

2010

USD(AT&L)

Workforce Development

Award

Message from the Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L))



The Department of Defense has a mandate to deliver better value to the taxpayer and to the Warfighter by improving the way it does business. As we pursue this effort, a capable, qualified, and high-performing acquisition workforce is essential to achieving greater efficiency and productivity.

We need to attract talented people to the acquisition workforce, effectively train and develop them for the challenging work they do, and retain them on the acquisition team.

The Defense Acquisition Workforce is more than 145,000 strong and possesses a broad spectrum of technical expertise, program skills, and institutional memory, working near to the point of execution. We must not only build the team of tomorrow, but strengthen the existing team. We must fully invest in the training and education of our most valuable resource: the acquisition workforce, the very people we depend on to find savings and efficiencies in our acquisition programs every day.

I commend all those organizations that submitted applications for the 2010 USD(AT&L) Workforce Development Award. This award was established to recognize comprehensive, highly effective workforce development programs. By sharing the best practices contained in these submissions, you are all helping to recruit, develop, and retain a mission-ready Defense Acquisition Workforce.

Congratulations to all the winners! Your efforts have resulted in innovative human capital initiatives that all should emulate as we work to ensure our workforce has the right skills and expertise to deliver the value we need.

A handwritten signature in black ink that reads "Ashton B. Carter".

Ashton B. Carter
Under Secretary of Defense
for Acquisition, Technology and Logistics



2010

USD(AT&L) Workforce Development Award Presentation

The Defense Acquisition Workforce is more than 145,000 members strong. It comprises civilian and military personnel from the Department of the Army, Department of the Navy, Department of the Air Force, and defense agencies. The members of this workforce procure the equipment, supplies, and services needed to sustain our world-class military force in its missions around the world.

The USD(AT&L) Workforce Development Award was established May 28, 2004, for the purpose of recognizing those organizations that are achieving excellence in learning and development for their employees. Additionally, the award program identifies best practices for other organizations to adopt.

Defense Acquisition Workforce Initiatives

1. **Achieve the SECDEF Growth Strategy – 20,000 by 2015.**
2. **Deploy tools to assess, track, and account for “Total Force” Defense Acquisition Workforce capability and capacity.**
3. **Right size and right shape Major Defense Acquisition Program (MDAP) and Major Automated Information System Program (MAIS) office staffing with the right skilled people to enable successful program outcomes.**
4. **Establish enterprise certification goals as a management tool for improving workforce quality.**
5. **Establish a comprehensive workforce analysis and decision-making capability.**
6. **Establish robust recruiting strategies focused on interns, journeymen, and Highly Qualified Expert (HQE) initiatives.**
7. **Attract and retain a high-quality, high-performing military and civilian acquisition workforce.**
8. **Provide an integrated, interactive learning environment that helps acquisition workforce members, teams, and organizations improve acquisition outcomes.**

Judges

An expert panel of seven educators and professionals from academia, industry, and corporate learning institutions conducted the award evaluation process. Each application was evaluated and scored independently based on scope and innovation of the organization's learning and development program. The following individuals served as judges for the 2010 USD(AT&L) Workforce Development Award.



Ms. Karen Barley
President and Co-founder
Corporate University Enterprise, Inc.



Dr. Michael Echols
Executive Vice President of Strategic Initiatives
and the Human Capital Lab
Bellevue University



Mr. Wayne Glass
Program Director for Strategic Partnerships
Defense Acquisition University



Dr. Christopher Hardy
Director, Global Learning and Technology Center
Defense Acquisition University



Mr. Bob Mosher
Global Learning and Strategy Evangelist
LearningGuide Solutions USA



Mr. Garry Shafovaloff
Deputy Director, Human Capital Initiatives
Office of the Under Secretary of Defense
for Acquisition, Technology and Logistics



Mr. Tim Shannon
Director, Learning Capabilities Integration Center
Defense Acquisition University

Award Winners



Gold Winner - Large Organization

Naval Undersea Warfare Center
Division, Keyport
Keyport, WA

Gold Winner - Small Organization

Cost and Systems Analysis Office, U.S. Army
TACOM Life Cycle Management Command
Warren, MI



Silver Winner - Large Organization

U.S. Army Tank Automotive Research,
Development and Engineering Center
Warren, MI

Silver Winner - Small Organization

Air Force Security Assistance Center
Wright-Patterson AFB, OH



Bronze Winners - Large Organization

U.S. Army Natick Soldier Research,
Development and Engineering Center
Natick, MA

Air Force Global Logistics Support Center
Scott AFB, IL

Bronze Winner - Small Organization

Office of Naval Research
Arlington, VA



Gold Winner Large Organization



Naval Undersea Warfare Center Division, Keyport

Mission: Provide advanced technical capabilities for test and evaluation, in-service engineering, maintenance and industrial base support, fleet material readiness, and obsolescence management for undersea warfare.

