of our nation's critical industrial base and leading the people to do this work, his contributions have been significant and will be enduring. All of us who have had the opportunity to work with Sean Stackley are much better for that experience. We, and our Country, owe him a tremendous debt. Fair winds and following seas!

**RADM William Galinis, PEO Ships**



Working with Mr. Stackley for many years I share these sentiments and couldn't be more proud of his legacy. It is no small undertaking to be the longest serving ASN(RD&A). Moreover, it is a notable testament to his superintendent skill, endurance and ingenuity. His approach to teambuilding; professional and workforce development has been influential to my journey and the journey of so many others.

*"A leader is one who knows the way, goes the way, and shows the way." John C. Maxwell*

Mr. Stackley, thank you for your knowing the way, going the way, and showing the way. You have inspired a generation of men and women and left an indelible impression upon those privileged to serve with you.

Fair winds and following seas.

# Department of the Navy Mission, Vision, and Priorities

by Richard V. Spencer, SECNAV

WASHINGTON - In an August 29 letter promulgated to the Navy and Marine Corps, Navy Secretary Richard V. Spencer listed the mission, vision and priorities of the Navy Department:

As I stated in my confirmation hearing, I have discussed priorities that must be at the forefront of every action. Our mission, vision, and priorities for the Department of the Navy are listed below. I call upon you to make every effort count and to align your goals with our priorities. I look forward to making progress alongside you in these areas.

**Mission:** The Department of the Navy will recruit, train, equip, and organize to deliver combat ready Naval forces to win conflicts and wars while maintaining security and deterrence through sustained forward presence.

**Vision:** We are an integrated Naval force that will provide maritime dominance for the Nation. To accomplish this in the face of current and emerging challenges, we must renew our sense of urgency and speed of execution throughout the entire organization. Our core values and accountability at the individual and organizational levels will shape our culture and guide our actions.

**Priorities:** Our priorities center on People, Capabilities, and Processes, and will be achieved by our focus on speed, value, results, and partnerships. Readiness, lethality, and modernization are the requirements driving these priorities.

**People - Our military and civilian workforce is our greatest resource.**

- We will enhance the performance of our force by improving policies, programs, and training.
- The organization will capitalize on its best talent today, retain that talent over the long term, and find ways to continue to recruit the best people for the mission of the future.
- Our military and civilian team will be measured against the highest ethical standards for every task and mission.

**Capabilities - We will be capable of providing maritime dominance and power projection required by the Nation.**

- The organization will focus on training, modernization, and maintenance in order to achieve a high state of readiness and enhanced lethality, now and in the future.

**Processes - We must improve our processes in order for our people to meet future challenges.**

- We will drive efficiency, adopt and implement new ideas, and leverage leading practices from industry and academia to positively impact and support acquisition, manpower, research, and operational processes. Our actions across these priorities will ensure mission success today and in the future.







## PEO SPOTLIGHT



# PEO Littoral Combat Ships

by PEO LCS Public Affairs



**Rear Adm. John P. Neagley,**  
Program Executive Officer, Program  
Executive Office - Littoral Combat  
Ships (U.S. Navy photo)

The Program Executive Office for Littoral Combat Ships (PEO LCS) is responsible for delivering and sustaining littoral and unmanned mission capabilities to the fleet, including the Littoral Combat Ship and its mission packages, unmanned maritime systems and mine warfare systems. Led by Rear Admiral John P. Neagley, PEO LCS comprises six program offices spanning nine ACAT programs with a total obligating authority of \$2.0 billion.

Founded in 2011, PEO LCS was formed to unify the production and

sustainment of the Littoral Combat Ship and its mission packages, including the mission systems comprising the Mine Countermeasures Mission Package, together under a single chain of command. Since its inception, the PEO LCS portfolio has expanded to include the future Frigate [FFG(X)] as well as numerous unmanned surface and undersea systems.

The Littoral Combat Ship program office (PMS 501) is responsible for the production, delivery, test and trials of both variants of LCS, an Acquisition Category (ACAT) ID acquisition program. LCS comprises two ship variants: the Freedom variant semi-planning steel monohull built by Lockheed Martin (LM) as the prime contractor with shipbuilder Fincantieri Marinette Marine in Marinette, WI; and the Independence variant aluminum trimaran designed and built by Austal USA in Mobile, AL. Both variants are modular, reconfigurable ships that meet the same set of validated Fleet requirements for Surface Warfare (SUW), Anti-Submarine Warfare (ASW), and Mine Countermeasures (MCM) missions in the littoral region. They do this through the use of modular mission packages (MPs), which are developed, produced, tested and integrated by the LCS Mission Modules program office (PMS 420).

LCS was designed as a focused-mission surface combatant to provide capabilities to address the warfighting gaps of legacy small surface combatants; Oliver Hazard Perry-class Frigates, Avenger Class MCMs, and Patrol Coastal Craft. The ship, independent of an embarked mission package, provides air warfare self-defense capability with anti-air missiles, a high rate of fire 57mm gun, 3D air search radar, electronic warfare systems, and decoys for electronic warfare. The Navy is currently adding a capability improvement that outfits each deployed LCS with an Over the Horizon (OTH) Missile system to enhance its SUW capability and add to the Navy's distributed lethality. LCS can embark an aviation detachment and

MH-60R Seahawk helicopter along with an MQ-8 Fire Scout vertical take-off unmanned air vehicle (VTUAV). With its shallow draft, great speed, and interchangeable modules, LCS provides increased warfighting flexibility to our Fleet and closes critical warfighting gaps. The modular, open systems architecture inherent in LCS allows for rapid adoption and integration of new warfighting capabilities as technologies evolve, bringing relevant SUW and MCM capability and game changing ASW capability at an affordable cost while freeing up the higher-end multi-mission large surface combatants to focus on their primary missions, such as area air defense, land strike and ballistic missile defense.

Currently, there are nine LCS in the Fleet (four in-service assets, and five in post-delivery), with another eighteen on contract. Both LCS shipyards and industry teams are in full serial production with stable ship designs and a right-sized, qualified work force in order to ensure each can deliver two ships per year. By leveraging an innovative block-buy acquisition strategy, the LCS team realizes continued reductions in production unit costs, and both shipyards are delivering ships at approximately 20% below the program's Congressional mandated cost cap.

With two stable ship designs and mature production lines, the PEO LCS team has been able to make significant progress in completing both ship and mission package testing requirements. Both ship variants have completed initial operational test and evaluation (IOT&E) and have achieved Initial Operational Capability (IOC). Last year both variants conducted Director, Operational Test and Evaluation (DOT&E)- approved Live Fire Test and Evaluation (LFT&E) Full Ship Shock Trial (FSST) events. Our detailed analysis of the shock trial's results is in progress, but all test objectives were met. Both the Freedom and Independence variant ships demonstrated the ability to survive the degrading effects of the underwater shock event associated with the close-proximity detonation of a 10,000-pound charge. We have now completed all required testing for the ships themselves and are incorporating lessons learned from that testing into future LCS and FF ships.

The LCS Fleet Introduction and Sustainment program office (PMS 505) is responsible for the maintenance, modernization, and sustainment of LCS ships and mission packages as they are delivered to the Fleet. USS Freedom (LCS 1) and USS Fort Worth (LCS 3) have completed successful deployments to Southeast Asia, while USS Coronado (LCS 4) is currently on deployment in the region. In coordination with the Fleet, PMS 505 continues to capture lessons learned and to refine the Class Wholeness Concept of Operations (CONOPs) and maintenance for operating these ships forward, as well as for maintaining LCS, whose unique CONOPS and manning mandates off-hull maintenance both within the continental United States (CONUS) and outside CONUS. In 2018, both LCS variants will begin routine deployments in Southeast Asia, and the Persian Gulf. The Navy is committed to continuing development and testing





of its Mission Packages on LCS. This continued maturation is essential to meeting the capability demands needed to support the combatant commanders in order to counter anti-access shallow water threats such as small boats, submarines and mines. PMS 505's charter also includes the advancement of virtual reality crew training to support LCS's unique Train-to-Quality/Train-to-Certify Key Performance Parameter.

Development, production, testing and integration of Mission Package (MP) capability is the responsibility of the LCS Mission Modules program office (PMS 420). By definition, mission modules, combined with aviation assets and crew, equal a mission package. The ships and the mission packages are governed by an innovative Interface Control Document (ICD) that ensures that any mission package will work on any LCS ship. LCS is the first ship class designed and built from the keel up to support unmanned systems, and the inherent modularity of LCS allows inclusion of the latest technology as systems evolve. With this approach, PEO LCS is fielding mission package capability today, with additional capability delivering incrementally as required development and testing is completed.

The SUW MP is mature, having reached IOC in 2014, and LCS is deploying with those capabilities today. The SUW MP consists of an Aviation Module (MH-60R with Hellfire Missiles), a Maritime Security Module (two 11-meter manned rigid-hull inflatable boats (RHIBs)), and two 30mm guns. The first Fleet regular deployments of LCS were with SUW MP capability, and again most recently with the deployment of USS Coronado (LCS 4) to the Western Pacific.

Additional SUW capability will be delivered via the MQ-8 Fire Scout VTUAV and soon will be augmented by the Longbow Hellfire Surface to Surface Missile Module (SSMM). SSMM integration testing is underway and is on track for 2018 delivery. The full SUW MP will make LCS the most capable ship in the Navy in countering the Fast Inshore Attack Craft/Fast Attack Craft (FIAC/FAC) threat.

The ASW MP will significantly increase the Navy's ASW capability and capacity. It consists of three modules netted together to continuously exploit real-time undersea data: a Torpedo Defense and Countermeasures Module (Light Weight Tow), an Escort Module [Multi-Function Towed Array Acoustic Receiver (MFTA) and Variable Depth Sonar (VDS)], and an Aviation Module (MH-60R Helicopter and VTUAV). The ASW MP had a successful at-sea demo in 2014, and Escort Module testing will commence in FY 2018 in support of IOC in FY 2019.

