



# 4<sup>th</sup> Estate DACM *Newsletter*

## IN THE SPOTLIGHT

### 4<sup>TH</sup> ESTATE DACM WELCOME

The 4th Estate Director Acquisition Career Management (DACM) Office exists to support the men and women who serve in the Defense Acquisition Workforce.

There has been a focus on growing our technical and business skills and on restoring the core competencies inherent to our responsibilities in the Department of Defense. Here are some highlights from FY14:

- The current 4th Estate Defense Acquisition Workforce count is 25,043, up from 17,717 in FY08, a total increase of 7,326.
- The 4th Estate Defense Acquisition Workforce count was at its highest point (25,043) in FY14.
- The career fields with the largest increases, since FY08, are Contracting, Life Cycle Logistics, and Engineering, with increases of 1,590 (27%), 1,403 (96%), and 1,228 (161%), respectively.
- The current 4th Estate Defense Acquisition Workforce DAWIA "Meets/Exceeds" certification rate is 70.0%, up from 55.3% in FY08.

We have instituted several initiatives focused on improving the training and development opportunities for our workforce:

- 275 employees attended the Acquisition Leadership Challenge Program (ALCP) in 2014.
- 3 employees participated in the Senior Service College Fellowship (SSCF) in 2014.
- 21 4th Estate agency employees attended the Defense Civilian Emerging Leader Program (DCELP) in 2014.

We have great people, as demonstrated by the winners of the Defense Acquisition Workforce Awards listed on page 4.

Throughout FY15, we will continue to focus on the sustainment and professionalization of our acquisition workforce while seeking new ways to deliver forward-looking solutions. We fully understand that we must sustain our acquisition workforce at the level required to support our mission, and to this we are all dedicated.

The mission of 4th Estate DACM Office is to serve our acquisition workforce as best as possible. Please do not hesitate to contact us with any ideas, questions, or concerns. We look forward to working with all of you in maximizing training and development opportunities for the 4th Estate acquisition workforce.

### FROM YOUR DACM

Greetings! It is a great time to be a part of the Defense Acquisition Workforce. We are excited to be launching the new Defense Acquisition Talent Management System for the 4th Estate in April 2015. It is our job to seek out workforce development opportunities for 4th Estate acquisition employees. We are pleased to offer a second straight year of training via the acquisition leadership challenge program. We also encourage qualified employees to apply through us to the Senior Service College Fellowship program. Our goal is to provide enhanced communications and standardization of processes where possible.

We are proud to have reconstituted the 4th Estate quarterly newsletter. We welcome your suggestions on how we can improve our newsletter and our processes. Thank you to our agency leadership, acquisition career managers, and acquisition workforce for your hard work and support to the Department of Defense.



Mr. Robert Daugherty

## 4TH ESTATE DACM HOSTS SUCCESSFUL ANNUAL SUMMIT BY AARON HUTSON, 4TH ESTATE COMMUNICATIONS DIRECTOR

On Dec. 10–11, 2014, the 4th Estate DACM hosted the annual 4th Estate Summit at the Defense Acquisition University's Fort Belvoir campus. Agency acquisition leaders, career managers, and training managers were encouraged to attend. The 4th Estate agencies were well represented at the summit.

The 2014 summit covered many important topics that will affect the acquisition workforce. The summit began with an overview of current 4th Estate initiatives by **Mr. Aaron Hutson**, communications director for the DACM Office. Among the initiatives discussed were the popular Acquisition Leadership Challenge Program, which will be continued in 2015, and the Senior Service College Fellowship program.

Next up on the summit agenda was a data overview of the Defense Acquisition Workforce by **Mr. Brian Pearson** from AT&L's Human Capital Initiatives Office. Mr. Pearson provided attendees with an agency-specific slide deck that highlights acquisition workforce data on workforce size and career field breakdown, DAWIA certification rates, and retirement eligibility information.

**Ms. Susan Horab**, also from the Human Capital Initiatives staff, provided an overview of the Defense Acquisition Workforce Development Fund (DAWDF) and how it is being used across the Department of Defense (DoD) and the 4th Estate.

**Mr. Izaak Hill**, from ASM Research, provided an overview of the new Defense Acquisition Talent Management System (DATMS), which will go live around April 20, 2015. DATMS is a competency-based management tool developed to provide the 4th Estate agencies' civilian employees with a systematic approach to evaluating and effectively aligning occupational competencies with mission and job requirements throughout the human capital life cycle. DATMS will provide agency leadership with a strategic approach to aggregating, quantifying, and assessing employee competency data across organizations, career fields, and occupations. This will include DAWIA certification, Continuous Learning Points, and Defense Acquisition Workforce membership information. DATMS will allow employees to use their current and projected competencies in a progressive, sequential approach to career development.

After lunch, **Mr. Mark Whiteside**, director of Performance and Research Management at DAU, and **Ms. Diane Cunha**, Student Information System (SIS) integration manager, provided an overview of the SIS, which will be the new registration system for DAU courses beginning in October 2015.

Workforce development managers were given the opportunity to submit requested discussion items ahead of the summit. The next session of the summit featured discussion and answers to questions. Mr. Hutson led a discussion of future 4th Estate initiatives, including a rotational assignment program among DoD agencies and a separate rotational assignment program specific to the intelligence agencies.

**Ms. Lindsey Frutiger**, ATRRS project manager from ASM Research, concluded day one of the summit with two excellent sessions on quota management and travel management. Ms. Frutiger and her team kindly provided attendees with a binder for retention that included policies and timelines for quota management, the DAU FY16 schedule build process, travel management information, and contact information.

**Ms. Camylle Coley** from AT&L's Office of Small Business Programs began day two of the summit with an overview of the new Small Business career field, established by a USD(AT&L) memorandum on Sept. 2, 2014.

The 4th Estate DACM, **Mr. Robert Daugherty**, discussed his experience serving on the initial Key Leadership Positions Qualification Board in the Test and Evaluation career field on Dec. 9, 2014. Mr. Daugherty recognized the Test and Evaluation functional leader and team for a job well done in conducting the first qualification board. Mr. Daugherty noted that the qualification board is an excellent talent management practice and that attendees should encourage interested individuals to apply for board qualification in the future.

**Mr. Jonathan Higgins**, senior lead analyst for the 4th Estate DACM Office, discussed the expansion of the International Acquisition career path, which will be extended from the Program Management career field to any acquisition career field. Mr. Kendall authorized this change via his memorandum of Sept. 2, 2014. Mr. Higgins also led a review of the equivalency and fulfillment process for DAU courses.