Best Practices:

- **Technical Capability Health Assessment.** This assessment identifies gaps between workload demand and workforce supply and assesses the current level of technical capability knowledge available. Results are used to effectively manage technical workload and to drive workforce training and development, succession planning, and recruiting.
- **Workforce Development Programs.** Beginning with New Employee Orientation, new hires receive a thorough indoctrination, including seven courses and a formal Navy introduction. More than 100 job series-specific Career Development Guides help employees and supervisors complete Individual Development Plans (IDPs). Keyport also supports tuition assistance and mentoring. Each new contract specialist (with authority over \$100K) is formally mentored by an experienced contract specialist.
- **Recruiting.** Keyport's long-term, formal partnership agreements with three universities involve recruiting as well as faculty exchanges, assistance with technical solutions, and engagement with senior engineering projects, producing an enduring pipeline of talented applicants. Keyport runs the Remotely Operated Vehicle (ROV) Challenge Program to support science, technology, engineering, and mathematics outreach at high schools.

Outcomes:

- Using Career Development Guides, IDPs, and formal mentoring, Keyport's Acquisition Division helps contracting interns take on more advanced work, leading to higher productivity. First and second year interns are completing work that would normally be expected of journeyman contract specialists. Productivity has increased, with more dollars obligated and improved quality solicitations and contracts.
- In the last five years, the number of bachelor's degrees increased 9% overall and 150% in technical areas; the number of master's degrees increased 12% overall and 38% in technical areas.
- In 2010, more than 600 students participated in the ROV Challenge Program.

Point of Contact:

Christina Rude, Chief Training Officer
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Gold Winner Small Organization



Cost and Systems Analysis Office (C&SA), U.S. Army TACOM Life Cycle Management Command

Mission: Provide independent analytical cost and systems analysis support to the TACOM Life Cycle Management Command and its command and enterprise partners; and manage the tools and databases to support the cost and systems analysis process.

Best Practices:

- **Master Training Plan.** The Master Training Plan for each employee details the step-by-step roadmap of the training required to achieve Level III DAWIA certification in their career field. The plan includes sections on orientation, general skills training, leader development training, rotational assignments, functional courses, and on-the-job training. Every employee also has an Individual Development Plan that adds short- and long-term career goals.
- **Professional Analyst Development Plan.** This internally developed plan is the backbone of C&SA's life-cycle approach to workforce development. The Project Archive and Reference Retrieval System (PARRS) is an electronic library and one-stop information source. Project reviews facilitate mentoring by senior staff through formal feedback at interim points for selected projects. C&SA roundtables are monthly organization-wide information sharing sessions featuring employee presentations and guest speakers on mission-related research and relevant areas of expertise.
- **Recruiting.** C&SA's process begins with a bi-monthly review to produce a forecast of hiring needs and to identify skill and experience gaps. Recruiting targets top candidates from more than 20 area universities and, recently, experienced candidates from economically struggling industries.

Outcomes:

- In the past two years, C&SA has been asked to lead several high-visibility efforts, including teams on Army- and Department of Defense-wide projects on risk cost estimates, contractor overhead costs, and the work breakdown structure for surface vehicles used for contractor cost reporting.
- Since FY04, C&SA has hired 62 analysts; 84% remain with the office.
- PARRS houses 2,406 documents containing over 10 gigabytes of data. Since 2007, C&SA has held 35 roundtables with more than 115 presentations.

Point of Contact:

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Silver Winner Large Organization



U.S. Army Tank Automotive Research, Development and Engineering Center (TARDEC)

Mission: Develop, integrate, and sustain the right technology solutions for all manned and unmanned Department of Defense (DoD) ground and combat support systems used by warfighters of joint services.

Best Practices:

- **Student Programs.** TARDEC uses a career progression for students, from a summer hire program to the Student Temporary Employment Program (STEP) and Student Career Experience Program (SCEP). The student experience includes mentoring, job shadowing, and skill development support, as well as immediate opportunities to contribute to the mission. After college graduation, many students convert to full-time intern positions.
- **Leadership Training.** This TARDEC-specific series of courses, taken annually by every manager at the team leader level and above, is customized from Stephen Covey's *7 Habits of Highly Effective People* series. Executive coaching sessions over the six months following the training help participants apply skills learned to their everyday work environment.
- **Career Ladders.** As part of its Human Capital Strategy, TARDEC developed Career Ladders – automated tools that provide detailed career development suggestions for education, certification, on-the-job training, and developmental assignments for different career paths.
- **Quality Assurance Workforce Assessment.** TARDEC completed a detailed competency assessment for its quality assurance workforce, including current and target proficiency levels and gap analyses.

Outcomes:

- The five-year retention rate for SCEP participants over the past ten years ranges from 93 to 95%. More than 60% of student program participants eventually achieve a leadership role at TARDEC (team leader or above).
- In 2009, employees participated in 4,226 hours of leadership training; 100% of TARDEC leaders participated in leadership training.
- 93% of the TARDEC acquisition workforce is in compliance with certification requirements.