The MCM MP will replace aging legacy MCM equipment, significantly reducing the timeline for access to the contested littorals and removing the ship and crew from the minefield. Via the combined efforts of PMS 420, the Mine Warfare program office (PMS 495), and the Unmanned Maritime Systems program office (PMS 406), the Navy is delivering critically-needed MCM capability today while incorporating lessons learned as full MCM MP development and testing continues. PEO LCS provides MCM capability today via upgrades to legacy MCM systems from PMS 495, Urgent operational needs for unmanned Minehunting Units (MHUs) in Fifth Fleet from PMS 406, and incremental delivery of MCM MP capability. For the MCM MP, PMS 495 has achieved IOC for three of its Airborne systems used to find and neutralize mines: The Airborne Laser Mine Detection System (ALMDS) and Airborne Mine Neutralization System (AMNS) both achieved IOC in 2016, and the Coastal Battlefield Reconnaissance and Analysis (COBRA) system reached IOC in July 2017, marking the completion of testing and integration on all airborne systems in the MCM MP. Meanwhile, PMS 406 continues development of unmanned maritime systems to complete and complement the MCM MP, including the MCM USV, which will tow either a minehunting sonar or acoustic and magnetic minesweeping gear; and the Knifefish UUV, which provides the capability to detect, classify and identify bottom and volume mines, including buried mines and stealthy mines. Total MCM MP IOC is anticipated in FY 2021.

PEO LCS is also responsible for acquisition of the future Frigate [FFG(X)], the Navy's next small surface combatant (SSC). As maritime threats continue to evolve and as the operating environment becomes increasingly complex, the Navy is placing greater emphasis on distributed operations, highlighting the need for a FFG(X) with improved lethality and survivability as a part of the full complement of 52 SSCs. While LCS provides valuable capability as a focused-mission ship, the Navy also needs the multi-mission FFG(X). The FFG(X) will include improved radar, combat systems, communications systems, survivability and countermeasures, and add capability in the electromagnetic maneuver warfare area that LCS does not currently possess. To promote and provide for full and open competition, the Navy will consider any hull form – foreign or domestic – that meets the requirements and will be built at US shipyards. Having multiple offerors compete for the FFG(X) design will ensure competitive pricing and enable the Navy to select the best value design.



**The littoral combat ship USS Fort Worth (LCS 3) operates near the location where the tail of AirAsia Flight QZ8501 was discovered. LCS 3 is currently supporting Indonesian-led efforts to locate the downed aircraft. (U.S. Navy photo by Comm. Specialist 2nd Class Antonio P. Turretto Ramos)**

Fleet demand for PEO LCS ships and systems is strong, and we are meeting that demand. By 2020, LCS will be the second largest surface ship class in the Navy. Between 2018 and 2023, 24 LCSs will undertake their maiden deployments. In 2030, LCS and Frigate will make up over half of the Navy's deployed surface combatants. In close coordination with ASN (RDA), NAVSEA, and multiple resource sponsors, the innovative and dedicated PEO LCS team is bringing technical rigor and unity of effort to build, deliver, and sustain fully integrated littoral warfighting capabilities to the Fleet.





## PROGRAM SPOTLIGHT



# The Navy's FFG(X) Program Update

by PEO LCS Public Affairs

The Navy is now in the final stages of drafting requirements and soliciting recommendations from shipbuilders and vendors to inform those requirements for its new FFG(X) program. This effort is being led by the Program Executive Office Littoral Combat Ships (PEO LCS) and its Guided Missile Frigate program office (PMS 515). The effort is generating a healthy discussion about what mix of capabilities FFG(X) should feature.

The Navy's internal process to define the requirements for FFG(X) witnessed unprecedented coordination and discussion between the Fleet, OPNAV requirements offices (N96) and the service's acquisition community. These initial, internal Navy discussions were both frank and in-depth and driven by a desire to fully understand the core capabilities truly required for the next Frigate. Conducting that detailed process helped Navy leaders more fully understand the costs associated with specific types of capabilities envisioned for FFG(X) and where the optimum tradeoff—the so-called knee in the cost curve—resided among competing designs and attributes. Robust collaboration across each of these oft stove-piped Navy organizations and the time invested in this process by senior leaders helped pinpoint the cost and technology tradeoffs among competing Frigate capabilities. It helped reveal the best value solution for the Navy and the “sweet spot” in the spectrum of cost versus capability tradeoffs inherent in any new ship design.

This is a fundamentally new way of ship design—and also much faster. Traditionally, the Navy's requirements process would undertake a lengthy, mostly internal analysis of capabilities or key attributes required for a surface combatant. Only after that process was fully completed would the acquisition community be brought in to provide a separate and detailed analysis of the true costs of the

proposed ship design, the level of technical maturity of likely systems eyed for the ship, and the time required to do design, development and acquisition of the effort.

This new process is called Set-Based Design (SBD) and it will be a key and growing component of Navy program development and execution in coming years. At its foundation, the SBD methodology is all about pushing tradeoffs earlier into the initial stage of the design process. By providing more information sooner to decision-makers on the tradeoffs between costs, capabilities and performance it provides a more flexible framework for a more fulsome set of understandings to take place. SBD is all about making the right acquisition decision the first time.

### How Did We Get Here?

FFG(X) did not materialize from the ether. Rather the current program is the result of a multi-year reassessment of the capabilities mix required for the Navy's Small Surface Combatant force going forward. The continued assessment of the proper mix of capabilities required is a good example of high velocity learning in real time. The emergence of FFG(X) is not an indictment of or a signal that the Navy is dissatisfied with the current Littoral Combat Ship. The need for a more capable ship is being driven by a rapidly changing strategic threat landscape. This threat has changed markedly from when LCS requirements were established back in the early-2000 timeframe. That said, however, both LCS and FFG(X) are urgently required to meet current and future Fleet missions—operational commanders have consistently affirmed this fact.

Beginning in 2014, the Navy's Small Surface Combatant Task Force (SSCTF), composed of representatives from OPNAV, the Fleet and



USS Independence (LCS-2)





## RESEARCH & DEVELOPMENT

NAVSEA, recommended upgrading existing LCS variants as the preferred course of action. SSCTF was a significant effort. The task force assessed 600 different LCS designs and analyzed 2,300 combat system alternatives. Methodically winnowing down ship designs and combat system alternatives, the SSCTF determined that for an additional \$75 million to \$100 million in cost, a frigate version of LCS could be procured featuring enhanced lethality and survivability. Specific upgrades included the addition of over-the-horizon missiles, more robust electronic warfare systems and hardening of critical compartments of both variants. The frigate would also be multi-mission, emphasizing LCS mission package capabilities for surface warfare and anti-submarine warfare missions, but permanently mounting those capabilities. Air defense was not considered a critical enabler.

Now in 2017, the threat posed by the proliferation of longer range and more deadly antiship cruise missiles in the naval arsenals of many nations has dramatically escalated. The Navy's operational concepts are also evolving to emphasize distributed maritime operations and increased lethality for all ships. Understanding the impact being generated by these threat and operational changes, the CNO directed the formation of a Frigate Requirement Evaluation Team (RET) earlier this year. The review concluded that enhanced air defense capabilities and additional ship and combat system hardening were required in order to successfully conduct air escort missions for Combat Logistics Force ships and also to both operate independently and contribute offensively as part of the Navy's evolving distributed maritime operations concept.

The enhanced capabilities and survivability levels recommended by the RET led the Navy to seek a Guided Missile Frigate (FFG(X)) rather than a standard frigate as first envisioned. To jumpstart the FFG(X) effort, a Request for Information (RFI) has already been released to industry. But this is not a standard RFI either.

The Navy developed the desired list of capabilities for FFG(X) which will be the basis for engagement with industry on initial designs. The FFG(X) requirements will be refined and finalized based on industry feedback on the cost and feasibility of meeting the desired performance levels and accommodating Navy standard systems within existing hull designs. A competitive acquisition program based on these requirements will mature multiple ship designs during the Conceptual Design phase and lead to a Full and Open Competition for Detail Design and Construction contract downselect in FY20. Threats change. Operating concepts change. The Navy's shipbuilding plans must change accordingly or the service risks building warships unsuited to the world in which they must operate. But our ships must also strike the balance between optimum performance and affordability. That balance is often difficult to achieve. With FFG(X) the Navy is changing the process of how it determines requirements and capabilities in order to achieve that cost versus capability balance. We are bullish on the outcome.

## PEO LCS Unmanned Systems Update

by PEO LCS Public Affairs

Unmanned Systems are a rapidly expanding warfare segment within the Navy and within the overall PEO LCS portfolio. This segment includes both Unmanned Surface Vehicles (USVs) and Unmanned Underwater Vehicles (UUVs), all of which are under the program management of PMS 406 (Unmanned Maritime Systems).

Funding for unmanned systems is growing exponentially within the PEO and has nearly tripled over the last year to over \$400 million. Unmanned systems are a key enabler for both LCS and the Undersea Enterprise and are an important component of the CNO's design for maintaining maritime superiority.

PMS 406 leadership has been focused this year on aligning stakeholder communities in the respective UUV and USV segments and establishing agreed to strategies and executable program plans going forward. The net result of this effort is the formulation of common visions for the Family of UUVs, USVs, and their associated technology enablers for the Navy and how these efforts all fit together into a cohesive strategy. From small to extra large, and across multiple warfare domains, the entire Family of UUVs and USVs has been mapped into a comprehensive approach. Stakeholder alignment and development of a common narrative across the entire unmanned maritime systems portfolio has been a critical program objective.

The funding increases going to PMS 406 are a reflection of both the technical maturation of unmanned maritime systems and a growing understanding across the Navy that unmanned systems of all types—air, surface and undersea—are critical enablers to combat success in the future. This growing awareness of the special role that unmanned systems will occupy in the Navy's future was amply demonstrated in the recommendations and conclusions of three independent Fleet Architecture Studies directed by Congress and publicly released in February. Each of these studies, separately executed by the Navy's N81 assessment office, MITRE and the Center for Strategic and Budgetary Assessments, all envision an expansive role for unmanned systems in the fleet.