**Mr. Tim Shannon**, director of the DAU Learning Capabilities and Integration Center, provided an update on the university. Mr. Shannon reviewed FY15 DAWIA certification changes by career field. He also discussed the new CON 090 program support tool. Students will now be required to complete pre-course work that is available to them 45 days before the CON 090 course start date. Mr. Shannon noted that the goal is to reduce student attrition in CON 090 with no degradation of rigor.

**Mr. John Higbee**, director of DAU Mission Assistance (MA), discussed the MA program and what it can do for 4th Estate agencies. Mr. Higbee reviewed DAU's MA portfolio beyond the classroom. He highlighted numerous excellent MA programs that have had success, such as strategic planning, workshops, executive coaching, team training, leadership development hybrids, pre-milestone/gate reviews, and many other services.

The 2014 4th Estate Summit concluded with an open discussion and survey. The survey results indicated that the summit attendees were very pleased with the material discussed and felt the summit was a valuable experience. Thank you to our attendees and presenters for making the 2014 4th Estate Summit a success!

## 4TH ESTATE TAKES THE ACQUISITION LEADERSHIP CHALLENGE PROGRAM BY AARON HUTSON, 4TH ESTATE

The Acquisition Leadership Challenge Program (ALCP) is designed to assist participants to reflect objectively on leadership styles, gain insight on how to leverage others’ talents, and learn practical skills. The ALCP produces graduates with the values and self-discipline necessary to succeed as leaders who are critical for creating high-performing teams and organizations. Sessions are 2.5 days long and broken into multiple levels to accommodate the varying levels of leaders in the DoD.

The 4th Estate DACM Office provided 10 courses at the ALCP I and II levels from September through December 2014 for acquisition professionals in the 4th Estate. The ALCP training is conducted by the Leadership Foundry, a division of the TSM Corporation.

In ALCP I, the focus is on the individual, with emphasis on who they are and their behavioral preferences. A model for understanding the dynamics of leadership is presented with facilitated participant understanding of how various results from psychological instruments indicate an individual’s approach to leadership challenges in a variety of scenarios. The specific and unique challenges of change, decision making, and conflict resolution in the acquisition workforce are addressed. The topics addressed in ALCP I include: Emotional Intelligence, Change Style Indicator, Myers-Briggs Type Indicator, Thomas-Kilman Instrument, Decision Style Profile, Leading Diverse Generations, and the Fundamental Interpersonal Relationship Orientation–Behavior.

ALCP II is geared towards supervisors. The focus is on the major challenges for new organizational leaders, especially how to incorporate individual talents into a cohesive workforce. The goal of ALCP II is to increase the participant’s self-awareness for better understanding and appreciation of different cultures and to promote a willingness to build intrinsic and extrinsic value in their organization. The seminar will help prepare individuals for developing and implementing coherent strategies to lead organizational transformation in joint, interagency, multinational, and cross-cultural environments. ALCP II addresses the topics covered in ALCP I and also facilitates a 360-degree feedback questionnaire for all students.

The feedback received on the ALCP from the after-course surveys was overwhelmingly positive. Here are a few of the comments we received:

- Awesome!! The best class I’ve ever taken thru DAU. Most classes are job task specific, this is a life learning skill that can be used and applied both at work (regardless of your job) and home. I highly recommend this class, especially for those moving or wanting to move into supervision.

- The course was very insightful. It was great refresher training and helped me to have a better understanding of communication styles, forming teams, and what leadership style I have developed into—and it was fun!
- It is one of the most valuable classes I have taken. I wish I could have had this 10 years ago.
- Best leadership course I’ve been to in many years, and I’m retired military with 25+ years, so I’ve been to a lot of leadership courses.
- Every manager should take this course even if they have had similar classes in the past.

The 2015 4th Estate ALCP schedule is provided below. Agency quota managers have been provided with specific quota allotments per class. The ALCP courses are extremely high demand, and each course will close for student registration 42 days before its start date. In the event that a student needs to withdraw from the course during the 42 days before the start date, we will work the substitutions on a case-by-case basis.

### 4TH ESTATE ACQUISITION LEADERSHIP CHALLENGE PROGRAM 2015 SCHEDULE

START	END	L1	L2	LOCATION
04/29/15	05/01/15	1		WASHINGTON, DC
05/18/15	05/20/15		1	ATLANTA, GA
05/20/15	05/22/15	1		PHOENIX, AZ
06/17/15	06/19/15	1		COLUMBUS, OH
06/22/15	06/24/15	1		ATLANTA, GA
07/13/15	07/15/15		1	PHILADELPHIA, PA
08/10/15	08/12/15		1	RICHMOND, VA
08/12/15	08/14/15	1		RICHMOND, VA
09/14/15	09/16/15		1	WASHINGTON, DC
09/16/15	09/18/15	1		WASHINGTON, DC

## PENTAGON LEADERS HONOR EXCELLENCE IN ACQUISITION BY NICK SIMEONE, DoD NEWS, DEFENSE MEDIA ACTIVITY

WASHINGTON, Dec. 9, 2014—The 2014 Defense Acquisition Workforce Awards were handed out today during a Pentagon ceremony in which the department's leadership honored those who, through acquisition excellence, provide outstanding support to the warfighter.

"Recognizing our professionals and the great work they do is really important," Under Secretary of Defense for Acquisition, Technology, and Logistics Frank Kendall told award recipients, who are among the more than 150,000 civilian and military members that make up the department's acquisition workforce.

**Navy Adm. James A. Winnefeld, Jr.**, vice chairman of the Joint Chiefs of Staff, was also on hand to present awards to staff who, he said, "based on our dreams and your dreams design, produce and ultimately, hopefully on cost and on schedule and on performance, do the very critical part of logistic support...the kinds of things that people who wear the uniform like me have to use out there defending our country."