Point of Contact:

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Silver Winner Small Organization



Air Force Security Assistance Center (AFSAC)

Mission: Delivers materiel solutions for our international partners in support of the Air Force Global Partnership Strategy. Manages, integrates, and leads Air Force Materiel Command's security cooperation enterprise.

Best Practices:

- **Process Desk Guides (PDGs).** These guides provide templates, checklists, and references for AFSAC's core business process execution. Authored by internal experts, PDGs lead to consistent work products and processes, transfer knowledge, and get new employees up to speed quickly. Housed on a SharePoint portal with search and version control capabilities, they give employees instant access to the subject matter needed to get the job done.
- **Q12.** AFSAC adopted this methodology, developed by Gallup, to measure and increase workforce engagement with the organization, which drives individual improvement and organizational change. Impact planning, a process improvement tool, is used to address areas identified in Q12 survey results, with plans and results linked to the center's strategic objectives. Improvement efforts focus on developing supervisors and equipping them with the tools needed to actively engage employees.
- **Supervisor Certification Program.** AFSAC initiated this program after senior leadership and a local research study identified a need for better supervisor development. Results from the study were compared with supervisory surveys to identify competency gaps that drove course content for the program, which was launched through a partnership with a local college and vendor. Courses provide interactive training and practical applications to improve or sustain job performance while aligning participants with Air Force institutional competencies.

Outcomes:

- Approximately 460 PDGs have been completed as of the end of FY10. The number of users increased 62% from December 2009 to April 2010. The overall site has had 12,024 hits from internal and external customers.
- In 2009, AFSAC's Q12 score increased from 3.79 to 4.05; the 0.26 gain was more than double Gallup's 0.1 threshold for significant change.
- 25 supervisors completed the initial Supervisor Certification Program. Survey results showed attendee interaction enabled networking and shared problem solving that continued after program completion.

Point of Contact:

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Bronze Winner Large Organization



U.S. Army Natick Soldier Research, Development and Engineering Center (NSRDEC)

Mission: Maximize the Warfighter's survivability, mobility, combat effectiveness, and quality of life by treating the Warfighter as a system.

Best Practices: NSRDEC began an effort three years ago to model a learning organization with a new approach to leadership development. This effort, which has been piloted in one directorate and is expanding to the rest of the organization, successfully links and unifies several components, including:

- **Leadership Competency Model (LCM).** This tailored model encourages self-assessment and includes progressive, descriptive criteria for 22 competencies to facilitate planning for leadership development. The model has been deployed in combination with a senior leadership team-building exercise that focused on developing key leadership topics.
- **Individual Development Plans.** After completing a self-assessment instrument aligned with the LCM, team leaders draft these plans and meet with their supervisors to set goals and metrics and to determine how resources will be provided to support those goals.
- **Coaching.** Each team leader was paired with a certified leadership coach to discuss individual areas of development and initially focus on the highest priority needs as identified by self-assessment and 360 degree feedback.
- **Knowledge Transfer.** In a comprehensive, multi-step process, senior leadership, team leaders, and subject matter experts developed a broad skills map and then identified approximately 30 technical knowledge areas with an urgent need for knowledge transfer due to factors such as impending retirements. Detailed methods for transfer were developed and documented. One method, mentoring, has a Peer Mentoring Guide to serve as a resource.

Outcomes:

- Compared to the nearest Army lab by number of scientists and engineers (S&Es), NSRDEC S&Es in FY07 published six times as many refereed papers per S&E; compiled more than twice the number of cumulative citations per S&E; and made more than twice the number of presentations at technical symposia. NSRDEC also had 64% more external customers and 84% more active cooperative research agreements.
- In the past two years, NSRDEC recruited 52 new scientists and engineers, including five with doctorates; 73% came from Tier I academic institutions.

Point of Contact:

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Bronze Winner

Large Organization



Air Force Global Logistics Support Center (AFGLSC)

Mission: Deliver integrated global supply chain support for warfighter capabilities.

Best Practices:

- **Supply Management (SM) Certificate Program.** The center developed this framework in line with the DoD Human Capital Strategy (HCS) for Logistics and industry best practices. The framework addresses critical gaps in career development and provides employees a developmental career path and training roadmap.
- **Training Templates.** Training templates are aggressively being developed and deployed across AFGLSC to provide employees, training managers, and supervisors with employee development guidance for specified job series. These training templates are the career roadmaps and identify the required technical, fundamental, and leadership training an employee needs.
- **Functional Task Certification.** This first-ever functional task certification process for supply chain management (SCM) employees requires demonstrated proficiency of primary skills tasks through structured on-the-job training (SOJT). SOJTs are taught and evaluated in the workplace by supervisors and training leads, and focus on complex processes and systems.
- **SCM Trainee Review Boards.** These boards, chaired by senior leaders and subject matter experts, assess each trainee's progress in developing their skills; identify their aptitudes and strengths; identify training recommendations; and offer guidance on meeting career goals.
- **Intern Programs.** Through a variety of intern programs, including Palace Acquire, AFGLSC gives student interns and co-ops opportunities to gain relevant skills and experience while preparing them for permanent positions.

