



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

MAY - 6 2011

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
(ATTN: SERVICE ACQUISITION EXECUTIVES)
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
(ATTN: DEFENSE ACQUISITION BOARD VICE CHAIRMAN)
COMMANDER, U.S. SPECIAL OPERATIONS COMMAND
(ATTN: ACQUISITION EXECUTIVE)
DIRECTOR, OPERATIONAL TEST AND EVALUATION
DIRECTOR, DEFENSE ADVANCED RESEARCH PROJECTS
AGENCY
DIRECTOR, DEFENSE CONTRACT MANAGEMENT AGENCY
DIRECTOR, DEFENSE LOGISTICS AGENCY
DIRECTOR, DEFENSE THREAT REDUCTION AGENCY
DIRECTOR, MISSILE DEFENSE AGENCY
DIRECTOR, DEFENSE TECHNICAL INFORMATION CENTER
DIRECTOR, TEST RESOURCE MANAGEMENT CENTER
OUSD(AT&L) DIRECT REPORTS

SUBJECT: 2011 Under Secretary of Defense for Acquisition, Technology and Logistics
(USD(AT&L)) Acquisition Award Programs

I am soliciting your 2011 nominations for the following three award programs:

- The David Packard Excellence in Acquisition Award, which recognizes organizations, groups, and teams that have demonstrated exemplary innovation and best practices in acquisition.
- The USD(AT&L) Workforce Achievement Award, which recognizes individual excellence by members of the Defense Acquisition Workforce in nine different functional categories.
- The USD(AT&L) Workforce Development Award, which recognizes organizations that have made exemplary contributions to the career-long development of their workforces.

Eligibility criteria, application/selection criteria, administrative procedures, and the application form for each of the three award programs are provided in Attachments 1, 2, and 3, respectively. Additional information can be found at www.dau.mil/acqawards.

Nominations must be submitted electronically by August 1 to one of the following points of contact:

- Packard Award: packard.award@dau.mil (e-mail)
703-693-8342 (phone)
- Workforce Achievement Award: achievement.award@dau.mil (e-mail)
703-805-4893 (phone)
- Workforce Development Award: learning.award@dau.mil (e-mail)
703-805-4570 (phone)

It is important we recognize the outstanding contributions of our acquisition workforce in delivering world-class products and capabilities to our Warfighters. Thank you in advance for soliciting and promoting the submissions of those individuals and teams most deserving of recognition.



Ashton B. Carter

Attachments:
As stated

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2011 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/or military organizations, groups, or teams who have made highly significant contributions demonstrating exemplary innovation and best acquisition practices. This award reflects achievements that exemplify goals and objectives established for furthering life cycle cost reduction and/or acquisition excellence in DoD. Multiple awards may be awarded based on merit.

Eligibility/Criteria: All Component and DoD AT&L organizations, except the Defense Acquisition University (DAU), are eligible to compete for the 2011 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 twelve-month period from July 1, 2010, through June 30, 2011.

Nominations must specify the criteria that are applicable and provide supporting information. Quantifiable metrics, such as savings and outcome measures, are especially desired. The primary judging criteria for selecting recipients are based on one or more of the following:

1. Defining effective and affordable tools for the Warfighter, including:
 - Reducing life cycle cost
 - Achieving best value for the government
 - Balancing the risk of fraud, waste or abuse against the cost of preventative measures
 - Balancing the benefits of the nation's socioeconomic policies with the cost of government-unique requirements on sellers
2. Making the acquisition system more efficient, responsive, and timely, including:
 - Managing risk in acquisition and procurement
 - Meeting Warfighter/peacekeeper needs faster, better, cheaper
 - Reducing acquisition lead time
 - Being suited to peacekeeping and other emerging DoD missions
 - Anticipating change instead of reacting to it
3. Integrating defense with the commercial base and practices, including:
 - Strengthening the joint commercial and defense industrial base
 - Integrating commercially available technology into military systems
 - Maintaining technological superiority.

- Combining best practices of world-class customers and suppliers
 - Partnering within the DoD and with the industry
4. Promoting continuous improvement of the acquisition process, including:
 - Simplifying the acquisition process
 - Facilitating people in the acquisition workforce in doing their jobs
 - Training and educating a professional acquisition workforce
 - Providing incentives for acquisition personnel to innovate and to manage risk
 - Evidencing trust in the professionalism of the workforce by empowering and encouraging them
 - Ensuring that every step in the acquisition process adds value
 - Reengineering the acquisition system – not all at once but process by process
 - Measuring progress (metrics) toward acquisition system enhancements
 5. Supporting USD(AT&L) goals and highlighting accomplishments to deliver capability and/or improve the supporting acquisition processes through:
 - Flexibility
 - Responsiveness
 - Innovation
 - Discipline
 - Streamlined and effective management

Detailed Instructions:

1. Each Military Department may nominate up to five teams, and other Components and OUSD(AT&L) principals may nominate two teams each. Nomination packages should be submitted through the appropriate Component Acquisition Executive or USD(AT&L) principal. 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:
 - The administrative information on the following page
 - A narrative describing the team's accomplishment(s) **not to exceed two pages**
 - An abstract summarizing your narrative **not to exceed 500 words**
 - 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 received by August 1, 2011.** We regret that late submissions cannot be considered.
3. The award coordinator will acknowledge all applications received. If the POC 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. The USD(AT&L) will coordinate the awards process and will appoint a chair for the Packard Recognition Board composed of eight Senior Executive Service panel members (or designated representatives) 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 selection authority, for approval.
5. The USD(AT&L), or a designated representative, will present the 2011 Packard Award to the winning team(s) in November 2011, in conjunction with the Program Executive Officers'/Systems Command (PEO/SYSCOM) Commanders' Conference at Fort Belvoir, Virginia.
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 conference and awards luncheon, winning teams will be limited to five representatives each.
7. OUSD(AT&L) will ensure the winning organizations are announced in various communication media.
8. Questions regarding the 2011 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

Organization, Group, or Team

Name:

Mailing Address:

Address (cont):

City:

State:

Zip:

Primary Point of Contact (POC)

Name:

Title:

Telephone:

Fax:

E-mail:

Alternate POC

Name:

Title:

Telephone:

Fax:

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 font, Times New Roman, based on criteria described herein)

Award Abstract

(500 word (maximum) summary that will be placed in award program for winning organizations, groups, or teams)

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2011 Under Secretary of Defense for Acquisition, Technology and Logistics Workforce Achievement Award

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

Background: The 2011 Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)) Workforce Achievement Award has been established to encourage and recognize excellent performance by members of the Defense Acquisition Workforce in the acquisition of products and services for the Department of Defense (DoD). **This program recognizes individuals within DoD (military or civilian)** who represent the best in the various acquisition workforce disciplines.

Eligibility: All military and civilian personnel within the Defense Acquisition Workforce are eligible to be nominated for the Workforce Achievement Award.

Detailed Instructions:

- 1. Deadline.** Applications must be received by August 1, 2011. To be considered for a 2011 USD(AT&L) Workforce Achievement Award, applications must be submitted in accordance with these instructions.
- 2. Procedure.** Submit nominations to achievement.award@dau.mil. Nominations must be endorsed by a General Officer, Flag Officer, or member of the Senior Executive Service and submitted to the cognizant Service Acquisition Executive or Component Acquisition Executive. Each Service or Component may submit no more than two nominations in each category.
- 3. Format.** The nomination package consists of the attached nomination form and three pages of narrative addressing the evaluation criteria, as shown below. The entire package should be submitted in Word format. The narrative for each criterion may not exceed one page.
- 4. Award Categories.** Nominations will be accepted in the following categories: Contract Auditing; Business; Contracting and Procurement (including Industrial/Contract Property Management, Contract Oversight, and Quality Assurance); Program Management; Information Technology; Life Cycle Logistics; Systems Planning, Research, Development and Engineering (including Production, Quality, and Manufacturing); Test and Evaluation; and Acquisition in an Expeditionary Environment. Awards may be given in any or all of these categories.
- 5. Scoring Criteria.** The narratives will be scored against the following three equally weighted criteria:
 - a. Specific achievements** within the functional area/category during the period July 1, 2010 – June 30, 2011. Given that many achievements result from one's efforts and contributions cumulatively over a period of time, achievements over more than the 12-month window may be reported, but the culmination of the work must be within the window.

- b. Value of the nominee's contributions during the award period to the mission of the organization and externally to the acquisition of products and services for the Department of Defense generally.
- c. Demonstration of leadership, including by example and through mentoring, provided to others in the organization and toward achievement of organizational objectives.

6. **Confirmation of Acceptance.** The award coordinator will acknowledge all applications received. Award submissions should not be considered complete until confirmation is received.

7. **Coordination.** Questions regarding this award or application procedures should be addressed to the Workforce Achievement Award coordinator at 703-805-4893 or via e-mail at achievement.award@dau.mil. Additional information can be found on the awards website at www.dau.mil/acqawards.

**2011 Under Secretary of Defense for Acquisition, Technology and Logistics
Workforce Achievement Awards Nomination Form**

Category:

Nominee Information

Name:

Title:

Address: _____

Telephone:

Fax (optional):

E-mail:

Civilian **or Military**

DoD Component or Agency Name: (i.e., Dept. of Army)

Primary Point of Contact (POC)

Name:

Title:

Telephone:

Fax (optional):

E-mail:

Alternate POC

Name:

Title:

Telephone:

Fax (optional):

E-mail:

Endorsing Official (*General Officer, Flag Officer or member of the Senior Executive Service*)

Name:

Title:

Telephone:

Fax (optional):

E-mail:

1. Specific Achievements:

2. Value of the Nominee's Contributions:

3. Demonstration of Leadership:

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2011 Under Secretary of Defense for Acquisition, Technology and Logistics Workforce Development Award

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

Background: The 2011 Under Secretary of Defense for Acquisition, Technology & Logistics (USD(AT&L)) Workforce Development Award has been established to help promote the objectives of the USD(AT&L)'s goal of a *high quality, agile, and ethical Defense Acquisition Workforce*. This program recognizes Department of Defense (DoD) AT&L organizations that have made exemplary contributions to the career-long development of their workforces.