Individuals in the following categories were recognized for outstanding service:

- **Requirements Management: Diane Baker**, U.S. Air Force, Air Force Materiel Command, Wright Patterson Air Force Base, Ohio, for "exemplifying excellence in requirements management through the study and implementation of cost capability analysis for the Air Force."
- **Acquisition in an Expeditionary Environment: Matthew A. McLean**, U.S. Air Force, 10th Contracting Squadron, U.S. Air Force Academy, for "outstanding mission support to U.S. Central Command."
- **Auditing: Robert F. LeJeune**, Defense Contract Audit Agency, for "outstanding contributions to the acquisition process and his ultimate support of the warfighter and protection of the taxpayer."
- **Business: Maryellen Lukac**, U.S. Army, for among other things, providing "essential acquisition and funding direction in the accomplishment of the urgent production and delivery of 918 60mm mortar systems to the Afghan national army within seven months from request."
- **Contracting and Procurement: Patricia A. Watson**, Washington Headquarters Services Acquisition Directorate, for her "stellar commitment to increasing contract quality and to developing the professional acquisition competencies of over 115 contracting professionals within WHS/AD."
- **Earned Value Management: David Kester**, Defense Contract Management Agency, for among other things "leadership and courage in confronting the lack of consistency, standardization and transparency" of a DCMA management system.

- **Engineering: Daniel Dittenber**, U.S. Army, for among other things implementing "innovative solutions to dramatically improve readiness and sustainability while simultaneously improving performance capabilities."
- **Facilities Engineering: Leland "Allen" Fincham**, Directorate of Public Works, Joint Munitions Command, Blue Grass Army Depot, Richmond, Kentucky, for among other things "ensuring that facilities are maintained, improved and operated in such a way as to minimize mission impacts" while taking "stellar care of employees."
- **Information Technology: Edward Lane**, National Reconnaissance Office, for changing "how the NRO, Department of Defense and intelligence community acquire information-sharing capabilities that meet the needs of our nation's decision makers."
- **Life Cycle Logistics: Kevin Cormier**, U.S. Navy, for among other things contributing "directly and significantly to sustaining the affordability of DoD's most complex weapons system."
- **Production, Quality and Manufacturing: John P. Graham**, Defense Contract Management Agency, for "exhibiting the highest levels of excellence in the acquisition of products and services in support of the warfighter and protection of taxpayer resources."
- **Program Management: Thu Van Hendrey**, U.S. Navy, for among other things, establishing "rigorous processes to ensure the prime contractor's integration and testing program scrupulously supported the program's operational requirements."
- **Science and Technology Manager: Maj. Christopher C. Schlagheck**, U.S. Air Force, Air Force Rapid Capabilities Office, for managing a \$30 million space threat microsatellite program during a period in which he "significantly advanced the state of the art for this nation's space defense posture."
- **Services Acquisition: Steven R. Lahr**, U.S. Air Force, Air Combat Command's Acquisition Management and Integration Center, for among other things "leading the way in implementing the Better Buying Power 2.0 philosophy."
- **Small Business: Crystal Ober**, Defense Logistics Agency, for having a "profound effect on DLA aviation by increasing small business participation from 22.4 percent in fiscal year 2012 to 30.7 percent in FY14."
- **Test and Evaluation: Steven D. Schroeder**, U.S. Navy, for "demonstrating exceptional leadership through his management of the Joint High Speed Vessel Test Team."

In addition to the awards for individual achievement, employees at the Naval Undersea Warfare Center Division were honored with the Defense

## PENTAGON LEADERS (CONTINUED)

Acquisition Workforce Development Award for “achieving excellence in developing acquisition professionals.”

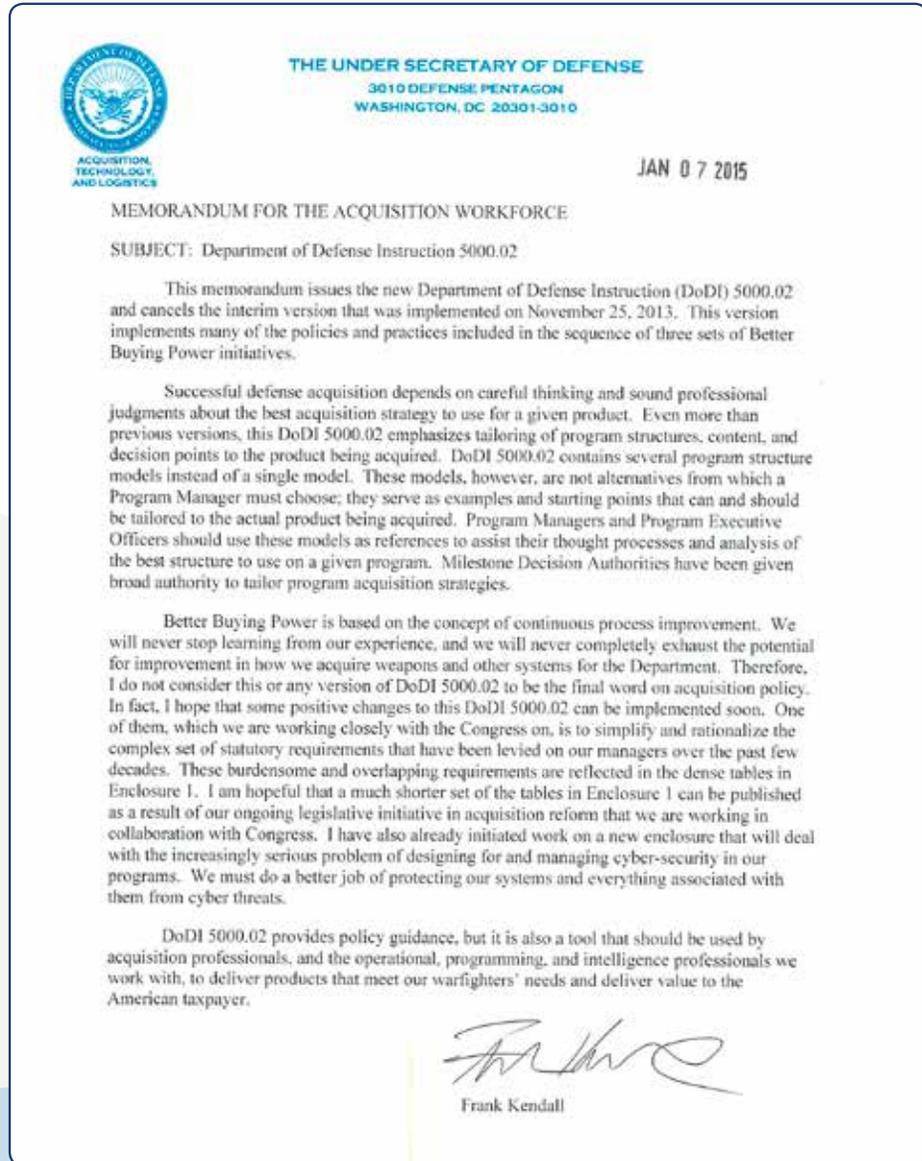
Also receiving the award:

- The Space and Naval Warfare Systems Command Business Financial Management Competency
- The 448th Supply Chain Management Wing/431st Supply Chain Management Squadron
- The Special Operations Research, Development and Acquisition Center, U.S. Special Operations Command
- The Army Contracting Command
- The Acquisition Excellence and Program Execution Directorate, Air Force Life Cycle Management Center, Air Force Materiel Command

(Follow Nick Simeone on Twitter: @Simeone-DoDNews)

## DEPARTMENT OF DEFENSE INSTRUCTION 5000.02

On Jan. 7, Under Secretary of Defense for Acquisition, Technology, and Logistics Frank Kendall, signed a memorandum issuing a new [Department of Defense Instruction \(DoDI\) 5000.02](#). This updated version for the operation of the department’s acquisition system, implements many of the policies and practices included in the Better Buying Power initiatives.



## AT&L HUMAN CAPITAL INITIATIVES WELCOMES NEW DIRECTOR

**Ms. René Thomas-Rizzo**, Senior Executive Service, is the new director for Human Capital Initiatives (HCI), within the Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD[AT&L]). In this role, Ms. Thomas-Rizzo is responsible for assisting the USD(AT&L) with the execution of all Defense Acquisition Workforce responsibilities outlined in 10 United States Code 1702, including workforce strategic planning, policy, and programs in order to create a qualified workforce able to make a difference in acquisition outcomes.

Ms. Thomas-Rizzo has served as the Department of Navy (DoN) Director of Acquisition Career Management (DACM) for the past five and a half years. As DACM, she was responsible for the management and development of the acquisition workforce, serving as direct advisor and staff assistant to the Assistant Secretary of the Navy for Research, Development and Acquisition and to the Principal Civilian Deputy, Assistant Secretary of the Navy, on all matters pertaining to education, training, and career development.

From October 2007 to August 2009, Ms. Thomas-Rizzo served as chief of staff (CoS) for the Program Executive Office Integrated Warfare Systems (PEO IWS), where she was responsible for proper execution of PEO IWS processes, procedures, and policies in support of the PEO IWS Command Group. She helped guide the PEO to achieve continuous organizational improvement essential to the efficiency and effectiveness of the PEO IWS vision and mission.



Ms. René Thomas-Rizzo

Before her selection as PEO IWS CoS, Ms. Thomas-Rizzo was assigned as deputy program manager for IWS 7.0–Future Combat Systems, Open Architecture, and Human Systems Integration. She was responsible for management and technical direction of DoN Enterprise Open Architecture combat systems and training systems as well as design and development of Naval Integrated Fire Control–Counter Air capability.

In 2005 Ms. Thomas-Rizzo was assigned the Training Systems Development Manager/Navigation, Seamanship and Shiphandling Trainers (NSST) Program Lead in the PEO IWS 7.0C, in Naval Sea Systems Command in Washington, D.C. She served as a consultant to the program manager in developing critical acquisition program strategies, while balancing defense acquisition processes with the Planning, Programming, Budgeting, and Execution schedule and requirements. She was responsible for the installation of five shore-based NSST and more than 20 shipboard NSST installations.

Ms. Thomas-Rizzo's leadership and performance have been recognized through the following awards: Navy Superior Civilian Service Award for her outstanding contributions while serving as PEO IWS chief of staff in 2009; and two additional Navy Superior Civilian Service Awards in 2011 and 2014 for her performance while serving as the director of Acquisition Career Management.



The 4th Estate DACM congratulates Ms. Thomas-Rizzo on her selection and welcomes her to this important position of director for HCI.

## LATEST ARRIVAL

The 4th Estate is pleased to announce that colleague **Jonathan Higgins** and his wife Beth just welcomed their newest family member, Jackson Reed Higgins. Jackson arrived Jan. 21 weighing 7 pounds, 6 ounces.

Both Mommy and baby Jackson are doing well and are settling in at home. Nathan is very much excited to be a big brother, as you can see in the picture below.



## DEFENSE ACQUISITION TALENT MANAGEMENT SYSTEM—COMING SOON

In April 2015, the 4th Estate Director for Acquisition Career Management is launching the new Defense Acquisition Talent Management System (DATMS). This is a competency management tool developed to provide 4th Estate agency civilians a systematic approach to evaluating and effectively aligning occupational competencies with mission and job requirements throughout the human capital life cycle. It will provide agency leadership with a strategic approach to aggregating, quantifying, and assessing employee competency data across organizations, career fields, and occupations. This will include DAWIA certification, Continuous Learning Points, and Defense Acquisition Workforce membership information.

Here are some highlights:

- DATMS includes several types of competencies for employees to be rated against, including:
  - Mandatory/Foundational
    - Any DoD, CP, Occupational Series required course or activity. Can be tailored by the 4th Estate or agency.
  - Performance
    - Competencies needed to improve current job performance in your current CP or occupational series
  - Career Progression
    - Competencies needed to compete with positions in and outside of your current CP or occupational series

- Career Succession
  - Competencies needed to compete on the supervisory level of your current occupational series
- DATMS allows employees to use their current and projected competencies in a progressive, sequential approach to career development
  - Create short- and long-term career goals
  - Organize and prioritize the top five critical competency gaps as candidates for closure.
- DATMS uses the prioritized competency gaps and allows the employee to create a Competency-based Development Plan Proposal.
  - The employee will select a closure strategy from the Gap Closure Strategy tool, and submit for supervisor approval.
    - This allows employees to create unique gap closure strategies for their competency gaps
  - Employees can complete the Gap Closure Assessment and view results from past assessments.
- DATMS includes Return on Investment (ROI) Reporting as a work force analysis tool supports the measurement of the benefit obtained across time within occupational series, by department, by organization, etc., and compares these to the investment (or costs) benefits of the gap closure strategy.

## CHECK US OUT

Check out the 4th Estate DACM Web site at < [www.dau.mil/doddacm](http://www.dau.mil/doddacm) > for all your acquisition workforce needs.

The logo features the word "Defense" in red, "Acquisition" in large white letters with a black outline, and "Workforce" in blue. A red swoosh underline is positioned behind the text.