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## RESEARCH & DEVELOPMENT



# PEO LCS Unmanned Systems Update (Continued)

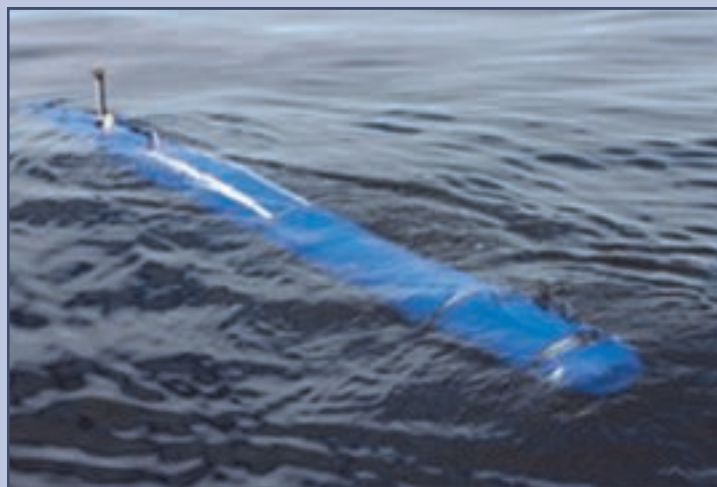
by PEO LCS Public Affairs

Within PEO LCS, three essential UUV efforts are managed and coordinated by the Unmanned Maritime Systems Program Office (PMS 406), and include the Knifefish UUV minehunting system; the Snakehead Large Displacement Unmanned Underwater Vehicle (LDUUV); and the Orca Extra Large Unmanned Underwater Vehicle (XLUUV). PMS 406's efforts are not limited to these three programs alone. The program office's expansive portfolio also extends to managing the Navy's new developmental Mining Expendable Delivery Unmanned Submarine Asset (MEDUSA); the Unmanned Influence Sweep System (UISS) USV; Mine Countermeasures Unmanned Surface Vehicle (MCM USV) to conduct both influence minesweeping and minehunting operations; delivering improved production AN/AQS-20 towed minehunting sonars; evolution of the RHIB-based Mine Hunting Units (MHUs) supporting 5th Fleet urgent operational requirements; evolving discussions with OPNAV and the Fleet on the Future Surface Combatant family of USVs; and collaboration with the Pentagon's Strategic Capabilities Office's Ghost Fleet initiative which includes both larger USVs and an XLUUV class system.

A program update on the current status and significant events expected to take place across PMS 406's unmanned portfolio over the next year continues below:

### Unmanned Underwater Vehicles:

**Knifefish:** a self-propelled UUV that operates untethered from the ship or platform from which it deploys. Operating independently in shallow ocean waters, the UUV uses a Low Frequency Broadband (LFBB) sonar to search for volume, proud (secured to ocean floor) and buried mines. Knifefish is an important element in the Navy's evolving mine warfare vision for removing ships and crews from the



*The Navy's Knifefish, an unmanned underwater vehicle (UUV) that can be deployed from platforms such as the littoral combat ship, will help sailors find and identify mines.  
(General Dynamics Mission Systems photo)*

dangers of operating within a minefield. The 21-foot long UUV can be launched from Vessels of Opportunity (VOO), including the LCS or other surface platforms. The system is being built by General Dynamics Mission Systems.

Knifefish recently successfully completed a robust series of Contractor Trials in Narragansett Bay. As part of the testing, eight mine representative targets were scattered across an underwater range and Knifefish successfully found and categorized all eight "mines" in a key test of the vehicle's performance. Developmental testing will continue through the remainder of this year, with the system expected to transition to Navy operational testing in 2018. Knifefish is a critical element in the Navy's MCM vision.

While Knifefish is well along on its development path, opportunities still exist for additional industry involvement in the program. A Pre-Planned Product Improvement (P3I) effort is already envisioned for Knifefish with PMS 406 interested in new ideas, concepts and technologies that can improve the vehicle in the areas of launch and recovery; power and endurance; sensors and reliability; navigation precision; communications and data exchange; mission data download and transmission.

### **Snakehead LDUUV:**

The Snakehead Large Displacement UUV program has swiftly pivoted to a new acquisition strategy over the last year that seeks to speed this innovative capability to the Fleet, including starting in water system testing by 2020. In January, Snakehead LDUUV was approved as an Accelerated Acquisition, specifically as a Maritime Advanced Capabilities Office (MACO) program. This approach enables the Snakehead LDUUV program a modified, more rapid approach compared to the normal acquisition process in order to reduce design and development time to expedite the initial fielding of this capability. The Fleet can then conduct experimentation and assessment of the vehicle much sooner in the acquisition process and offer informed operational feedback to spur design changes and capability improvements to the Snakehead system.

Under this new, streamlined acquisition approach, initial Snakehead LDUUV vehicles will be ready for in-water testing and experimentation as early as 2020. Limited procurement of initial vehicles affords the Navy the opportunity to quickly switch to new payloads as Fleet demand or experimentation results warrant. As CNO Admiral Richardson and other acquisition leaders have repeatedly said, now is the time for the service to take calculated risks and while some developments may work and others may fail, the Navy needs that knowledge to move ahead. The Snakehead effort is attempting to push innovation at the speed the Fleet is demanding.

PMS 406 is also leveraging the standard RFI process in new ways to assess the technical and manufacturing base, gauge its experience level and capabilities, and gain insights from industry. The program





## RESEARCH & DEVELOPMENT



office received 52 responses from 49 different firms as a result of a May 2016 RFI solicitation. A follow-on Industry Day meeting in September 2016 witnessed 138 companies in attendance to provide feedback on the acquisition approach for LDUUV. Phase I LDUUV efforts will procure sub-systems, sensors, and materiel from over a dozen vendors across multiple states. The Government is leveraging various contract mechanisms to reach dozens of industry partners for follow-on LDUUV phases and its family of UUVs, including the National Armaments Consortium OTA and a NUWC-NPT Multi-Award IDIQ contract.

The current operational focus for Phase I will be on the Intelligence Preparation of the Operational Environment (IPOE). Extensive use of the Set-Based Design approach proved valuable in determining the relevance of this early mission set for Snakehead LDUUV. It will also be used to help determine mission priorities for follow-on phases of the program.

### **Orca XLUUV:**

The final Request for Proposal for the Orca Extra Large UUV (XLUUV) was released on March 3, 2017, with proposals received from industry at the end of May. This is another significant milestone achievement for the program and provides a vivid demonstration of the fast-track acquisition strategy being employed by PMS 406 to accelerate this capability to the Fleet. The RFP release built off of a draft RFP released in November 2016 and a well-attended Industry Day the Navy conducted in January 2017 where more than 50 potential industry partners attended. The PMS 406 team worked hard to partner with industry to ensure the rapid contract documents were reviewed and industry feedback incorporated.

Orca XLUUV is a Navy accelerated acquisition effort in response to a Joint Emergent Operational Need (JEON). This vehicle will help extend the range of current platforms to undertake specific maritime missions and can be launched from pier side or platforms at sea. Orca XLUUV's modular design will enable the UUV to deploy multiple types of payloads. Key performance attributes include: extended vehicle range and persistence; reconfigurable, modular payload bay; modular construction; autonomy; and pier-launched.

PMS 406 expects to award design contracts before the end of fiscal year 2017 for up to two contractors to conduct detailed design efforts as part of a 15-month initial phase. Once the design phase is completed, a single contractor's design will be selected to build up to five vehicles, with the first XLUUV delivered in 2020, followed by two additional vehicles in 2021 and the remaining two in 2022.

### **Unmanned Surface Vehicles:**

**Unmanned Influence Sweep System (UISS):** UISS is a 38.5 foot USV that will provide stand-off, long endurance, semi-autonomous minesweeping capability to counter acoustic and/or magnetic influence mine threats in the water column. UISS is comprised of a modular USV and an Influence Sweep payload, consisting of a magnetic sweep cable and Mk-104 acoustic generator. UISS can be operated from Vessels of Opportunity (VOO), including LCS ships, or from ashore.



***Testing of the Navy's Unmanned Influence Sweep System (UISS) in January 2017. (Textron photo)***

The system is being developed by Textron.

A UISS Engineering Development Model craft initiated contractor testing in January 2017 and has accumulated over 200 hours of progressively more strenuous in water operational testing at Navy ranges in Florida. The USV has been controlled/operated from both a land-based control station and on board software during these tests. Contractor testing will continue through the remainder of this year, with the system expected to transition to Navy Developmental and Operational testing in 2018.

### **MCM USV + Minehunting:**

The same UISS craft, the MCM USV, is a 38.5 ft craft with a 20 ft long modular payload bay capable of employing multiple payloads. In addition to the influence sweep payload, the Navy is integrating both the AN/AQS-20 and AN/AQS-24 towed minehunting sonars with the MCM USV. The MCM USV + Minehunting payloads will provide VOOs, including LCS, with rapid, wide area minehunting capability. Textron is currently building two MCM USVs to support the minehunting mission, Raytheon is developing and building a Deploy & Retrieve rig for the AN/AQS-20 sonar, and Northrop Grumman in developing and building a Launch and Recovery System for the AN/AQS-24 sonar. System testing will commence in late 2018 and will lead into a User Operational Evaluation System assessment period in 2019.

### **Minehunting USV (MHU):**

Four MHUs were initially built and delivered, starting in 2014, to the Fifth Fleet Operating Environment in response to a Fleet Urgent Operational Need. The MHUs consist of an unmanned 11m RIB deploying an AN/AQS-24 towed minehunting sonar to conduct volume and bottom mine searches. The MHUs are maintained and sustained in theatre and continue to support a number of Fifth Fleet exercises.

## SHARE YOUR EXPERIENCE



# Interview with Mr. Alex Bell, PMS 515 Employee and Former NADP Intern

by PEO LCS Public Affairs



**Alex Bell of the Navy's Frigate Program Office (PMS 515) poses with a model of USS Constitution at Naval Sea Systems Command headquarters. (PEO LCS photo)**

Washington Navy Yard, DC – Working in the Frigate Program Office (PMS 515) within the Program Executive Office for Littoral Combat Ships (PEO LCS), Alex Bell is using the experience he gained through the Naval Acquisition Development Program (NADP) to help influence the future of the Surface Navy.

A graduate of the University of Pittsburgh with a B.S. in

Bell's next stop on the NADP journey was in the OPNAV Surface Warfare shop (N96) working with CAPT Michael "Shawn" Johnston on several projects, but focusing on the requirements and resources for the Frigate program. His last stop on the NADP journey was at the Naval Surface Warfare Center Carderock Division. There he had a chance to assist with the testing of hullform models being considered for the future Frigate program. This Warfare Center experience gave him great insights into testing and "an opportunity to meaningfully apply the data analysis skills I'd learned in school to the Frigate program," he said.

Now that he's back in PMS 515, Bell wants to focus on career growth in the PM certification area. "It's the role of the PM to pull together and understand the different discipline areas to make the decisions that guide the program. It's a complex role with few easy answers-that's the kind of job I want to earn. Never boring!" He credits his success in the NADP with the organizational and personal connections he made at each stop along the way. "Sometimes people I worked with [on the NADP] call me first when they have questions about the Frigate Program. I'm glad to have the experience that can help promote that constructive cooperation and understanding to help my program." Understanding the stakeholders and the process is what the NADP is all about and Bell's experience will benefit him, the Frigate Program and the Navy Acquisition Workforce for a long time to come.