Outcomes:

- Since implementing the SM Certification Program in July 2009, 42 supervisors have been certified.
- 16 SOJTs have been approved for use with three core SCM disciplines.
- In 2009, 32 review boards conducted 198 trainee assessments; in 2010, 61 review boards conducted 322 trainee assessments.
- Intern programs have had 761 total participants; more than 90% of graduates have been permanently placed with the center or other Air Force units.

Point of Contact:

Ray Forcier, Chief Learning Officer
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Bronze Winner Small Organization



Office of Naval Research (ONR)

Mission: Plan, foster, and encourage scientific research in recognition of its paramount importance as related to the maintenance of future naval power, and the preservation of national security; manage the Department of the Navy's basic, applied, and advanced research to foster transition from science and technology to higher levels of research, development, test, and evaluation.

Best Practices:

- **ONR Academy of Learning.** Offered three times annually, this event involves a mix of participants to build cross-functional relationships. The presenters, drawn from leaders across the organization, are required to use real-life ONR examples and create an interactive learning experience, utilizing case studies, role plays, debate, interviews, and small group activities. The Academy concludes with a site visit to the Naval Research Laboratory.
- **Leadership Development Program.** Now in its second year, this program begins with the 15 candidates attending a week-long leadership assessment and development program at the Center for Creative Leadership. Throughout the year, each class attends customized training events and completes a project that benefits ONR and improves acquisition outcomes.
- **Career Day.** This event provides employees with an opportunity to focus on their personal careers at ONR. Presentation topics include leadership, rotational assignments, engagement, mentoring, and setting goals.
- **Virtual Employee Program.** To facilitate recruiting top engineers and scientists from around the country, ONR allows employees flexibility of where to live. The program and an accompanying handbook were implemented in three months.

Outcomes:

- The Academy of Learning is rated 6.4 on a 7.0 scale for job importance and content quality.
- The first Leadership Development class produced ONR's first Business Plan, with metrics. The second class is producing a video to support science, technology, engineering, and mathematics outreach efforts.
- Of the first Leadership Development Program class, 50% were promoted within two years of selection, including one to the Senior Executive Service.
- ONR currently has seven Virtual Employees.

Point of Contact:

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Best Practices

Thirty-three organizations submitted applications for the USD(AT&L) Workforce Development Award. All had best practices worthy of sharing. Through the sharing of best practices, we can increase every AT&L organization's efficiency and effectiveness. The following pages highlight some of those best practices from each applicant in the area of workforce development. It is our hope that as you read, you will find ways of enhancing your organization's workforce development program.

402d Maintenance Wing, Warner Robins Air Logistics Center

Mission: Manages depot-level maintenance, production, and manufacturing facilities and laboratories in the restoration of Air Force equipment and aircraft to serviceable condition.

Best Practices:

- **Wage Grade Training Program.** The wing launched this program to help meet a hiring surge after facing a depleted external job pool of work-ready mechanics in two critical areas: aircraft mechanic and sheet metal mechanic. Candidates with comparable skills who could adapt more readily to these areas were hired and placed in a two-year program to transition them from helpers to journeyman-level mechanics. Trainees attend formal classroom training four hours daily and receive on-the-job training four hours daily.
- **Voluntary Leadership Development Program (VLDP).** This wing-specific program provides participants the skills and knowledge needed to perform more effectively in supervisory positions. On average, more than 650 employees apply; 120 are interviewed and 40 selected for the nine-month program. Participants engage in classroom lectures and performance exercises on subjects including leadership, team building, organizational systems, and communication and public speaking skills.
- **Multi-Skill Program.** The wing piloted this program for the C-17 aircraft by reducing six C-17 single-skill occupations into three skill combinations to increase workforce versatility. Qualified mechanics were selected via interview and/or a records review process. The program included three months of formal training, training plans, on-the-job training, weekly feedback meetings, and tracking to ensure employees were working on tasks involving each of the relevant skills.

Outcomes:

- The first class of 191 trainees entered the Wage Grade Training Program in May 2010.
- Since 2002, the VLDP has produced 306 graduates; 97 (32%) have already been promoted to supervisory positions.
- The first multi-skill crew completed scheduled maintenance seven days early; the multi-skill workforce has doubled since inception to 100 mechanics.

Point of Contact:

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412th Test Wing, Air Force Flight Test Center

Mission: Development test and evaluation (T&E) of weapon systems.