**Defense**  
**Acquisition**  
**Workforce**

4<sup>th</sup> Estate DACM

## DAU VICE PRESIDENT DR. McMICHAEL RETIRES BY COURTNEY WHITTINGTON, DAU COMMUNICATIONS

**Dr. James S. McMichael**, former vice president at DAU, retired Jan. 9 after nearly 40 years of government service. Well-wishers including friends, family, and coworkers observed the retirement ceremony in Howell Auditorium, presided over by former DAU President Frank Anderson.

Dr. McMichael was instrumental in drafting the Defense Acquisition Workforce Improvement Act (DAWIA), a landmark legislative initiative that established requirements for structured training and formal career development of the members of the Defense Acquisition Workforce. He authored Department of Defense Directive 5000.57, which formally established the Defense Acquisition University (DAU), and he was named the first acting president of DAU during its formation. From 2005 to 2015, he served as vice president of DAU and assumed the duties of acting president twice. Dr. McMichael led DAU through some of the most challenging times in its history. From managing significant expansion efforts, to leading the university through sequestration, furloughs,

and a government shutdown, Dr. McMichael continuously displayed selfless commitment to serving the professional development needs of the 150,000 members of the Defense Acquisition Workforce and to providing strong leadership to the 700 faculty and staff of DAU. Dr. McMichael's extraordinary efforts to lead, direct, and evolve the learning architecture and infrastructure of DAU allowed the organization to meet the changing customer needs for training, continuous learning, mission assistance, and knowledge sharing.

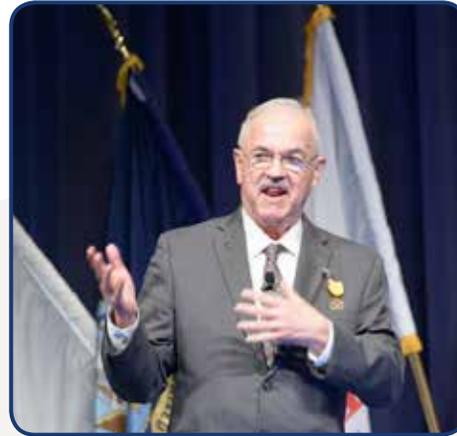
According to DAU President James Woolsey, the university has begun the process of selecting a new vice president. This is a long process, however, and there is much to do in the meantime. To help DAU in the interim, the Defense Systems Management College (DSMC) dean, Dr. Roy Wood, has agreed to serve as acting vice president. Dr. Wood brings to this position a great wealth of knowledge about DAU and the defense enterprise, which will serve DAU well. In turn, Mr. Pat Wills will serve as acting dean of DSMC.



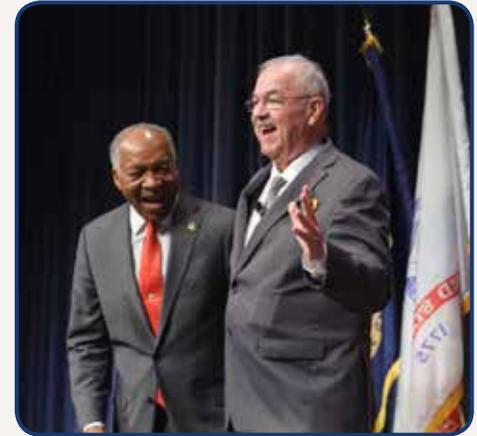
DAU President James Woolsey presents a gift to Dr. McMichael.



Former DAU President Frank Anderson congratulates Dr. McMichael.



Dr. McMichael addressing his audience.



Colonel Norman McDaniel, USAF (Ret.), and Dr. McMichael reflecting on his career.

## 4TH ESTATE AWARD WINNERS—THE 2014 DEFENSE ACQUISITION WORKFORCE AWARDS

The 2014 Defense Acquisition Workforce Awards were bestowed at a Pentagon ceremony last December (see article, p. 4). Congratulations to the winning 4th Estate individuals and organization listed below.

### Auditing

#### Mr. Robert F. LeJeune Defense Contract Audit Agency

**Mr. Robert F. LeJeune** is the Defense Contract Audit Agency (DCAA) resident auditor at the Pratt & Whitney Resident Office. During the summer of 2013, while reviewing the audit working papers for the risk assessment for a large forward-pricing rate audit, Mr. LeJeune became concerned with the increasing expenditure of resources for preparing the audit risk assessment. The increase was not a one-time instance but had become a reoccurring condition. The risk assessment process at the large resident office that he oversees had become voluminous and time consuming. Mr. LeJeune shared his observations with his management team (supervisory auditors and the Field Audit Office [FAO] assistant for quality), and the team felt that the risk assessment process required more focus and was having a negative impact on the duration of audits, particularly in the forward-pricing area. This was affecting the FAO's ability to meet audit due dates and was causing frequent requests with contracting officers for additional audit time, thus delaying the acquisition process. The management team saw a clear need for improvement in this area but felt locked into the DCAA's existing template for performing risk assessments. The team concluded that the DCAA template for performing risk assessments was not intuitive, required excessive documentation and repetition of the same information in multiple places, and had become a process of filling out the template rather than clearly understanding where the audit risk was. This template required numerous working papers in order to document the risk assessment, thus needing significant audit hours to document the risk assessment. At the direction of Mr. LeJeune, his management team began internal deliberations to find a solution to the problem identified. During a visit to the office by the deputy regional director, Mr. LeJeune discussed the need to change how DCAA approaches the risk assessment process and the impact the current process was having on meeting audit readiness. Over



The Hon. Frank Kendall, Jr., Mr. Robert LeJeune, and Ms. Anita Bales.

the course of several months, Mr. LeJeune and his management team met on a regular basis to develop a new risk assessment process. Their goal was to make the entire process more intuitive and facilitate conciseness, while still clearly documenting the inherent risk (what can go wrong); control risk (what controls the contractor has in place to detect/prevent this inherent risk); and detect risk (areas where risk control is lacking or not functioning and thus need to be included in the audit scope). The result was the creation of a risk assessment template with five sections in order to assist the audit staff. The use of the new template combined with tailoring the risk assessment to the company rather than to the intermediate company submissions resulted in increased audit efficiency and hourly savings on forward-pricing and incurred cost audits. This significant savings in hours can be used to perform other high-risk audits despite the shortage of personnel in the organization. Under Mr. LeJeune's leadership, the buying commands are receiving audits more promptly, resulting in faster negotiations and quicker delivery of products and services to the warfighter.