Math and Physics (he couldn't decide, so he just doubled up his major), and holding a M.S. in Physics from Carnegie Mellon (and working on a PhD!), Bell is using the discipline and rigor of his education to assist Dr. Regan Campbell, the PMS 515 Program Manager, in laying the foundation for a successful major defense acquisition program. He is very interested in pursuing a Defense Acquisition Workforce Improvement Act (DAWIA) certification in the Program Management track, and his experience in the Program Office and the NADP are a perfect launch pad.

During his NADP internship, Bell started in the Frigate Program Office, getting his first taste of the complexities associated with the acquisition career field. His next stop was in the Naval Sea Systems Command Directorate responsible for ship engineering, SEA 05. Working with Mr. Gordon McCoy and his team in SEA 05Z, Bell said he gained an appreciation for the complexities of shipbuilding. "One of the best experiences I had while I was there was a chance to go aboard USS ZUMWALT (DDG 1000) while it was still in the yard at Bath Iron Works in Maine. Seeing the product of all the planning, designing, and building come together was amazing," he said.

## ASN(RDA) PROGRAM MANAGER'S WORKSHOP

### FY18 WORKSHOP DATES:

23-27 OCT	16-20 APR
4-8 DEC	14-18 MAY
22-26 JAN	16-20 JUL
26 FEB - 2 MAR	13-17 AUG

Navy Acquisition Professionals: to attend please contact  
[king.dietrich@gdit.com](mailto:king.dietrich@gdit.com) / [mecere@stratsight.com](mailto:mecere@stratsight.com)  
 703.413.0700 or log into eDACM CL and look for PM Workshop.

**Student Feedback**

"...recommend that coworkers and peers alike take it as soon as possible."

**Student Feedback**

"This has been the most valuable and influential training I have ever had during my 23 years in the Navy."

**Student Feedback**

"Provided a wealth of information that cannot be provided anywhere else."



# EQUATION for SUCCESS!!

by Nidak A. Sumrean, Executive Director, PEO LCS

When people ask me “What’s your formula/foundation for success in your career?”, I always go back to an equation that I learned about and have been practicing all my career: Success = (What you’re Born with) + (What you’re learning from the environment/family values) x Attitude.  $S = (B+L) \times A$ . It’s actually pretty fundamental and I’m not going to take credit for it. I went to one of those leadership courses at the University of Virginia. There was an industrial psychologist who came in and said “I did some analyses on the companies across the world and why they are successful.” It boiled down to these three variables: “B” is what you are born with. We are all born with some innate capabilities, IQ, and skillsets based upon our DNA composition. “L” is what you learn throughout your career and life experiences, professional or private. What you learn, how you communicate with people, whether you’re honest or not, and integrity. All of that is multiplied by “A,” which is attitude.

I will ask people I work with, “Say you’re born with a 400 IQ and you’re super smart, but you have a negative attitude. You multiply that out, your success is going to be negative.” All of it boils back to your attitude—your attitude with your employees, your attitude with your customer, other stakeholders, and your peers. Creating that positive attitude regardless of the situation—whether the contract is not executing as planned, whether you’re not getting the funding, whether some office is not providing you information or a decision in a timely manner—goes a long way to get things done. It’s just amazing how you can make a lot of progress and succeed when you’re nice and generous and courteous with other people instead of trying to bully them or run over them or going around them. Always have a positive attitude. So that’s one equation that I have.

The other equation is when you come into my office, don’t just come in with excuses. Come in with solutions. Every challenge out there has a solution. We just have to find out what that solution is. So folks come in and say, “I’ve got a problem.” I say, “OK, well what are the solutions?” They say, “That’s what you’re here for.” I say, “No... I’m here to make a decision. Let’s look at what are all the potential solutions out there. Let’s work with our customers and stakeholders to figure out what is the right solution for where we are today, based on what we know today.”

Those are the kinds of things I like to share with folks about why I’ve been successful. Always have a solution in mind and always have a positive attitude in whatever you’re doing. I tell that to my kids. Watch your “A.” Your “A” is getting negative. Because even in your private life, along with your professional life, having a positive attitude always goes a long way.

## Pyramid of Success



$$\text{Success} = (B + L) A$$

# 2016 DON T&E Awards

by Anthony Devino, DON T&E Office, DASN (RDT&E)

April 20, 2016 at the Pentagon in Washington, D.C. was the fifth year for this competitive awards program which recognizes the outstanding efforts and achievements of Navy and Marine Corps developmental and operational testers in support of acquisition programs. Over the past few months, the awards were presented to the individual and group winners in conjunction with local all-hands meetings and award ceremonies by Mr. Rick Quade, Deputy DON T&E Executive, DASN (RDT&E)/N94B, as noted below.

**DON Test and Evaluation (T&E) Lifetime Achievement Award** recognizes a member of the DON T&E workforce who has committed their career to providing outstanding contributions to their organization and the T&E community at large. This year's winner was, Mr. Dale W. Stubblefield, Chief Engineer, Amphibious Vehicle Test Branch (AVTB), Marine Corps Systems Command (MCSC).



*Left to Right: Mr. Dale Stubblefield, AVTB, MCSC and Mr. Rick Quade, SES, DASN (RDT&E)/N94B*

**DON Aspiring Tester Award** recipient in the Military Category was LCDR John Martin of VX-20, NAVAIR. LCDR Martin distinguished himself through exceptional service in performance of his duties as DT&E project officer for the P-8A Poseidon Program. This was the US Navy's first refueling boom certification flight test program since 1988. LCDR Martin's efforts resulted in completion of this complex test program ahead of schedule and enabled "Speed to Fleet" of this critical capability.



*Left to Right: LCDR John Martin, NAVAIR, VX-20 and Mr. Rick Quade, SES, DASN (RDT&E)/N94B*

**DON Aspiring Tester Award** recipient in the Civilian category was Ms. Samantha Bean, Marine Corps Tactical Systems Support Activity (MCTSSA), MCSC. Ms. Bean as a T&E Cyber Lead at MCTSSA demonstrated a high degree of initiative and innovation. The results were effective in identifying critical vulnerabilities and have set the standard for future DT based cyber assessments at MCTSSA. Her performance exceeded expectations and resulted in the implementation of enhanced cyber testing capability for MCSC and DON T&E.



*Left to Right: Ms. Samantha Bean, MCSC, and Mr. Rick Quade, DASN (RDT&E)/N94B*

**Small Program Outstanding Tester Award** in the Military Category was presented to LCDR Thomas Dill, of the Naval Sea Systems Command. As Test Director for the Unmanned Systems Remote Sensing Program, LCDR Dill led military and civilian personnel at Naval Surface Warfare Center, Panama City Division (NSWC PCD) in the conduct of T&E events to assess technology maturation, capability, suitability, and operational applicability for unmanned sensors and systems. These vehicles are used for environmental remote sensing and, in particular, underwater explosive detection.



*Left to Right: CAPT Phillip Dawson, Commanding Officer, NSWC PCD, LCDR Thomas Dill, NSWC PCD, and Mr. Edwin Stewart, Technical Director, NSWC PCD*



**DON Lead Tester Award** was presented to Mr. Paul Valdez, Jr. of Space and Naval Warfare Systems Command. As the Chief Developmental Tester and Test Director for the Mobile User Objective System (MUOS) Space System Program, Mr. Paul Valdez successfully led this highly-visible space program through major DT events in preparation for Multi-Service Operational Test and Evaluation (MOT&E-2).



*Left to Right: Mr. Dan Slack, SSC Pacific, Ms. Carmela Keeney, SSC Pacific Executive Director, Mr. Paul Valdez, DON Lead Tester Award recipient, and his wife Stephanie, Mr. Rick Quade, SES, DASN (RDT&E)/N94B, Captain Melvin Yokoyama, SSC Pacific Commanding Officer, and Mr. Brian Marsh, Assistant Chief Engineer for Certification and Mission Assurance*

**DON T&E Working Integrated Product Team (WIPT) Award** was presented to the COLUMBIA Submarine Program, PMS 397, which demonstrated the power of teamwork, collaboration, technical competence and judiciousness in solving technical, programmatic, and philosophical issues to forge a comprehensive Test and Evaluation Master Plan and Live Fire Test and Evaluation Management Plan. These two documents were of such high quality that no T&E issues were raised at the Program's Milestone B Defense Acquisition Board.



*Left to Right: RDML (Select) David Goggins, Director, COLUMBIA Submarine Program, Mr. Tom Sachse, Chief Developmental Tester and Program T&E Lead, with Mr. Rick Quade, SES, DASN (RDT&E)/N94B.*

**Small Program Outstanding Tester Award** in the Civilian Category was presented to Mr. Alex Ordway, NAVAIR. As a Flight Test Engineer with the Weapons Evaluation Division of the Integrated Systems Evaluation, Experimentation and Test Department, Mr. Ordway displayed exceptional T&E execution expertise and support for, SeaVex/Perdix, a project sponsored by Defense Department's Strategic Capabilities Office.



*Left to Right: Mr. Rick Quade, SES, DASN (RDT&E)/N94B and Mr. Alex Ordway, NAVAIR*

**DON Award for Technical Excellence at a T&E Facility or Range** was presented to Mr. Joseph Twesme of Naval Air Systems Command (NAVAIR). Mr. Twesme is the lead Infrared (IR) Target Modeling at the Integrated Battlespace Arena (IBAR). Mr. Twesme has dedicated his career to T&E of weapons systems in the areas of IR scene generation, and Software in the Loop and Hardware in the Loop testing.



*Left to Right: Mr. Dale Stubblefield, AVTB, MCSC and Mr. Rick Quade, SES, DASN (RDT&E)/N94B*

**DON Test Team Award** winner was the CH-53K Integrated Test Team (ITT) which is composed of over 200 civilian, military and contractor test personnel. LtCol John Ennis, USMC, served as the CH-53K Government Flight Test Director and CH-53K Test Team Lead, and received the award for the group.