Best Practices:

- **Technical Training Courses.** New Engineer Training (NET) is a foundational series of courses held one week per month over three months that introduces new hires to theory and application of aircraft weapon system testing, including flight equipment and performance as well as Air Force test planning and safety processes. Volunteer instructors from a pool of senior engineers and test experts conduct the training, which has also been given to other Air Force units and industry. Internally developed and commercially available courses on test engineering, technology, and statistics are open to all employees. The Electronic Warfare (EW) T&E University consists of short courses on a comprehensive range of EW T&E subjects.
- **Experiential Learning.** Simulated test projects prepare new EW engineers for the challenges encountered in a real test effort. In Cantenna (antenna device) and Flight Test 101 (F-16 flight simulator), students in small teams develop a test plan, collect data, analyze results, and produce a final report.
- **Project Management Training.** The wing provides training on general project management; Theory of Constraints as applied to developmental flight testing; and project management software tools such as the wing's new enterprise project management system. Employees at all levels receive targeted, role-specific training from in-house, certified instructors. Materials including operating instructions, software training materials, and a project manager's handbook supplement the courses.

Outcomes:

- Although new engineers arrive with little or no practical knowledge of development T&E of aircraft weapon systems, NET and other training allow them to begin making valuable contributions in less than six months.
- Using skills learned directly from EW T&E University courses, an engineer diagnosed the cause of a significant, complex F-22A performance issue found during testing, allowing for its resolution.
- Last year, 686 students attended 127 project management software courses. Since implementing its enterprise project management system, the wing's organizational on-time performance has increased by 25%.

Point of Contact:

Col. Steven Weld, Director, 412th Test Management Group
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Air Force Electronic Systems Center (ESC)

Mission: Empower the Warfighter to leverage information as an effective weapon – anywhere, anytime!

Best Practices:

- **Career Web Site.** This site, the crux of ESC's recruitment efforts, aims to attract candidates through ESC's brand and a shorter, simpler application experience. The site also helps speed the hiring process for five mission-critical occupational series where expedited authority has been granted. The center also recruits through intern programs as well as career fairs and partnerships, including many with diversity/disability organizations.
- **New Employee Orientation (NEO).** In response to survey results, this two-day event for new hires replaced a single morning of in-processing. Sessions include swearing-in by ESC leadership, required training, a facilitated version of the Air Force NEO, and a Q&A with subject matter experts. ESC supplements NEO with SharePoint sites for supervisors and for sponsors containing a handbook, checklist, tool kit, and other information.
- **ESC University.** This integrated framework structures training primarily through three scheduled programs: the Introduction to Defense Acquisition course; Basic, Intermediate, or Combined Boot Camp, which offer a more detailed look into relevant functional areas; and Acquisition Workforce Development Weeks, which offer a broad spectrum of acquisition-related training sessions in major functional disciplines.

Outcomes:

- To date in FY10, 3,809 candidates have applied through the ESC career Web site and there have been 4,863 stay-in-touch requests. User feedback indicates applications take only a few minutes on the site, compared to as much as five to six hours on USAJOBS.
- Before instituting NEO, new hire satisfaction with their initial experience was as low as 27%; now, 96% rate NEO as effective.
- In 2010, 84 students attended the Introduction to Defense Acquisition course, earning 1,404 continuous learning points (CLPs); for the Boot Camp, 157 attendees earned 4,665 CLPs; at Acquisition Workforce Development Week sessions, 1,208 attendees earned 2,448 CLPs.

Point of Contact:

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Air Force Operational Test and Evaluation Center (AFOTEC)

Mission: Tests and evaluates new weapon system capabilities in operationally realistic battlespace environments to provide fact-based, decision-quality data to inform decision makers on a range of accurate, balanced, and timely assessments of effectiveness, suitability, and mission capability.

Best Practices:

- **Test and Evaluation (T&E) University.** AFOTEC T&E University provides core operational test and evaluation training quickly and thoroughly to new personnel. Topics include theory, field training exercises, test team training, and program management. To reduce training time and costs, AFOTEC streamlined courses from eight classroom courses and one online course into two online courses, one ten-day course for test operations personnel, and one ten-day course for analysts.
- **Mentoring Program.** This program, created in partnership with the U.S. Air Force Academy, increases Air Force cadets' exposure to and interest in engineering and scientific career field options. Participants travel to AFOTEC locations to work as full-fledged members of operational test teams and learn about testing processes, products, and experiences. Cadets also receive mentoring from officers and conduct capstone design projects.
- **Recruiting.** AFOTEC partnered with the University of New Mexico to recruit and hire students pursuing engineering and math degrees as interns. Additional recruiting efforts at local universities targeted students for AFOTEC's contracting division.

Outcomes:

- Since October 2008, T&E University has provided training to 1,172 students in 24 different courses. The time needed to complete required training has been decreased from as much as a year to within 60 days.
- The University of New Mexico intern partnership resulted in 100% job placement of graduating students in permanent federal positions.
- In 2010, AFOTEC reduced the training operations budget by 40% while simultaneously providing 30% more training opportunities.

Point of Contact:

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Air Force Research Laboratory (AFRL)

Mission: Leading the discovery, development, and integration of affordable warfighting technologies for America’s aerospace forces. Responsible for planning and executing the Air Force’s science and technology program.

