



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

APR 17 2015

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: 2015 Under Secretary of Defense for Acquisition, Technology, and Logistics
David Packard Excellence in Acquisition Award and the Should Cost and
Innovation Award

I am soliciting your 2015 nominations for both the David Packard Excellence in Acquisition Award and the Should Cost and Innovation Award. The Packard Award recognizes organizations, groups, or teams that have demonstrated exemplary innovation and best practices in acquisition, while the Should Cost and Innovation Award, a new award added in 2014, specifically targets organizations that have displayed outstanding commitment, innovation, and results to should cost management.

Eligibility and selection criteria for both awards, along with administrative procedures and application forms, are provided in Attachments 1 and 2, respectively. The selection criteria for the Packard Award include specific reference to and emphasis on the Better Buying Power (BBP) efficiency initiatives and the demonstrated program management processes in implementing them. Of note, we are including BBP 3.0 as part of the criteria for this year's award. Should Cost is an enduring BBP initiative for which, because of its importance, we have created a separate award that is more narrowly focused on the organization that has most successfully identified should cost opportunities and savings.

Nominations for both awards must be submitted electronically to packard.award@dau.mil and shouldcost.award@dau.mil, respectively, not later than August 1, 2015. Additional information can be found online at <http://www.dau.mil/acqawards>.

It is important that we continue to recognize the outstanding contributions of our acquisition workforce, a key focus initiative of BBP 2.0 continued with BBP 3.0, in delivering world-class products and capabilities to our Warfighters. Thank you once again for soliciting and promoting the submissions of those teams most deserving of recognition.

A handwritten signature in black ink, appearing to read "Frank Kendall", written in a cursive style.

Frank Kendall

Attachments:
As stated

DISTRIBUTION:

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2015 USD(AT&L) David Packard Excellence in Acquisition Award

Please read the following information carefully before completing and submitting this application.

Background: The David Packard Excellence in Acquisition Award, sponsored by the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)), recognizes Department of Defense (DoD) civilian and military organizations, groups, or teams who have demonstrated exemplary innovation and best practices in the acquisition of products and services. This award reflects achievements that exemplify goals and objectives established for furthering life-cycle cost reduction and/or acquisition excellence in the Department. It is the preeminent acquisition awarded granted by the USD(AT&L).

Eligibility: All Component and DoD AT&L organizations, with the exception of Defense Acquisition University, are eligible to compete for the 2015 Packard Awards. Questions concerning eligibility should be directed to the award coordinator at 703-693-8342 or packard.award@dau.mil. Nominations are for organizations, groups, or teams that have exhibited superior accomplishments significantly contributing to defense acquisition, technology, and logistics goals, initiatives, and programs. The award will be granted for contributions made or completed within the 12-month period from July 1, 2014, through June 30, 2015. Given that many developments result from an organization's efforts and contributions cumulatively over a period of time, initiatives over more than the 12-month window may be reported, but the culmination of the work must be within the window.

Evaluation Criteria: The primary judging criteria for selecting recipients are based on demonstrated acquisition program management processes leading to the successful implementation and execution of one or more of the Better Buying Power (BBP) focus areas and associated initiatives found at <http://bbp.dau.mil>. **For 2015, this will include BBP 3.0, along with BBP 2.0, since it has been out in draft form since September 2014 and the formal release is in April 2015, within the period of performance window.**

Nomination packages should specify which BBP focus area(s)/initiative(s) is(are) applicable and provide supporting information. It is not necessary to address all the focus areas/initiatives, and in some cases it may be more prudent to focus on only a few of them instead and go into more depth with the justification. Quantifiable metrics are especially desired. Multiple teams may receive the award based on merit.

Detailed Instructions:

1. Each Military Department may nominate up to five teams, and other Components may nominate two teams each. Contractors are not permitted to be listed as members of the team. Nomination packages **must** be submitted through the appropriate Acquisition Executive and accompanied by an endorsement letter to the USD(AT&L).