*Left to right: LtCol John Ennis, USMC, CH-53K Integrated Test Team Lead with Mr. Rick Quade, DASN (RDT&E)/N94B.*

# ITEA Professional Awards Recognize Navy Test and Evaluation (T&E) Workforce

by Mike Said, DON T&E Office, DASN (RDT&E)

The purpose of Test and Evaluation (T&E) is to gain knowledge that can be used to advance systems development and support programmatic acquisition decisions. T&E is also used to inform developers and users about the system's operating characteristics and performance, as well as, identify fixes if needed. T&E is also used to support early fielding decisions. Members of the Navy T&E workforce were recognized and received annual awards for their outstanding efforts at the 34th International Test and Evaluation Association (ITEA) Symposium. Winners competed against their peers from Industry and across DOD. Awards were presented during the ITEA Professional Awards luncheon on 4 October 2017 for the following recipients:



**JUNIOR ACHIEVER AWARD**  
*Tiana Freericks, NSWC Corona*

Ms. Tiana Freericks, NSWC Corona, NAVSEA, was presented the 2017 ITEA Junior Achiever Award in recognition of her outstanding service as the Probability of Raid Annihilation (PRA) Modeling and Simulation (M&S) Testbed Project Lead for NSWC Corona. Ms. Freericks led development of automated data processing, event reconstruction, metric calculation, statistical methods, and reporting for Navy M&S. A new Navy capability now exists to support timely analysis of thousands of Testbed trials, with streamlined identification of outliers and anomalies via metrics-based analysis. The innovations have significantly reduced T&E labor hours and have made the Navy T&E processes substantially more efficient and powerful. Ms. Freericks groundbreaking strategies, improvements and innovations have led to new Navy best practices and demonstrate significant investment in, and enhancement of the T&E profession.

The 2017 ITEA Publications Award was presented to the NAVAIR integrated test team who made significant contributions to the Cybersecurity Table Top (CIT) process and who developed and authored the technical article "Table Top Wargaming: Cost Effective Planning for Cybersecurity Test and Evaluation; Or, How I Learned to Stop Worrying and Love the Six-Phase Cybersecurity T&E Process," appearing in the September 2016 Issue of The ITEA Journal of Test and Evaluation. This outstanding and timely article has been instrumental in informing the T&E and acquisition community about how to get started in designing effective, efficient T&E for cybersecurity, with early evaluations to collect data and answer key questions in the initial steps of the cybersecurity six-phase process. The CIT process is becoming widely used, indicating the impact of this process, and was first completed on P-8A Poseidon Maritime Patrol Aircraft Program at NAVAIR. Ship acquisition programs are also completing CITs to assess the cybersecurity of critical systems and better understand their posture from an operational perspective.



**PUBLICATIONS AWARD** From left: Hank Steinfeld and Paola Pringle, NAVAIR T&E Department, and Michael Lilienthal and David Brown, EWA.

Congratulations to the awards winners for their ground-breaking efforts in the area of T&E in support of acquisition programs!



# From the DACM's Desk

## THE END OF AN ERA

by Mark Deskins, Director, Acquisition Career Management



We kicked off this quarter's newsletter with a tribute to the Honorable Sean Stackley, where, in addition to Ms. Stiller's comments, we heard inspiring words from our leaders in the PEOs and SYSCOMs. I wondered how I might add something new - a unique perspective, if you will. As I reflected on the magnitude of Mr. Stackley's impact, I began to draw parallels with other recent events that have changed the lives of many in profound ways....

A solar eclipse, major hurricanes, earthquakes, floods, and wildfires all have made big impact in recent times.

On Monday, August 21, 2017, all of North America was treated to an extraordinary eclipse of the sun. The solar eclipse caused thousands of people to travel near and far to see this historical event in the path of totality. Many travelled hundreds of miles to get a different perspective and to experience the full impact of the solar eclipse. There were hundreds of warnings about looking at the sun and the need for special glasses. From the Pentagon, not many seemed to be able to perceive that there was anything different going on. However, those with special glasses were able to see a truly magnificent sight.

On August 25, 2017, Hurricane Harvey made landfall in the Houston area. According to some reports there were over 50 inches of rain that fell even as Harvey decreased from a category 4 to a tropical storm. Thousands of people were impacted by the flooding, physical destruction of property and infrastructure. 82 deaths were attributed to the effects of Harvey.

On September 6, 2017, Hurricane Irma made landfall in the Caribbean area. Almost 75 deaths have been attributed to the effects of Irma from the Caribbean to the southeastern United States...

On September 8, 2017, an 8.1 earthquake rocked Mexico...

Meanwhile in Montana, wildfires across the state destroyed homes and forests. Certainly, for most of the world, these events in nature changed many lives and our thoughts and prayers go out to all of them.

In the DON acquisition world, there was a change of another sort occurring that impacted many lives. On July 28, 2008 following his confirmation by the Senate, Mr. Sean J. Stackley became the Assistant Secretary of the Navy (ASN) (Research, Development & Acquisition (RD&A)). On Jan. 20, 2017, he became Acting Secretary of the Navy. On Friday, September 8, 2017 the Honorable Sean J. Stackley left the Pentagon while the 100 plus crowd that had gathered to wish him well ceremoniously clapped him out of the building. In his normal humble and gracious manner, he shook each person's hand and thanked them while the clapping continued for over 10 minutes.

When the clapping finally subsided, Mr. Stackley turned to the Honorable Richard V. Spencer and said, "Sir, yesterday I told you this was a great team. I was wrong. This is family."

Yes, my friends, it is the end of an era. I count myself blessed to have been able to see and be a part of such a truly magnificent sight that is destined to become known as "The Stackley Era".

As well, if we build with faster improvement cycles, the inherent cost of our systems and platforms can come down. Shifting more heavily to unmanned surface, subsurface, and aircraft will help us to further drive down unit costs. Energy-based weapons can be both more effective and put the Navy on the right side of the cost curve. Designing in the ability to modernize - plug and play hardware matched with software programmability - will make upgrades quicker and more affordable even as we stay more capable.

"We need this more powerful fleet in the 2020s, not the 2040s."

Two thoughts as we get started. First, we need a year to consolidate our readiness and achieve better balance across the Navy. 2018 will be that year, and even as we restore wholeness, we'll ensure that we continue to grow the Navy and establish a firm foundation for accelerating growth in following years. Next, as we move forward, we must remain open to the likelihood that achieving the Navy we need cannot be accomplished within historical levels of funding for ship construction - more will be needed. Arresting the coming decline in fleet size means we must get more capable ships to sea as quickly as we can. We need to determine the best way to get the most overall capability in relevant timeframes, which will result from a mix of new and modernized hulls. From that starting point, we must focus our intellectual energies on defining the optimal mix of platforms for the future, within a timeframe appropriate to the dynamic complexity we face now and that will only intensify in the future.



Figure 2: Resultant Capability of New Fleet Design and Architecture

Determining the eventual fleet composition - with the size and capability to deliver the required

## A Must Read:

### Chief of Naval Operations Adm. John Richardson's "The Future Navy"

[www.navy.mil/navydata/people/cno/Richardson/Resource/TheFutureNavy.pdf](http://www.navy.mil/navydata/people/cno/Richardson/Resource/TheFutureNavy.pdf)



# Sarkis Tatigian Honored for 75 Years of Service

by NAVSEA Office of Corporate Communications

WASHINGTON – Naval Sea Systems Command (NAVSEA) honored Mr. Sarkis Tatigian for his 75 years of dedicated service to the Navy during a ceremony at the Washington Navy Yard, Sept. 26.

According to the Department of Defense, Tatigian, who began his Navy career in 1942 during World War II, is the longest serving civil servant in the history of the Department.

“This is truly a remarkable achievement and one that is unlikely to be accomplished by anyone else,” said retired Rear Adm. Sean Crean, director, Office of Government Contracting at the Small Business Administration. “Mr. Tatigian’s 75 years of public service echoes President Kennedy’s reflection that public service should be a proud and lively career. Tatigian has certainly done that.” Crean previously served as deputy assistant secretary of the Navy (Acquisition and Logistics Management) and has worked with Tatigian for many years.

In an interview, Tatigian explained why he has remained on the job for all these years. “I was retirement eligible in October 1973,” said Tatigian. “But when you don’t have something to wake up for, that’s when you start to decline. And, if you love what you do and derive a sense of personal worthiness, it’s not really work.” Tatigian has only taken one vacation day so far this year. In the past, he has donated his excess annual leave to fellow Navy Department colleagues undergoing cancer treatment.

Tatigian began his civilian career with the Navy in July 1942 as a junior radio inspector at the naval aircraft factory in the Philadelphia Navy Yard and the Navy Office of Inspector of Naval Aircraft in Linden, New Jersey. He left his position as an inspector in March 1943 and entered the uniformed Navy as an active-duty Sailor in April of that year. In June 1944, he started

working as an Aviation Electronics Technician’s Mate in the development of the Navy’s first guided anti-ship munition, the ASM-N-2 “BAT” glide bomb, which later became an operational weapon used by the fleet in January 1945.



**Sarkis Tatigian during the ceremony at the Washington Navy Yard on Sept. 26 honoring his 75 years of dedicated service to the Navy.**

In 1946, Tatigian left active duty and again returned to Navy Department civil service with the Bureau of Ordnance in Washington, D.C., working on the Navy’s first generation of guided-missile systems. From there, he moved to the position of small business analyst for the bureau. While in the position, Tatigian developed a small business mobile exhibit that traveled coast-to-coast, visiting all state capitals and cities with populations exceeding 400,000. For his organizational efforts on the exhibit, Tatigian received Congressional recognition.

Later, in June 1979, Tatigian was appointed NAVSEA’s Associate Director of the Small and Disadvantaged Business Utilization Office. He continues to work in the same position, where his title is now associate director in the renamed Small Business Program Office. “I started the small business outreach as a grade seven in the civil service,” said Tatigian. “For 66 years of my Navy Department career, I have been involved in helping small businesses. We have expanded the industrial base for the Navy and have created a foundation of support from small business, which is essential to our economy.”

The Navy Office of Small Business Programs estimates during Tatigian’s tenure as a small business advocate, that more than \$100 billion in contracts have been awarded to small businesses.

On Sept. 27, 2012, then-Secretary of the Navy Ray Mabus announced during a ceremony honoring Tatigian’s 70 years of service that the Office of Business Opportunities Director’s Award would be renamed the Sarkis Tatigian Small Business Award. The award recognizes outstanding performance by a field activity in creating an organizational climate resulting in the advancement of small business opportunity through exceptionally-managed small business programs and challenging initiatives, and who has made significant contributions to the command and the DON small business program.

At the ceremony honoring his 75 years of service, Tatigian received congratulations, honors and letters of appreciation from President of the United States Donald Trump, Senate Armed Services Committee Chairman Sen. John McCain (R-Ariz.), Secretary of Defense James Mattis and Secretary of the Navy Richard Spencer.

When asked about how he feels about his 75 years of service to the Navy, Tatigian said, “It has been about a personal sense of accomplishment. It isn’t about the money, but meeting the challenge and having a sense of worth about what you do.”

Tatigian, at age 94, has no immediate plans for retirement.