### Contracting and Procurement

#### Ms. Patricia A. Watson Washington Headquarters Services

**Ms. Patricia A. Watson** has distinguished herself as a superior acquisition training officer and quality officer in the Washington Headquarters Services Acquisition Directorate (WHS/AD). In everything she has done to develop the contracting activity's acquisition workforce, Ms. Watson has demonstrated unequalled energy, boundless dedication, unsurpassed focus, masterful management, and stellar commitment to increasing contract quality and developing the professional competencies of more than 115 acquisition professionals. She has continuously demonstrated impressive and specific achievements. As the contracting officer's representative (COR) and sole Government manager on an innovative multiyear acquisition training contract, Ms. Watson displayed impressive project management skills, evident to all who observed her. Responsible for all aspects of contract management, she was the driving force behind a flawlessly planned and executed expansion of a complex contractor-led Acquisition Directorate professional development program (ADPDP), now in its third year, which includes acquisition training for AD's requiring activities. Working closely with AD leaders, Ms. Watson selected and personally monitored 10 outstanding case-study-intensive training courses. Establishing and leading a new in-house quality assurance process for the contractor's proposed training materials, she

*(Continued on page 10)*

## 4TH ESTATE AWARD WINNERS (CONTINUED)

ensured the revised courses included group discussions and exercises based on actual recent work products of AD staff and AD's requiring activities. As a direct result of Ms. Watson's performance as COR on a complex training support contract, 216 acquisition professionals participated in customized, focused training tailored to their requirements and relevant to their contracting environment. In addition to the contractor-led ADPDP, Ms. Watson planned, developed, and implemented a new and ambitious internal acquisition-training program led by AD instructors personally recruited and managed by her. More than 470 acquisition professionals participated in AD-instructed class sessions. Her ambitious and highly successful internal training program using AD instructors further developed oral communication and training skills of 11 contracting officers/contract specialists and improved key skills critical for success. In all of her acquisition workforce development responsibilities, she demonstrates unmatched leadership skills. Whether working with contractors, junior acquisition staff, acquisition colleagues, senior leaders, or CORs, she consistently achieves results of superior quality because she understands the needs of others and helps others embrace the needs of the acquisition workforce. Ms. Watson clearly "gets it" and motivates a diverse, varied, and demanding group of stakeholders to reach the same right answer. She quickly and correctly identifies problems and does not wait for others to provide solutions. Demonstrating unequalled energy and enthusiasm, she is consistently part of the solution on every acquisition training and contract quality issue facing AD and is a key player in advancing Better Buying Power 2.0 initiatives.



**The Hon. Frank Kendall, Jr., Ms. Patricia Watson, Ms. Linda Allen, and Mr. William E. Brazis.**

### **Earned Value Management Mr. David R. Kester Defense Contract Management Agency**

Since the establishment of the PM&I Earned Value Management (EVM) Division, a number of Earned Value Management Systems (EVMS) policies have been reconsidered by **Mr. David R. Kester**, the DCMA PM&I EVM director, to address inherent redundancies and inefficiencies in the conduct of assessing contractor EVMS. To improve productivity and to execute the mission and

objectives better, a first-of-a-kind initiative was launched to rethink the way in which contractor EVMS validations and follow-on surveillance can be performed simultaneously to test the reliability of core management processes using data sets and algorithms to summarize, detect patterns, and draw conclusions. This data-driven approach eliminates the need for multiple DCMA audits and the labor and travel costs associated with upwards of 30 people visiting a contractor's plant. In the past year, Lockheed Martin Aeronautics' (LMA) response in correcting EVMS deficiencies following the DCMA data-driven approach has resulted not only in the company regaining its DFARS 252.234-7002 EVMS compliance credentials as a condition for doing business with the DoD, but has fundamentally changed the way it thinks about EVMS, and how it will manage work in the future. The JSF Program Office's (JPO) and LMA's commitment to using reliable EVMS data for day-to-day decisionmaking on the largest single global defense program has solidified the long-term stability of the program and increased the purchasing power of the Department. LMA estimates that the new approach will save the company upwards of 3,000 hours (an estimated \$900,000) in avoidable EVMS surveillance costs per year. At the same time, Mr. Kester's leadership and courage, in confronting the lack of consistency, standardization, and transparency of the DCMA EVMS mission, drove more favorable EVMS compliance outcomes. The implementation of the DCMA data-driven approach has proven that it advances the Department's Better Buying Power 2.0 initiatives for incentivizing productivity and innovation while eliminating unproductive processes and bureaucracy. For example, following up on the Department's EVM recommendations made to the U.S. Congress in September 2009, resulting from the Weapon Systems Acquisition Reform Act of 2009, Mr. Kester developed a Government EVMS intent guide which defined the purpose of each ANSI-748 guideline, the attributes (or characteristics) of each guideline that make it distinct from other guidelines, and the testing protocols that define compliance for each EVM system attribute. Mr. Kester's work was recently recognized by the National Defense Industrial Association Integrated Program Management Division chair and LMA president.



**The Hon. Frank Kendall, Jr., Mr. David Kester, and Mr. Joe Sweeney.**

*(Continued on page 11)*

## 4TH ESTATE AWARD WINNERS (CONTINUED)

### Information Technology

#### Mr. Edward Lane

#### National Reconnaissance Office

**Mr. Edward Lane** is deputy director of the National Reconnaissance Office (NRO) Application Service Provider, Ground Enterprise Directorate. He identified the need for the NRO Information Sharing Framework (ISF) to enable seamless information-sharing with the emerging DoD Distributed Common Ground Systems-Intelligence Community (DCGS-IC), a primary component of the ISF. Consequently, he fought for and obtained funding, leading to the establishment of DCGS-IC as a program of record. Building on the ISF model, he launched the NRO to the forefront of the Defense Intelligence Information Enterprise (DI2E), the DoD counterpart to DCGS-IC.