Eligibility: All Component and DoD AT&L organizations, except the Defense Acquisition University (DAU), are eligible to compete for the 2011 USD(AT&L) Workforce Development Award. Questions concerning eligibility should be directed to the award coordinator at 703-805-4570 or learning.award@dau.mil.

Detailed Instructions:

1. **In order for an organization to be considered for a 2011 USD(AT&L) Workforce Development Award, the award application form below must be completed and submitted, via e-mail, to the award coordinator at learning.award@dau.mil.**
2. **Applications must be received by August 1, 2011. We regret that late submissions cannot be considered.**
3. **Each submission must include an endorsement from a flag officer/SES in the organization's chain of command.**
4. The award coordinator will acknowledge all applications received. If the POC has not received a confirmation e-mail, please contact the award coordinator. An award application will not be considered complete until you have received a confirmation e-mail.
5. Each award application will be evaluated in one of two categories as determined by the organization's size (i.e., fewer than 500 employees and 500 or more employees). Selected organizations will be recognized as Gold, Silver, or Bronze award winners. The application procedures are the same for both categories.
6. Please provide the administrative information requested.
7. Provide narrative responses for each topic area listed, observing the word limits indicated for each response (i.e., 1000 words for topics #2 and #3, 500 words for all others). The document will resize automatically as you type. Tips:
 - a. The judges are experts representing diverse backgrounds. Write for a broad audience, spell out acronyms the first time they are used, and limit the use of jargon.
 - b. Keep your responses factual and succinct, citing quantifiable results whenever possible. Avoid redundancy.

- c. Limit supporting materials to those that support and amplify your responses. Don't introduce new ideas in your attachments.
8. Submissions will be scored by a panel of judges using a 100-point scale. Points possible are indicated for each topic.
9. Please attach to your e-mail submission a high resolution organizational logo (at least 2 inches by 2 inches at 300 dots per inch) in either JPG or TIFF format.
10. Up to 10 additional pages of supporting materials (in PDF or Word format) may be included in support of, but not in place of, your responses. Please enclose supporting materials as separate files from the application. Applications with supporting materials exceeding 10 pages will be returned for revision.
11. Questions regarding the 2011 USD(AT&L) Workforce Development Awards or the application process should be addressed to the Workforce Development Award coordinator at 703-805-4570 or via e-mail at learning.award@dau.mil.

Administrative Information

Organization

Name:

Address:

Address (cont):

City:

State:

Zip:

Primary Point of Contact (POC)

Name:

Title:

Telephone:

Fax:

E-mail:

Alternate POC

Name:

Title:

Telephone:

Fax:

E-mail:

Current Number of Employees:

Your organization's mission statement:

Brief description of your organizational structure:

Chain of command to whom your organization reports:

1. Workforce Development Objectives (10 points): Describe your organization's infrastructure, policy, supervisor, and peer support of its workforce development objectives, as well as your approach to meeting these objectives, and the results achieved for each.

Please enter your response below (500 words or fewer):

2. Best Practices (30 points): Describe best practices initiatives within your organization that promote the development of a high performing, agile and ethical workforce. Provide an in-depth analysis with supporting metrics. Examples of best practices could include, but are not limited to:

Recruiting	Training & Development	Retention	Other
Internships	e-Learning	Compensation and Benefits	Knowledge
Succession	Continuous Learning	Assessment and Evaluation	Sharing and
Planning	Job Rotation	Tuition Reimbursement	Communities
	Job Shadowing	Performance Management	of Practice
	Leadership Development		Training
	Mentoring		Government-
	Executive Coaching		Industry
	Organization-Unique Training		Exchange
			Programs
			Telework

Please enter your response below (1000 words or fewer):

3. Benefits Realized (30 points): Describe how workforce development activities have helped your organization improve acquisition outcomes. Also describe how your best practices have impacted DoD's human capital initiatives, such as human capital requirements determination (gaps in current skills/competencies), new skills required, recruiting, training and development, and retention programs.

Please enter your response below (1000 words or fewer):

4. Support for Training (10 points): What is your organization's training budget for FY11 as a percentage of payroll? Describe the processes, mechanisms, and metrics you use to evaluate the effectiveness of training in your organization (e.g., certification).

Please enter your response below (500 words or fewer):

5. Affiliations and Partnerships (10 points): Discuss any affiliations, partnerships, or other cooperative agreements your organization has with colleges, universities, professional associations, and similar organizations.

Please enter your response below (500 words or fewer):

6. Workforce Development Climate and Culture (10 points): How are you using your workforce initiatives to align internal climate and culture with your mission?

Please enter your response below (500 words or fewer):

7. Provide any additional information that might be useful in evaluating your organization for the 2011 USD(AT&L) Workforce Development Award. (Up to 5 bonus points may be awarded).

Please enter your response below (500 words or fewer):