# Seeking Good News Stories on Small Business Contributions to Mission Accomplishment

by Emily Harman, SES, Director, Department of the Navy Office of Small Business Programs

If you know me, or have heard me speak, you know I don't like to talk about Small Business goals. I prefer to talk about the value small businesses bring in terms of agility, responsiveness, innovativeness, cost effectiveness, etc. Yes, the Federal Government has a statutory goal to spend 23% of prime contract obligations with small businesses and small business goals are assigned to all Federal Agencies. However, measuring progress against goals is just one way in which small business accomplishments are measured - not the only way.

Small businesses can and do contribute to the Department of the Navy's (DON's) mission to recruit, train, equip, and organize to deliver combat ready Naval forces to win conflicts and wars while maintaining security and deterrence through sustained forward presence. Mission accomplishment is what matters.

The DON's Small Business Enterprise Strategic Framework <http://www.secnav.navy.mil/smallbusiness/Documents/OSBP-Strategic-Plan.pdf> establishes a vision to influence change and create a culture of small business inclusiveness across the DON. In an effort to foster a DON-wide culture to leverage small business as a strategic advantage, we established three focus areas: Professional Workforce Development, Build Partnerships in the Acquisition Process and Optimize Communications. The focus of this article is our third focus area: Optimize Communications.

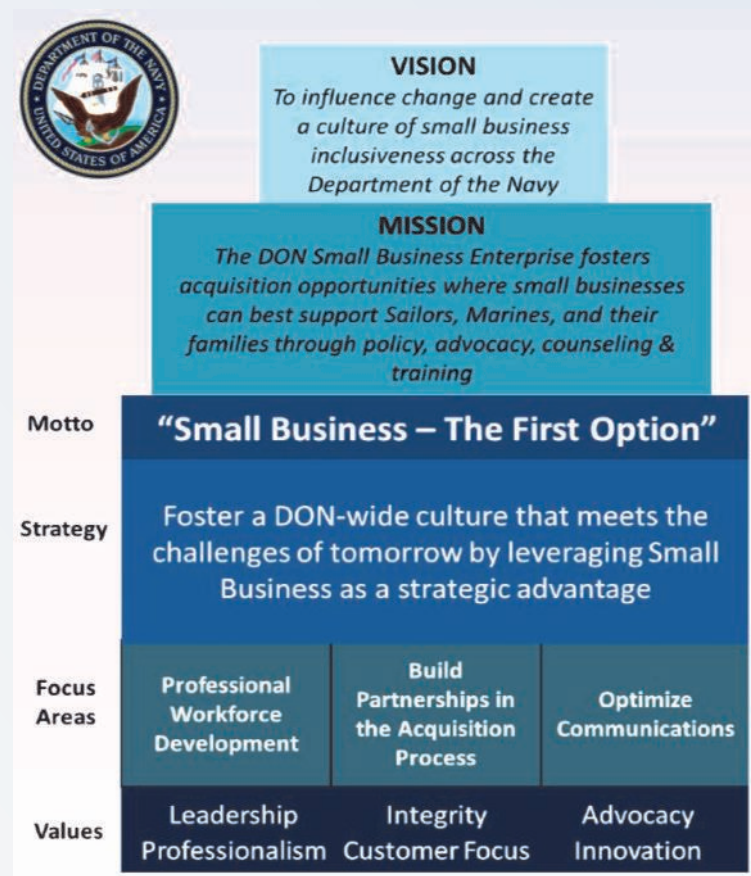
The DON obligated over \$13 billion to small businesses as prime contractors in FY16 and we expect the same obligation level in FY17. Although we don't have ease of visibility into subcontracting data, small businesses are supporting the Navy and Marine Corps mission as subcontractors as well.

I know that members of the acquisition workforce have good news stories to share about the positive impact small businesses are having on their programs and mission accomplishment. The DON Office of Small Business Programs (OSBP) wants to help you tell your small business good news stories. We are also interested in hearing about challenges to doing business with small business as well as lessons learned. We hired a Public Affairs Officer (PAO), Mr. Ollie Cooperwood, earlier this year. Ollie is eager to collaborate with you or your PAO. You can contact Ollie at [ollie.cooperwood1@navy.mil](mailto:ollie.cooperwood1@navy.mil) or (202) 685-6313.

The Program Executive Office (PEO) for Ships recently collaborated with the DON OSBP to publish a small business related article:

<http://www.navsea.navy.mil/Media/News/Article/1270509/peo-ships-works-to-promote-small-business-opportunities/> The program office for Support Ships, Boats, and Craft, within PEO Ships, is leading the effort to increase small business participation in acquisition of integrated ship, boat, and craft products and services to U.S. and international maritime forces. The program office is committed to building and sustaining a robust industrial base by creating a culture that is supportive of and responsive to small business concerns. They are currently competing five new contracts as small business set asides. These contracts have a total potential value of over \$1 billion: the PB(X), the landing craft utility (LCU 1700), the towing, salvage and rescue ship (T-ATS), the workboat large, and the harbor tug (YT). Once the boats are delivered to the Navy, I hope to see another good news story about how the small businesses performed.

What small business good news story can we help you share? We know they are out there!





# Naval Acquisition Development Program (NADP)

## Energizing the Workforce

by Rich Evans, NAVSEA NADP Program Manager

The Department of the Navy (DON) established the Naval Acquisition Development Program (NADP), composed of entry level and associate employees. The NADP is a centrally funded two to three year training program executed for the DACM by the Naval Acquisition Career Center (NACC). Today NAVSEA, like many other organizations across the Navy, regularly utilizes the NADP program as a recruitment tool to attract and develop highly skilled professionals.

On 29 August Mr. Mark Deskins, DACM, and Dr. Marta Wilson, a renowned Leadership Development Speaker, met with NAVSEA NADP employees from across the Washington Capital region. The event, held at the Washington Navy Yard, was designed to expose NADP employees to leadership concepts and reconnect them with our overall mission – to deliver products and services to our warfighters.

Mr. Deskins opened the day by reviewing the FY16-22 DON AWF Strategic Goals and how each employee can contribute to achieving those goals through professional and technical excellence. Mr. Deskins connected each individual in the room to the AWF's mission and emphasized the teamwork necessary to serve our warfighter and the Navy of tomorrow.

**Goal 1: Energize the Workforce** by connecting people to the product and mission.

**Goal 2: Focus on Professional and Technical Excellence** by deliberately managing and matching capability needs with professional and technical excellence.

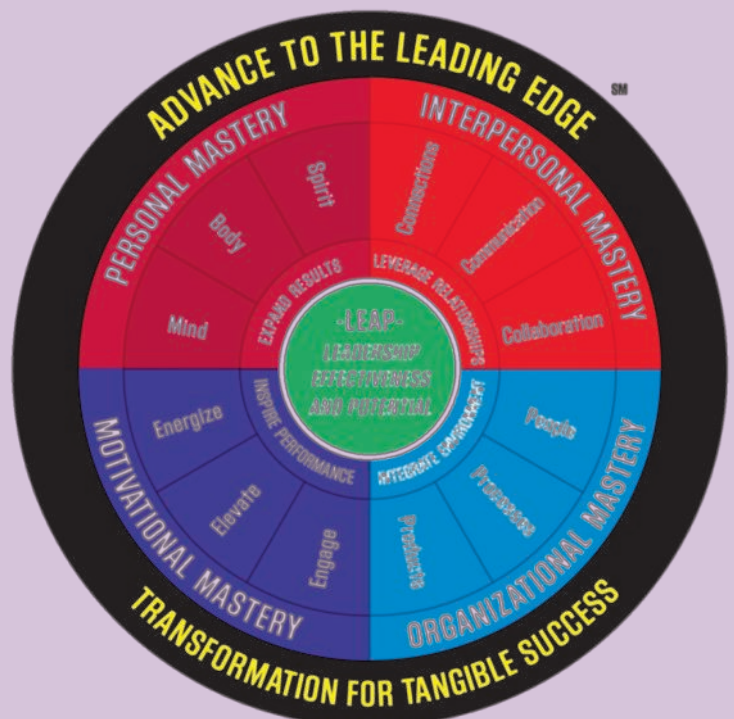
**Goal 3: Reinforce Responsibility and Accountability.** All work is performed through people. The values of integrity, trust, diversity, teamwork, dedicated service, and excellence are the foundation of our culture that must be sustained to ensure responsibility and accountability.

Dr. Wilson presented the Leadership Effectiveness and Potential (LEAP) framework, which helps individuals leverage their potential through four types of mastery to achieve greater success – Personal, Interpersonal, Organizational, and Motivational.

- ◆ Personally masterful people are self aware; they seek out and act on feedback.
- ◆ Interpersonally masterful people make personal connections with the people they work with and respect the contributions of others.
- ◆ Organizationally masterful people consider the effect decisions will have across the organization and what long-term impacts will occur as a result of the decision.
- ◆ Motivationally masterful people align others toward goals and inspire their best efforts.

The LEAP Program is based on the books: Leaders in Motion, Everybody's Business, and Energized Enterprise. DACM provided a copy of each book to the NADP employees as a resource for promoting their professional and personal growth.

The LEAP Program focuses on helping individuals expand their results, leverage their relationships, integrate their environment, and inspire performance in others. During the discussion participants explored how to put in motion the latest research and philosophy on motivating and energizing the workforce. Attendees enthusiastically engaged with Dr. Wilson during the event, even taking time to form a line and continue the conversation with Dr. Wilson once it was over.



# How Can We Better Achieve Diversity and Inclusion Goals?

by David Ross, Contract Support for DACM Office

*“As the DACM, I believe it is important to leverage our differences. I read a recent Forbes article which highlights how unconscious bias impacts decision making.” Mark Deskins, Director, Acquisition Career Management.*

The vast majority of leaders and members of organizations are sincerely committed to diversity and inclusion and the contributions they can make to productivity, innovation, and overall effectiveness. Yet despite numerous expressions regarding the strategic importance of diversity and inclusion in the workforce by senior leaders over a number of years, diversity statistics do not significantly change. And we continue to hear, both formally and informally, concerns about discriminatory behavior and lack of inclusiveness of various kinds in organizational units. So how can we understand the lack of greater progress? Understanding the concept of Unconscious Bias may help us answer that question.

## Unconscious Bias (Adapted from Cook-Ross, Inc.)

Cutting-edge recent studies within cognitive science point us to the conclusion that biased decisions are not made by bad people with bad attitudes, but rather by well-intentioned people who are unaware of the internal unconscious processes that may be affecting their decision-making every day. The fundamental belief of thought leaders in the diversity and inclusion field is that while egregious displays of discriminatory behavior must be clearly addressed, the much larger organizational problem is the vast numbers of unconscious decisions made by people who do not realize that there is unconscious bias in their behavior.