All awards must be completed using the award application form herein and submitted, via e-mail, to the award coordinator at packard.award@dau.mil. Applications must include:

- a) The administrative information on the following page
 - b) A narrative describing the team's accomplishment(s) **not to exceed two pages**
 - c) A citation award abstract summarizing your narrative **not to exceed 300 words**
 - d) A high resolution organizational logo (at least 2 inches by 2 inches at 300 dots per inch) in either JPG or TIFF format, attached with your e-mail submission
2. Applications must be submitted to AT&L by **August 1, 2015**. Late submissions cannot be considered due to schedule constraints.
 3. The award coordinator will acknowledge all applications received. If the point of contact has not received a confirmation e-mail within two business days after submission, please contact the award coordinator. Award applications will not be considered complete until you have received a confirmation e-mail.
 4. USD(AT&L) will oversee the awards process and will appoint a chair for the Packard Award Board, which will be composed of seven other Senior Executive Service panel members within OUSD(AT&L). The Board Chair will be responsible for selecting the other panel members to review and evaluate the nominations. Once the Board has completed the review process, the Board Chair will present the recommendations to the USD(AT&L), the final approval authority.
 5. Presentation of the 2015 Packard Award to the winning team(s) will be in the late 2015/early 2016 timeframe.
 6. All travel costs associated with an awards presentation will be borne by the nominating organization. The winning organizations will be notified several weeks in advance in order to facilitate travel reservations. Because of limited space at the awards ceremony, winning teams are limited to five representatives each.
 7. OUSD(AT&L) will ensure the winning organizations are announced in various communication media.
 8. Questions regarding the 2015 Packard Awards or the application process should be addressed to the award coordinator at 703-693-8342 or via e-mail at packard.award@dau.mil. Additional information can be found on the awards website at www.dau.mil/acqawards.

Administrative Information

Award coordinator POC:

Name:

Telephone:

Email:

Organization, Group, or Team

Name:

Mailing Address:

Address (continued):

City:

State:

Zip:

Primary Organization Point of Contact (POC)

Name:

Title:

Telephone:

E-mail:

Alternate Organization POC

Name:

Title:

Telephone:

E-mail:

Current Number of Employees:

Your organization, group, or team's mission statement:

Brief description of your organizational structure:

Chain of command to whom your organization, group, or team reports:

Names and position titles of individual(s) contributing to organization, group, or team:

Award Narrative

(2 pages maximum, 12-point Times New Roman, based on criteria described herein)

Award Citation Abstract

(Maximum 300-word summary that will be placed in the award program for the winning teams)



2015 USD(AT&L) Should Cost and Innovation Award

Please read the following information carefully before completing and submitting this application.

Background: The Should Cost and Innovation Award, sponsored by the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)), recognizes organizations, groups, or teams that have displayed outstanding commitment, innovation, and results to should cost management. 2014 was the first year for this award. The concept of should cost management is fundamental to proactive cost control throughout the acquisition life cycle. This initiative requires the active management of cost, starting with the deep understanding of cost structures, followed by identifying specific goals for cost reduction (should cost goals), and the efforts to achieve those cost reductions. As a core, enduring Better Buying Power initiative, most programs and contracted activities in DoD now have should cost targets and are managing to them.

The following excerpt from the August 6, 2013, USD(AT&L) memorandum further details should cost management: “All acquisition managers should routinely analyze all cost elements and consider reasonable measures to reduce them, with prudent, cost-benefit based considerations of associated risks. Immediate short-term savings should not come at the expense of long-term degradation of effectiveness or suitability; investments that result in long-term returns in production or sustainment efficiency should be considered and are appropriate uses of should cost related savings. Managers should also apprise their leadership of opportunities for life-cycle cost savings that are outside their span of control.”

Eligibility: All Component and Department of Defense AT&L organizations, except the Defense Acquisition University, are eligible to compete for the 2015 USD(AT&L) Should Cost and Innovation Award. Questions concerning eligibility should be directed to the award coordinator at 703-693-8342 or shouldcost.award@dau.mil. The award will be granted for contributions made or completed within the 12-month period from July 1, 2014, through June 30, 2015. Given that many developments result from an organization’s efforts and contributions cumulatively over a period of time, initiatives over more than the 12-month window may be reported, but the culmination of the work must be within the window.