Mr. Lane recognized early that developing IT applications that are reusable and shareable across the DoD and the IC, rather than building cradle-to-grave or stove-piped systems, is a cost-effective means to extend the “reach,” timeliness, and value of intelligence to enhance DoD’s intelligence, surveillance, and reconnaissance activities. One such application is Red Dot, a semi-automated system that captures intelligence

information about improvised explosive devices from highly classified national technical means (NTM) sources and tools. It quickly generates alert reports and delivers them in minutes (versus hours) to unclassified map displays in tactical vehicles. Numerous battlefield commanders attest that Red Dot saves lives by getting the right information to the right people at the right time. Mr. Lane’s vision of how to transform software development was also realized in the establishment of a new enterprise software acquisition approach and organizational construct, called the NRO Application Service Provider (NASP). The mission of the NASP is to transform the acquisition and delivery of applications, frameworks, and data through the development, management, and evolution of the Software Services Platform (S2P) for the NRO. The S2P is an application-only IT platform that provides a cohesive collection of applications, common software services, development tools, virtual appliances, source code, technical support, and documentation for on-demand reuse across the NRO. Mr. Lane and his group created the IC’s Enterprise Registry and Repository (ER2), a high-capacity metadata catalog that enables users to register their capabilities and to search



The Hon. Frank Kendall, Jr., Mr. Edward Lane, and Mr. Kevin West.

and discover capabilities developed by others. They have documented and coordinated over 300 DI2E infrastructures, common, and mission enterprise functions across nearly 200 DI2E, DoD, IC, and Federal service providers and assessed hundreds of service offerings for enterprise reuse, thus saving millions of dollars in future development, deployment, cost avoidance, and maintenance costs. Mr. Lane’s group also created a DI2E Storefront (similar to Apple Computer’s App Store), where users publish and share software, widgets, applications, services, guidebooks, and essential information, including capabilities within the Under Secretary of Defense for Intelligence’s Battlespace Awareness portfolio. The opportunities created by ER2 and the DI2E Storefront have resulted in an initial \$8 million in cost savings and \$120 million in cost avoidance. Mr. Lane’s pioneering acquisition and deployment methodologies at the National Reconnaissance Office have dramatically and forever changed how the NRO, Department of Defense, and intelligence community acquire information-sharing capabilities that meet the needs of our nation’s decision makers.

### Production, Quality, and Manufacturing

#### Mr. John P. Graham

#### Defense Contract Management Agency

**Mr. John P. Graham** distinguished himself by exhibiting the highest level of excellence in the acquisition of products and services in support of the warfighter and protection of the taxpayer. His superior performance as the (AH-64D/E) Apache Attack Helicopter Program Integrator with the Defense Contract Management Agency (DCMA) Boeing Mesa continuously exemplifies the tenets of Better Buying Power (BBP) 2.0 focus areas that DCMA can contribute to and influence. Mr. Graham is responsible for oversight of a multifunctional program support team for Acquisition Category IC and ID programs valued at over \$2.8 billion. Mr. Graham’s unyielding dedication and resourcing determination provided 117 Apache Attack Helicopters, meeting the highest standards of quality and technical performance, to the U.S. Army and International Foreign Military Sales customers. As a result of Mr. Graham’s diligence, the program continues to deliver aircraft ahead of schedule while simultaneously providing continuous support in



The Hon. Frank Kendall, Jr., Mr. John Graham, Lt. Col. Robert Rugg, and Mr. Joe Sweeney.

*(Continued on page 12)*

## 4TH ESTATE AWARD WINNERS (CONTINUED)

Afghanistan to combat flight operations that have amassed more than 466,740 flight hours. Mr. Graham's dedication to mission as well as steadfast support to the warfighter routinely earned him recognition and distinction from customers and DCMA. He was named DCMA Boeing Mesa Employee of the Year for 2013. Additionally, his efforts enabled DCMA Boeing Mesa to be honored with the designation of DCMA Small Flight Activity of the Year for 2013. Mr. Graham has worked on a multitude of program issues in conjunction with the Apache Project Management Office. His efforts range from receipt of aircraft for depopulation, production/build, and acceptance to final pick-up/delivery by combat-ready units flying back to home station locations. Mr. Graham ensures aircraft are inducted through a premodification process occurring at geographically dispersed locations, providing unique complexities and challenges with respect to levels of customer engagement and premodification requirements. Mr. Graham's leadership has not only been instrumental in providing oversight of multiple contractor sites but has contributed immeasurably to the management of more than 20,000 line items of Government furnished equipment valued at over \$1.25 billion. Mr. Graham's continuous improvement of the Over-and-Above processes from contract to contract had an incredible influence on the BBP 2.0 "Control Costs" initiative. He organized a cross-functional Government team with a mission to review contractor dispositions on basic Over-and-Above repair actions, leading to a cost savings in excess of \$1 million. Mr. Graham exemplified the BBP 2.0 "Eliminate Unproductive Processes" initiative by providing a solution on Government furnished equipment engines that prevented schedule delays and cost increases. With systemic engine concerns—involving the output drive assembly (ODA) and bearing-oil leakage—he worked tirelessly to manage replacement ODAs personally and prevent increased labor hours and shipping costs for removal and reinstallation of components. Mr. Graham led the collaboration with GE Engine Division to schedule engine removal, testing, and troubleshooting as risk mitigation to the possible cost and schedule impacts of engine leaks during the manufacturing process of the AH-64E Apache aircraft.

### Small Business

#### Ms. Crystal Ober

#### Defense Logistics Agency

**Ms. Crystal Ober** is the deputy director of the Office of Small Business Programs, DLA Aviation, Richmond, VA. Ms. Ober's innovation, analytical ability, market research processes, and partnerships with acquisition personnel far surpassed expectations, resulting in DLA Aviation exceeding their small business goal. She increased awareness, mitigated business challenges, and improved external and internal touch points. The sheer volume of work accomplished by Ms. Ober is above and beyond what is considered exceptional performance. She

received the 2014 Chief Acquisition Officers Council Small Business Excellence Award in March 2014. This achievement award recognized her as the top small business professional in the Federal Government for engaging in collaboration with the acquisition community that led to contract awards that were successful from both a small business and an acquisition perspective. Ms. Ober's accomplishments have been published in two *DLA Today* articles in FY14—"Aviation Exceeds Its Small Business Goal for FY13" (December 2013) and "Ms. Ober Wins the Small Business Excellence Award for Effective Collaboration" (April 2014). Her advances in market research, innovative contracting methods, and leadership in small business program marketing were instrumental in DLA Aviation's small business program successes. DLA Aviation implemented a significant number of strategic contracting initiatives to lower costs, reduce manual workload, and improve customer support. To achieve improvements in small business participation rates, innovative contracting methods had to be developed as set-asides and successfully awarded to small businesses. Ms. Ober's involvement in shaping the small business strategy began at the concept development stage with the program manager, even before the acquisition was transferred to the acquisition specialist. Numerous innovative approaches were utilized. Her recommendation to obtain waivers to the non-manufacturer rule was implemented, and several Small Business Administration waivers to the non-manufacturer rule were granted. Ms. Ober's efforts have had a sustained positive impact on DLA Aviation. The small business supplier base and DLA continue to benefit from the improved small business participation in DLA Aviation contracts. For example, FY13 small business participation closed out at 27.1 percent compared to the 26.26 percent goal. The small business percentage through June of FY14 has increased to 30.7 percent, which exceeds the FY14 goal by 4.8 percentage points. Also, for the period of FY14 through June, small business dollars are \$88 million higher than FY13 through June, and small business set-aside dollars are up \$35 million. In addition to the small business benefits, Better Buying Power components of the Hub and Blade contract included industrial customer performance metrics with minimum performance standards for order fulfillment



The Hon. Frank Kendall, Jr., Ms. Crystal Ober, Mr. John Henley, and Mr. Matthew Beebe.