Best Practices:

- **Recruiting.** Based on a competency gap analysis, AFRL developed a new enterprise-wide recruiting strategy that targets specific colleges and universities identified as “best-in-class” for AFRL core technical competencies. For each competency, two to four schools are targeted, at least one of which is a Historically Black College and University or other Minority Institution. Relationship managers assigned to each school work to maintain regular contact and develop recruitment opportunities.
- **Compensation System.** The contribution-based Laboratory Demonstration Project provides an effective and flexible method for assessing the scientist and engineer (S&E) workforce fairly and equitably. The system, which in 2009 received direct hire authority for candidates with advanced degrees, has been in place 13 years and is being expanded to other AFRL employees.
- **EzIDP.** AFRL developed this overall employee development template as part of its Lifecycle Development Plan. Using this interactive tool, supervisors, in dialogue with employees, can access a wide range of development opportunities, including training, rotations, education, and professional societies, better aligning training with individual career goals.
- **Base Re-alignment and Closure (BRAC).** To retain employees during a BRAC move of several sites, AFRL has developed a transition plan; is offering retention and relocation incentives; and hosted “Meet the Community” visits for affected employees. AFRL is also actively recruiting for the transferring activities, including using hiring incentives.

Outcomes:

- To date, 22 employees have been hired from targeted schools.
- More than 91% of S&Es believe they have adequate contribution feedback and a better understanding of what it takes to succeed. Using direct hire authority, AFRL reduced average fill times from 90 days to 30 days.
- Survey results indicate as many as 45% of affected employees may relocate under BRAC, compared to 10-20% historically for BRAC moves.
- AFRL’s attrition rate for S&Es has averaged less than 5% for several years.

Point of Contact:

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CECOM Contracting Center, U.S. Army Contracting Command

Mission: Provide advanced command, control, communications, computers, intelligence, surveillance, and reconnaissance (C4ISR) capabilities to our Warfighters, keeping them resilient, effective, and safe.

Best Practices:

- **Intern Institute.** The cornerstone of the center's intern training efforts, this five-week classroom training program features practical exercises and hands-on experiences in both individual and group settings, covering topics including regulations, fiscal policy, effective writing, and ethics.
- **Intern Development.** In addition to the Intern Institute, the center's interns participate in a two-year development program. Interns complete a two-week pre-Contracting Officer course introducing higher-level technical competencies. Interns also undergo on-the-job training, continuous learning, experiential assignments, and mentoring.
- **Workforce Advisors.** This innovative process for meeting developmental needs divides the workforce among four contracting career management and workforce development specialists. The specialists meet with their group of advisees regularly (at least quarterly) to develop career management performance plans and to provide individual career counseling on the best training programs and practices for each individual.
- **Leadership Training.** The center's training policy is designed for supervisors at the GS-13 level and above to earn 40 hours of leadership-related continuous learning points annually in addition to the two-year, 80-hour requirement. New supervisors must complete all Army Civilian Education System courses through the advanced level within 24 months.

Outcomes:

- More than 400 interns have been hired over the past five years with a retention rate of 85%.
- As a result of the center's workforce advisor process, 99% of its acquisition workforce meet, or are within the statutory 24 months of meeting, their required certification levels.
- The center awarded \$15.4 billion in contracts in FY09, its second-highest total ever, with an inexperienced workforce (46% have less than five years experience) and while moving due to Base Re-alignment and Closure.

Point of Contact:

Connie Fox-Samson, Chief, Workforce Development
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Contracts Directorate (SEA 02), Naval Sea Systems Command (NAVSEA)

Mission: Add value to NAVSEA as the organization’s “broker of business arrangements” and contributes to core equity by serving as the linchpin between the command and industry. Manages the procurement process by participating in the development of acquisition strategies and plans; defining procurement methods; soliciting, negotiating, and awarding contracts; and administering contract performance to meet our customer’s requirements.

Best Practices:

- **Intern Boot Camp.** Intended for first-year contracting interns, this two-week curriculum consists of training modules covering topics from acquisition strategy to shipbuilding contract claims. Written evaluations from students and instructors are used to refine and update the semi-annual course.
- **02 University.** This is an expansion of the Intern Boot Camp concept. When fully developed, it will consist of a NAVSEA-specific curriculum for all junior contracting personnel as well as interns in other career fields. The curriculum will focus on cost analysis, negotiation techniques, business clearance writing skills, and understanding of key terms and conditions included in major weapon systems contracts.
- **Rotational Assignments.** All interns and new employees rotate annually among SEA 02’s four purchasing divisions. A council of leaders from SEA 02 and each division meet to determine each employee’s next assignment by comparing their current knowledge and experience with upcoming workload and development requirements to ensure they obtain the breadth and depth of experience needed to reach journeyman-level standards.
- **Leadership Training.** SEA 02 implemented this training for all contracting officers and supervisors, many of whom have relatively little acquisition experience. Delivered as a workshop, the training focused on employee development, communication, learning styles, feedback, and employee motivation. Attendees also completed 360 degree surveys.

Outcomes:

- SEA 02 has retained 89% of contracting interns hired since FY07.
- Two interns and a military officer with a combined four years of contracting experience recently supported a contracting officer in negotiating the contract for a \$5 billion carrier procurement, using their knowledge and skills to draft detailed pre- and post-negotiation business clearances.