Evaluation Criteria: Nominations will be considered for evidence of contribution to should cost management (as per the above referenced USD(AT&L) memorandum). Quantifiable descriptions of achievements are desired, to include cost savings associated with should cost management, to also include investments that result in long-term returns in production or sustainment efficiency. Note: While the David Packard Excellence in Acquisition Award can also include application of should cost management, it is more broadly focused on organizations, groups, or teams that have demonstrated exemplary innovation and best practices in acquisition though application and emphasis on the Better Buying Power (BBP) efficiency initiatives and the demonstrated program management processes in implementing them.

Selection Process: The Should Cost and Innovation Award will be considered using the same Panel and process as for the David Packard Excellence in Acquisition award. They will access the Should Cost award nominations separately, however. The Panel will assess and rank nominated organizations based on Should Cost results and overall contributions. Only one Should Cost and Innovation Award will be selected.

Detailed Instructions:

1. Each Military Department/Component may nominate one team each. Contractors are not permitted to be listed as members of the team. Nomination packages **must** be submitted through the appropriate Acquisition Executive and accompanied by an endorsement letter to the USD(AT&L). **All awards must be completed using the award application form herein and submitted, via e-mail, to the award coordinator at shouldcost.award@dau.mil.** Applications must include:
 - a) The administrative information on the following page
 - b) A narrative describing the team's accomplishment(s) **not to exceed two pages**
 - c) A citation award abstract summarizing your narrative **not to exceed 300 words**
 - d) A high resolution organizational logo (at least 2 inches by 2 inches at 300 dots per inch) in either JPG or TIFF format, attached with your e-mail submission
2. Applications must be submitted to AT&L by **August 1, 2015**. Late submissions cannot be considered due to schedule constraints.
3. The award coordinator will acknowledge all applications received. If the point of contact has not received a confirmation e-mail within two business days after submission, please contact the award coordinator. An award application(s) will not be considered complete until you have received a confirmation e-mail.
4. USD(AT&L) will oversee the awards process and will appoint a chair for the Packard/Should Cost Award Board, which will be composed of seven other Senior Executive Service panel members within OUSD(AT&L). The Board Chair will be responsible for selecting the other panel members to review and evaluate the nominations. Once the Board has completed the review process, the Board Chair will present the recommendations to the USD(AT&L), the final approval authority.
5. Presentation of the 2015 Should Cost Award to the winning team will be in conjunction with Packard Award in the late 2015/early 2016 timeframe.
6. All travel costs associated with an awards presentation will be borne by the nominating organization. The winning organization will be notified several weeks in advance in order to facilitate travel reservations. Because of limited space at the awards ceremony, the winning teams is limited to five representatives.
7. OUSD(AT&L) will ensure the winning organization is announced in various communication media.
8. Questions regarding the 2015 Should Cost Award or the application process should be addressed to the award coordinator at 703-693-8342 or at shouldcost.award@dau.mil. Additional information can be found on the awards website at www.dau.mil/acqawards.

Administrative Information

Award coordinator POC:

Name:

Telephone:

Email:

Organization, Group, or Team

Name:

Mailing Address:

Address (continued):

City:

State:

Zip:

Primary Organization Point of Contact (POC)

Name:

Title:

Telephone:

E-mail:

Alternate Organization POC

Name:

Title:

Telephone:

E-mail:

Current Number of Employees:

Your organization, group, or team's mission statement:

Brief description of your organizational structure:

Chain of command to whom your organization, group, or team reports:

Names and position titles of individual(s) contributing to organization, group, or team:

Award Narrative

(2 pages maximum, 12-point Times New Roman, based on criteria described herein)

Award Citation Abstract

(Maximum 300-word summary that will be placed in the award program for the winning team)