(Continued on page 13)

## 4TH ESTATE AWARD WINNERS (CONTINUED)

within 24 hours 96 percent of the time and within 48 hours 98 percent of the time. Operational customer expedite orders must be filled in one day and routine orders within three days. This is a significant improvement over the prior contractual support of two days for expedite orders and eight days for routine orders. The contract also ships 100 percent customer direct, eliminating Government warehousing. The final business cost analysis documents \$4.3 million in cost avoidance.

### Silver Winner (Small Organization Category) United States Special Operations Command Special Operations Research, Development, and Acquisition Center (SOCOM SORDAC)

The Special Operations Research, Development, and Acquisition Center, United States Special Operations Command has demonstrated outstanding commitment, innovation, and results to develop and support the success of its acquisition professionals. The Command's mission demands a highly skilled workforce of Special Operations Force (SOF) Acquirers who are experts in rapid acquisition and the fielding of innovative capabilities and equipment for the warfighter. As with SOF's operational force, being an SOF Acquirer is demanding and dynamic, requiring the utmost in acquisition skill, professionalism, and dedication to the mission. This unique acquisition workforce, spanning eight program executive offices and four directorates, has expertly supported the nation's most elite warriors deployed, at any given time, in up to 100 countries. SORDAC has developed many innovative initiatives to enhance the capabilities of both USSOCOM Headquarters and Service acquisition workforces. SORDAC continued with their "GHOST" deployment, a program in which junior Air Force acquisition officers deploy to our Program Executive Office for Fixed Wing (PEO-FW). To date, 83 Air Force acquisition officers have been hand selected for this competitive program. During their 120-day deployment, these junior acquisition officers learn and execute rapid acquisition programs in direct support of SOF combat operations. They continuously meet the needs of our SOF by expeditiously delivering the right capability to enable them to successfully execute their critical, often time-sensitive, missions worldwide.



The Hon. Frank Kendall, Jr., Mr. James F. Geurts, Mr. James H. Smith, and Lt. Gen. Thomas J. Trask.

## DAU ACQUISITION TRAINING SYMPOSIUM

Sign up now for the DAU Acquisition Training Symposium being held April 7, 2015, at the DAU Fort Belvoir campus. This year's theme is "Achieving Dominant Capabilities through Technical Excellence and Innovation." The Under Secretary of Defense for Acquisition, Technology, and Logistics Frank Kendall will be the keynote speaker. This event will provide an opportunity for both government and industry acquisition professionals to receive training and perspectives on implementing the Better Buying Power (BBP) 3.0 initiatives.

Please visit <http://www.dauaa.org/> to register for the symposium.

**DAU ACQUISITION TRAINING SYMPOSIUM**

**DAU**

*'Achieving Dominant Capabilities through Technical Excellence and Innovation'*

Mark your calendars for this significant event – an opportunity to learn and share best practices with other acquisition professionals.

**Register:** [www.dauaa.org](http://www.dauaa.org)  
Or call 703-960-6802

**When:** Tues, Apr 7, 2015  
8:00 AM to 5:00 PM

**Where:** Scott Hall (Bldg 226)  
DAU Ft. Belvoir Campus

**Who:** Keynote: USD(AT&L),  
Hon. Frank Kendall



Presented by the DAUAA on  
Behalf of DAU

THIS TRAINING SEMINAR QUALIFIES  
TOWARD 5.0 CONTINUOUS LEARNING  
POINTS (CLP)

If you have training and development questions, always begin with your local agency training or quota management point of contact—typically located in your training, human resources, or acquisition offices—for agency-specific guidance.

**ACQTAS Help Desk** (for registration or ACQTAS issues) 703-645-0161 or < [acqtashelp@asmr.com](mailto:acqtashelp@asmr.com) > . Hours of Operation: 7:30 a.m. to 5:30 p.m., EST.

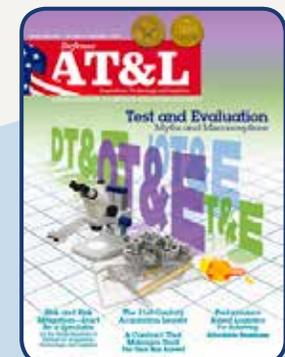
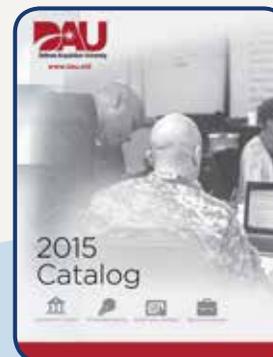
**ACQTAS Travel Technician**, 703-645-0161 (commercial), 703-645-0432 (fax), or < [ACQTAStravel@asmr.com](mailto:ACQTAStravel@asmr.com) > .



**DAU Student Services** (general information and questions about welcome messages) < [student.services@dau.mil](mailto:student.services@dau.mil) > , 703-805-3003/DSN 655-3003, or toll-free 888-284-4906.

**DAU Virtual Campus Help Desk** (questions on distance learning courses and continuous learning modules) < [dauhlp@dau.mil](mailto:dauhlp@dau.mil) > , 703-805-3459, or toll-free 866-568-6924/DSN 655-3459 (choose option 1).

We hope you find this newsletter informative. Let's collectively commit to providing outstanding support to our 4th Estate Defense Acquisition Workforce.



**T**  
**E**  
**A**  
**M**

**T**ogether  
**E**veryone  
**A**chieves  
**M**ore

**Collaborate**

**Align**

**Strategize**

**Evolve**