Point of Contact:

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Defense Distribution Depot San Joaquin (DDJC), Defense Logistics Agency

Mission: Receive, store, and ship materiel in support of America's Armed Forces around the clock ... around the world.

Best Practices:

- **Functional Training.** DDJC's business philosophy promotes achieving operational excellence through Continuous Process Improvement (CPI) events. All employees and leaders involved with CPI take part in an extensive training plan.
- **Hazardous Material Certification Performance Award.** Hazardous material handling is a unique, intricate field of work requiring 80 hours of training for certification and 40 hours for recertification every two years. To recruit employees and retain qualified personnel, DDJC offers this incentive award at three points: after initial certification, after recertification, and after one year on the job holding the certification.
- **Leadership Forum.** All DDJC supervisors come together at recurring meetings to increase organizational knowledge, broaden managerial skills and competencies, and share best practices. The DDJC commander moderates and discusses topics, which recently included business plan objectives, mediation, values, and ethics.

Outcomes:

- From FY09 to mid-FY10, DDJC provided close to 8,000 hours of CPI-related developmental activities and training.
- To date, 52 employees have received a Hazardous Material Certification Performance Award.
- Nearly 54% of the DDJC workforce is assigned to multi-function position descriptions, enhancing operational flexibility.

Point of Contact:

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Defense Information Systems Agency (DISA)

Mission: Engineers and provides command and control capabilities and enterprise infrastructure to continuously operate and assure a global net-centric enterprise in direct support to joint warfighters, national-level leaders, and other mission and coalition partners across the full spectrum of operations.

Best Practices:

- **Leadership Development.** DISA runs three cornerstone, competitive programs that collectively address all leadership career stages. The Emerging Leaders Program (ELP) (one year, GS-9 to GS-12 and equivalent) enhances leadership capacity through formal instruction, targeted developmental activities, and distance learning. The new Mid-level Leadership Development Program (MLDP) (two years, GS-12 to GS-14 and equivalent) combines personal assessments, skills practice, case studies, simulations, and action learning. The Executive Leadership Development Program (ELDP) (three years, GS-14 to GS-15 and equivalent) addresses current leadership trends and development of executive core competencies.
- **Knowledge Retention Program.** To capture institutional knowledge, departing employees submit written answers and conduct an exit interview with their supervisor. This information, along with essential information about key projects and duties, is posted on the Intellipedia wiki, where it is available for their replacements and for other knowledge sharing.
- **E-Learning.** DISA employees have access any time and place to more than 4,000 information technology (IT) and business courses and 12,000 books through e-learning portals; the newly added Leadership Development Channel provides online access to videos from business thought leaders.
- **Telework.** With supervisor approval, employees may telework up to three days a week. Infrastructure supporting telework includes secure wireless laptops that connect to DISA local networks; online tools to streamline communication; and programmable phones with online access.

Outcomes:

- Since inception, the ELP has had 121 participants; the initial MLDP cohort of 28 participants begins in August 2010; the ELDP has had 181 participants, with several graduates promoted to Senior Executive Service positions.
- 85% of eligible employees participate in the telework program.
- DISA's retention rate of 7% makes it a leader among IT organizations.

Point of Contact:

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Defense Logistics Agency (DLA) Aviation

Mission: Provide worldwide logistics support in both peacetime and wartime to the Military Services as well as several civilian agencies and foreign countries. Serve as DLA's primary-level field activity for aviation supply chain.

Best Practices:

- **Intern Programs.** These programs include the Student Temporary Employment Program (STEP), the Student Career Experience Program (SCEP), and the DLA Corporate Intern Program. Recruiting efforts include partnering with local colleges and universities, which are the source for a large majority of intern participants. Training classes for interns range from 12 to 16 weeks of intense instruction and hands-on work. Instructors assign and review work as well as conduct quarterly evaluations for every intern. Transitions between each intern program are now the primary means of filling DLA Aviation vacancies.
- **Workload Management.** DLA Aviation manages its acquisition workforce to ensure workload is optimally divided between position categories. With training, clerical employees can follow a career path to become GS-1105 purchasing agents, where they take on functions that free up GS-1102 contract specialists to perform other work. STEP participants absorb the clerical functions vacated by the new purchasing agents.
- **Performance Management Reviews.** Findings from these reviews are used as training topics within monthly workforce seminars as well as tailored training that is offered to smaller groups of employees as needed.

Outcomes:

- On average, recruiting efforts lead to 200 interviews per year. DLA Aviation currently has 207 STEP, SCEP, and DLA interns.
- DLA Aviation's intern program has a 98% success rate. In the past two years, a large percentage of performance-related awards have been given to trainee employees.
- In the past three years, attendance at monthly workforce seminars has, on average, more than doubled.

Point of Contact:

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Defense Logistics Agency (DLA) Logistics Information Service (DLIS)

Mission: Enhancing global defense readiness through logistics information solutions.