**What is Unconscious Bias?** We know that the unconscious mind is a powerful and intrinsic force in shaping our overall behavior in our everyday lives. Similarly, organizations and thought leaders are beginning to appreciate and harness this deeper understanding of how our cultures shape the automatic decisions we make every moment and the profound impact that such decisions have on our personal and professional lives.

**So How Does This Affect Me?** Every human being gets triggered - either positively or negatively - when exposed to different kinds of people. Unconscious Bias impacts individuals and organizations at virtually every level of organizational life including hiring, performance management, succession planning, and strategic decision making.

**What Can We Do?** Professionals in the diversity and inclusion

field combine fundamental psychological approaches such as stereotype threat, unintentional blindness, and selective attention with classical diversity approaches, which emphasize a focus on micro-advantages and micro-inequities. As stated above, the fundamental belief in these approaches is that while egregious displays of discriminatory behavior must be clearly addressed, the much larger organizational problem is that vast numbers of unconscious decisions are made by people who do not realize there is Unconscious Bias in their behavior.

The core objectives of organizational work on Unconscious Bias are for participants to:

- Examine their own background and identities to interact more authentically with co-workers, customers, and the community.
- Explore how the brain functions to recognize Unconscious Bias as a natural function of the human mind.
- Expose patterns of Unconscious Bias to navigate its impact on decision-making processes.
- Confront internal biases to practice conscious awareness in their lives.
- Identify organizational leverage points to mitigate the impact of Unconscious Bias in interactions, processes, and structures.
- Practice strategies and tools to create transformational systemic change in their organization.

## Overcoming Our Immunity To Change

Leaders and other organizational members often make a sincere commitment to achieve improvement goals in the diversity and inclusion area, yet they struggle with taking the steps necessary to actually achieve them. They frequently are frustrated by this lack of progress.

A related approach that can be used to help in these situations is called “Overcoming Immunity to Change.” This approach, developed by Harvard University psychologist Robert Kegan, and guided by a trained facilitator, helps individuals and organizational units identify those Big Assumptions that are unconsciously held by them, and which actually create “competing commitments” which prevent any meaningful change from occurring. They then can test those assumptions. When they find that some of their Big Assumptions are either not true, or not always true, they can begin to develop new strategies and behaviors that enable positive movement toward achieving the original goals and objectives.

## Diversity Spotlight: Leveraging Difference

by Brandy Ajose, Contract Support for DACM Office

In partnership with UVA Darden MBA program, DACM sponsors a two-week acquisition course, “U.S. Navy Understanding Industry” in which structure and strategy of DoD are studied. Dr. Davidson instructs a module highlighting the importance of diversity and inclusion in the workforce.

In his book, [The End of Diversity As We Know It: Why Diversity Efforts Fail and How Leveraging Difference Can Succeed](#), Dr. Martin N. Davidson, associate professor and former Chief Diversity Officer at the Darden School of Business at the University of Virginia, challenges traditional views and failures of diversity efforts in the workplace. Dr. Davidson answers why diversity and inclusion should be an integral piece of the overarching organization’s business strategy. Backed by years of research, he explores how “shifting from ‘Managing Diversity’ to ‘Leveraging Difference’ can create value.”





# Revamped Onboarding Process Gives New Employees a Head Start

by Naval Surface Warfare Center Dahlgren Division Public Affairs

Lorna Tebrich walked out of a four-hour PowerPoint brief about NSWC Dahlgren Division overloaded with information but eager to begin work in her new position as a Command Human Resources Specialist on June 14, 2015.

Although ready to get started, Tebrich could not engage in most of her job duties for days, despite transferring to NSWC Dahlgren Division from NSWC Headquarters as a government employee registered in the federal system. The days stretched on as Tebrich read manuals and introduced herself to leadership and key personnel over the course of several weeks until she had the basic capabilities and knowledge to be truly effective in her job.

“It was a fire-hose of information,” Tebrich said, reflecting on the orientation brief and her own personal onboarding experience, similar to thousands of new employees throughout the Warfare Center Divisions. “I was kind of stunned and not sure where to go, how to get support for various requirements, and was still uninformed about the command’s portfolio of work.” Tebrich saw an onboarding process in need of a radical overhaul. In less than two years, she would have more impact on that process than she initially imagined.

In her role as the command’s New Employee Development Program Manager, she was in charge of revamping the onboarding process into an effective system to onboard and initially develop employees ranging from Pathways intern hires and reassignments to conversions and new hires, including remote-seated and cross-site assigned individuals.

The revamp began in early 2016, when NSWC Dahlgren Division’s technical departments approached the Human Resources Division for a solution to onboarding and indoctrination process issues. Seizing on the opportunity, Tebrich volunteered to lead an Onboarding Continuous Process Improvement (CPI) event to better integrate and streamline corporate and departmental processes for onboarding.

Over the course of five days in April 2016, the CPI team identified current state processes, delays, communication gaps and opportunities for improvement. The team comprised members from each technical department and onboarding job function, from secretaries and supervisors to peer mentors and Operations Department process owners including security, human resources and information technology managers.

“The CPI event addressed delays in the onboarding process that were affecting a new hire’s ability to become fully operational in a timely manner and perhaps negatively skewing their first impression of NSWCDD as an employer of choice,” Tebrich said.

The team established standardized command-level processes to ensure a consistent experience for onboarding employees across the Division’s departments. The event concluded with the team’s onboarding process recommendations to leadership, who authorized implementation to begin October 17, 2016.



**Lorna Tebrich, left, NSWC Dahlgren Division’s New Employee Development Program Manager, discusses on-site and off-site training and leadership development programs with new employees during the command’s revamped New Employee Orientation. Standing with Tebrich are Ryan Payne, center, computer scientist, and Arnie Cutrell, mechanical engineer.**

This drive for change spanned the onboarding process for all government civilian hires at NSWC Dahlgren Division and Combat Direction Systems Activity (CDSA) Dam Neck sites, from the time employees accept a tentative job offer to their first-year anniversary.

“We believe this first year is critical to the re-recruitment and engagement of our employees,” Tebrich said. Improved processes include:

- ◆ New Employee Orientation was extended to three days, an adaptation of NSWC Crane Division’s program, to maximize the employee’s initial productivity while they wait for their Common Access Cards (CACs) by infusing them with organizational know-how to provide a solid foundation for a career at NSWC Dahlgren Division.
- ◆ Early fingerprinting and forward processing of personnel data enables employees to receive their CACs by the time they leave the new three-day employee orientation. As the Human Resources Division works to tighten up this timeline, everything else – NMCI, mandatory training, account registrations – happens quicker.
- ◆ Employees are provided with a standard New Employee Checklist that identifies, in one single document, all action items and systems access steps the employee needs to perform as part of the onboarding process. The checklist also identifies the point of contact they should turn to when they need assistance or have questions.
- ◆ Secretaries and supervisors also have an onboarding checklist with instructions on how to prepare for and support a new hire before entrance on duty and after. All onboarding process descriptions, documents and reference material are maintained



***New employees at NSWC Dahlgren Division listen and ask questions as Andy Humphrey, Chief Learning Officer, gives a briefing during a recent New Employee Orientation.***

in a central SharePoint repository for use by the onboarding process owners to ensure accuracy and timeliness of actions.

- ◆ The Employee Familiarization Program was reinvigorated to include monthly cohort activities for new employees that build on their level of organizational awareness throughout the first year. These activities include ship visits, range tours and classroom learning on subjects including project execution best practices and generational differences.

Following the “four S’s” of High Velocity Learning – see, swarm/solve, share and sustain – Tebrich is sharing and explaining NSWC Dahlgren Division’s onboarding processes with NSWC and NUWC leadership and personnel, and with NAVSEA representatives interested in implementing, sustaining and re-evaluating these improvements.

“The project really is a great example of High Velocity Learning and we were very fortunate to have such a high-performing team,” said Alex Farley, Human Resources Division Head and the CPI project champion. “We look at it as an ongoing effort and continue to examine things that we could do better while capturing metrics to help with that analysis.”

In addition to its responsibility for maintaining oversight of the onboarding process, the Human Resources Division produces deliverables for the process and trains department supervisors, secretaries and executive assistants while implementing the CPI recommendations and tracking and reporting of metrics.

“What’s so great about Continuous Process Improvement is that it doesn’t stop,” Tebrich said. “Each quarter, the team gets together and reviews the metrics, pinpointing the opportunities to speed up processes just a little more.”

Overall, the CPI implementation and follow-on adjustments reduced the average time to onboard an employee and bring them to full operational capacity; increased the average satisfaction rating of new employees to the onboarding process; eliminated the number of rework instances and quality errors through documented, consistent processes; and decreased the level of effort required by hiring managers and department administrative personnel to onboard employees. “Lessons learned from the CPI are applicable to all Warfare Centers, taking into account their local guidelines,” Humphrey said. “In fact, a number of our new processes use lessons from other Warfare Centers’ experiences.”



## **ACQUISITION LEADERSHIP CHANGES**

### **Welcome Aboard!**

#### **DASN**

**Mr. William Bray**

Deputy Assistant Secretary of the Navy – Research,  
Development, Test & Evaluation (DASN RDT&E)

#### **ACAT I PMs**

**CAPT Michael Taylor**

Littoral Combat Ships (PMS 501) PEO (LCS)

**CAPT Christopher DeSena**

Navy Communications Satellite Program Office  
(PMW 146) PEO (SS)

**CAPT Daniel Mackin**

Persistent Maritime Unmanned Systems (PMA 262)  
PEO (U&W)

**COL Matthew Kelly**

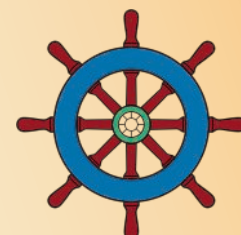
V-22 Joint Program (PMA 275) PEO (A)

**CAPT Michael Orr**

Airborne Electronic Attack/EA-6B Program Office  
(PMA 234) PEO (T)

**CAPT Kyle Turco**

Shore and Expeditionary Integration (PMW 790)  
PEO (C4I)





# Marine Corps Acquisition Workforce Recognized

by Kaitlin Kelly, MCSC Office of

MARINE CORPS BASE QUANTICO, Virginia— Marine Corps and Dept. of Navy acquisition leaders gathered to recognize the outstanding performance of Marine Corps acquisition professionals and teams Aug. 8, aboard Marine Corps Base Quantico.

Ms. Allison Stiller, acting secretary of the Navy for Research, Development and Acquisition was the keynote speaker for the awards ceremony.

“Today’s awards recognize the performance and service of the very best in Marine Corps acquisition,” said Stiller. “These individuals and teams—uniform and civilian—distinguished themselves through their professional excellence, innovation, tenacity and superior planning in pursuit of the acquisition, fielding and support of Marine Corps systems and equipment.”

Brig. Gen. Joseph Shrader, commander of Marine Corps Systems Command, hosted the annual awards ceremony. He thanked the entire workforce for all their hard work and dedication.



**Ms. Allison Stiller, acting secretary of the Navy for Research, Development and Acquisition, gives a keynote address during the 2017 Acquisition Excellence Awards.**

“You have conducted yourselves in such a manner that outside of this organization at the institutional level of the Marine Corps—the commandant, the assistant commandant ... the operational forces—have recognized the work that you’re doing,” said Shrader. “Give yourselves a standing ovation, because you all deserve it for all the work you’ve done over the last year and all the work you’re doing now.”



**Senior leaders pose with the Acting ASN (RD&A). From left: Deputy Assistant Secretary of the Navy For Expeditionary Programs and Logistics Management Mr. Jimmy Smith; Deputy to the Commander for Systems Engineering and Acquisition Logistics Ms. Jeannette Evans-Morgis; MCSC Executive Director Mr. William Williford; Ms. Allison Stiller; MCSC Commander Brig. Gen. Joseph Shrader; Program Executive Officer Land Systems Mr. John Garner; Deputy to the Commander for Resource Management Ms. Jaimie Reese; and MCSC Sgt. Maj. Gary Smith.**

*Photographs taken by Jennifer Sevier and Cpl. Jacqueline A. Garcia*

**The Roebling Award** presented to a Marine Corps civilian was awarded to **Daniel Neal Justis.**



**The Stoner Award** presented to a staff noncommissioned officer was awarded to Master Gunnery Sgt. **Terry Erb.**



**The Andrew J. Higgins Award** presented to a Marine Corps officer was awarded to **Maj. Austin Bonner.**



**The Col. Richard 'Dick' Bates Award** was presented to **Maj. Andrew Konicki.**



**The Lawrence P. Kreitzer Leadership Award** was presented to **Jack Cave.**



**The Commander's Honorary Award for Excellence in Acquisition Support** was presented to **Martin Reeve.**



**The Commander's Honorary Award for Excellence in Acquisition Support (Team)** was presented to the **Physical Security Team.**





# for Professional Excellence and Tenacity in 2016

## Public Affairs and Communication

*The Commander's Honorary Award for Excellence in Contract Management was presented to Edward McGrail.*



*The Commander's Honorary Award for Excellence in Contract Management (Team) was presented to the Cyber Operations Augmentation Support Effort Team.*



*The Commander's Honorary Award for Excellence in Financial Management was presented to Ceola Alexander.*



*Commander's Honorary Award for Excellence in Financial Management (Team) was presented to the Information Systems and Infrastructure Financial Management Team.*



*The Commander's Honorary Award for Innovation was presented to Staff Sgt. Alexander Long.*



*The Commander's Honorary Award for Innovation (Team) was presented to the Additive Manufacturing Team.*



*The Commander's Honorary Award for Excellence in Logistics and Product Support was presented to Edward Lodge.*



*The Commander's Honorary Award for Excellence in Logistics and Product Support (Team) was presented to the Product Manager Infantry Combat Equipment Body Armor/Load Bearing and Clothing Equipment Team.*



*The Commander's Honorary Award for Excellence in Marine -Air-Ground Task Force Engineering was presented to Michael Martha.*



*The Commander's Honorary Award for Excellence in Marine -Air-Ground Task Force Engineering (Team) was presented to the Afloat Command, Control, Communications and Computers Integration Team.*



*The Commander's Honorary Award for Excellence in Operations Research and Systems Analysis was presented to Maj. Courtney Jones.*



*The Commander's Honorary Award for Excellence in Operations Research and Systems Analysis (Team) was presented to the MCSC Light Armored Vehicle Sufficiency Review Cost Team.*



*The Commander's Honorary Award for Excellence in Program Management was presented to Anthony Reinhart.*



*The Commander's Honorary Award for Excellence in Program Management (Team) was presented to the Legacy Fleet Light Tactical Vehicle Team.*





# How You Can Create Opportunities for Small Businesses to Support Your Mission

by Emily Harman, SES, Director, Department of the Navy Office of Small Business Programs

You can support the Department of the Navy's (DON's) Small Business Program even if you only contract with large businesses. Because the DON has small business prime contracting goals, not subcontracting goals, some members of the acquisition workforce may think that only providing prime contracting opportunities for small businesses is important. That is not the case.

This article provides a top level summary of actions (not all inclusive) you can take to increase opportunities for small businesses to support your mission as prime and subcontractors. Your organization's Small Business Professionals can provide in-depth training on these topics.

## Pre-Award

### 1) Communications with Industry

- Early, open, and effective communication results in greater understanding of requirements, efficiently tailored and documented requirements, fewer adversarial relationships, a sense of ownership in the end product, and reduced bid & proposal (B&P) costs.
- Publish and Frequently Update a Long Range Acquisition Forecast
- Hold advance planning briefings for industry
- Attend the DON's Gold Coast Small Business Procurement Event held every August
- Attend Sea Air Space small business events to include the Forum for Small Business Innovation Research Transition
- Submit Small Business Innovation Research (SBIR) topics (you can find your Government SYSCOM SBIR Program Manager contact information at [www.navysbir.com](http://www.navysbir.com))

### 2) Market Research

- Determine if all or a portion of your requirement can be performed by small businesses. Breaking a portion or all of the work out and issue a small business set-aside to eliminate pass through costs.
- Seek assistance/advice from Small Business Professionals
- Provide feedback to industry on Sources Sought/Requests for Information responses
- Identify SBIR efforts that could satisfy your requirement ([www.navysbirsearch.com](http://www.navysbirsearch.com) is an excellent resource)

### 3) Industry Days/Pre-solicitation/Preproposal Conferences (Contract Specific or Program Specific)

- Provide opportunities for large and small businesses to network or conduct matchmaking meetings
- Communicate expectations on the utilization of small businesses as prime and subcontractors

- Release a draft Request for Proposal and seek input from industry
- Share best practices for submitting competitive proposals and adhering to contract requirements
- Providing potential bidders with simplified proposal requirement checklists

### 4) Acquisition Strategy/Acquisition Plan and Resulting Solicitation

- Involve your Small Business Professional early in the development of your strategy
- Establish goals for applying SBIR and Small Business Technology Transfer (STTR) technologies in programs of record and incentivize primes to meet those goals (see DoDI 5000.02 and the DON's SBIR/STTR Phase III Guidebook on [www.navysbir.com](http://www.navysbir.com)).
- For contracts with a value at or above \$100 million, establish goals for the transition of Phase III technologies in subcontracting plans and require primes to report the number and dollar amount of Phase III SBIR or STTR contracts
- Consider performance-based, commercial-type payment clauses to accommodate restrained fiscal resources.
- Consider the use of indefinite delivery/indefinite quantity type contracts to enable companies to plan workload over a longer period of time, creating stability

### 5) Competitive Source Selections

- Ensure Small Business Professionals advise the Source Selection Team
- Evaluate Small Business Participation as a Source Selection Factor or Sub factor
- Assess contractor performance against, and efforts to achieve, the goals identified in the small business subcontracting plan

### 6) Sole Source Negotiations

- Incentivize the contractor to provide increased opportunities to small businesses as subcontractors
- Encourage the prime contractor to enter into a Mentor Protégé Agreement, especially in a situation where there is a need for additional sources of supply to reduce supply chain risk with the potential to negatively impact to your mission
- Ensure the prime contractor is aware of relevant SBIR topics

# How You Can Create Opportunities for Small Businesses to Support Your Mission (Continued)

## Post Award

### 1) Debriefings

- Provide meaningful debriefings - see my article entitled "Myth-busting" Further Improving Industry Communication with Effective Debriefings in the DACM Corner | JUL -SEP 2017

### 2) Post Award Kick Off Meeting

- Hold a kick off meeting to ensure mutual understanding and establish expectations
- Address questions regarding contract terms and conditions to enable small businesses to more easily navigate the complexity often associated with government contracts

### 3) Program Reviews

- Address small business participation in program reviews

### 4) Monitor Subcontracting Performance

- Utilize the Electronic Subcontracting Reporting System
- Consider requiring monthly small business subcontracting reporting on larger contracts

### 5) Contractor Performance Assessment Reporting System (CPARS)

- Accurately evaluate the prime contractor's Small Business Subcontracting in accordance with the CPARS Guide

### 6) Share Information

- Publish good news stories about how small businesses are contributing to your mission as prime and subcontractors
- Provide feedback on lessons learned, challenges and barriers to doing business with small business

Small businesses provide combat power for our troops and economic power for our nation. What tips do you have for increasing opportunities for small businesses to participate as prime and subcontractors? Contact the DON Office of Small Business Programs at [smallbizideas@navy.mil](mailto:smallbizideas@navy.mil). Send us your good news stories as well as challenges and barriers to doing business with small businesses.

## CALENDAR & EVENTS

Oct							Nov							Dec							Jan						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
1	2	3	4	5	6	7				1	2	3	4						1	2	31	1	2	3	4	5	6
8	9	10	11	12	13	14	5	6	7	8	9	10	11	3	4	5	6	7	8	9	7	8	9	10	11	12	13
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22	23	24	25	26	27	28	19	20	21	22	23	24	25	17	18	19	20	21	22	23	21	22	23	24	25	26	27
29	30	31					26	27	28	29	30			24	25	26	27	28	29	30	28	29	30	31			

### Acquisition Events

12 Oct	AEA Ceremony	4-8 Dec	PM Workshop
23-27 Oct	Understanding Industry Course	6 Dec	USD (AT&L Ceremony)
		11 Jan	AWS Summit
14 Nov	Joint Acquisition HR Summit	22-26 Jan	PM Workshop

### Federal Holidays & Days of Interest

9 Oct	Columbus Day
11 Nov	Veterans Day (observed 10th)
23 Nov	Thanksgiving
25 Dec	Christmas Day
1 Jan	New Years Day

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

Cover photo credit: PEO LCS

**The deadline for submissions for the JAN-MAR 2018 issue of the DACM Corner is 17 NOV 2018.**