Best Practices:

- **Information Technology (IT) Certifications and Training.** DLIS employees have completed several IT certification programs, including: American Software Testing Qualifications Board (ASTQB) Software Tester Certification; Department of Defense (DoD) Information Assurance Certification in three technical and three management levels; Global Information Assurance Certification; Sun Certified Java Programmer Certification; and Security+ Certified Professional.
- **Knowledge Transfer.** DLIS's Tailored Data Products team developed a rotational training knowledge transfer process to teach new team members basic skills and to build up their technical expertise. Current team members are responsible for developing and maintaining training modules in their areas of expertise.
- **Leadership Development.** DLIS offers several courses aimed at developing leadership skills.
- **Senior Leadership Council.** This monthly venue for DLIS supervisors provides training, education, mentoring from senior leaders, and sharing of lessons learned.

Outcomes:

- ASTQB Software Tester Certification has been achieved by 24 employees; 185 employees have completed a DoD Information Assurance Certification.
- In 2009, 425 employees took an online SkillPort course. There were 8,488 completions of training sessions led by external or DLIS instructors.
- 18 DLIS employees attended courses in the DLA Enterprise Leadership Development Program. Ten employees completed the DLA Applied Human Resources Management for Supervisors course and eight completed the LEAD-Leadership Education and Development course.

Point of Contact:

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Division C, National Capital Region Contracting Center, U.S. Army Contracting Command

Mission: Provide global contracting support to warfighters through the full spectrum of military operations.

Best Practices:

- ***Contract Action Reviews.*** Branch chiefs perform these reviews regularly prior to policy-required reviews. Results are studied for trends, which are used to assess employee performance and identify individual training needs. Reviews also provide training and learning goals for the organization.
- ***Council of Contracting Officer Meetings.*** In these weekly meetings, contracting officers and management discuss ongoing projects and issues. Participants share advice and ideas for solutions to problems, resulting in a learning ground and open dialog on issues. Leadership development is also discussed at some meetings. Most of the contracting officers have adopted similar meetings with their teams.
- ***Intern Program.*** Interns comprise 20% of the division's workforce. They rotate through the division's diverse range of mission areas, receive mentoring from team leaders and co-workers, and participate in monthly meetings where they share experiences with each other and receive group training. Feedback is used to improve the program for future interns.

Outcomes:

- In a recent contract management review held by headquarters, the division received multiple commendations for workforce capabilities and trends and unanimous positive comments from customers. The division obligated \$766 million in contracts in the last fiscal year.
- In the past year, three purchasing agents achieved bachelor's degrees and were promoted to GS-1102 positions. Three contract specialists earned master's degrees, with more in progress.

Point of Contact:

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Engineering Directorate, Ogden Air Logistics Center

Mission: Enable the Center to deliver, modify, and sustain weapon systems by developing a competent technical workforce, facilitating engineering solutions, implementing disciplined processes and providing technical vision and leadership. Responsible for execution of the Center's Science and Engineering program.

Best Practices:

- **Employee-Initiated Reassignments.** This Web-based job bulletin board allows employees to apply for advertised position vacancies. Supervisors evaluate candidates from resumes, references, and interviews. Positions are filled rapidly, with oversight and documentation ensuring the process is based on merit principles and meets candidates' career goals. Initially established under the National Security Personnel System, the process will be implemented in a similar fashion under the General Schedule system.
- **Recruiting.** The directorate's hiring pipeline begins with the Student Temporary Employment Program and Student Career Experience Program, followed by science and engineering intern and scholarship programs. Specific initiatives include participating in a large career fair for high school students; a physics day with college students; and a Dean's List tour where top students nominated by deans of engineering departments at local colleges visit the center for tours, briefings, lunch, and a private career fair.
- **Position Coding.** Through a systematic process, the directorate acquisition coded the center's science and engineering workforce and used the results to direct training and to drive robust systems engineering practices. The directorate also created the center's internal structure for Air Force-defined Critical Engineering Positions and developed a process and criteria to place well-qualified candidates in those positions.

Outcomes:

- The lateral reassignment process shortens the time to fill critical positions to less than three weeks. In the past two years, the process has been used to rapidly fill more than 75 positions.
- Of the 20 students participating in the Dean's List tour, 95% received and accepted a scholarship, summer internship, or entry-level position offer.
- Acquisition coding led to greater understanding of the role of software development and maintenance; employees working with software have assumed new workloads and obtained valuable certifications.

Point of Contact:

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Marine Corps Systems Command

Mission: Serve as the Commandant of the Marine Corps agent for acquisition and sustainment systems and equipment used to accomplish the Marine Corps warfighting mission.

Best Practices:

- **Recruiting.** The command employs a number of initiatives to attract the talent needed to perform current and future missions. An enhanced hiring brand includes a user-friendly employment Web site that identifies mission-critical occupations and their qualifications, provides application instructions, and includes links to job announcements. The command hosted its first job fair and used expedited hiring authority to extend tentative job offers on the spot to highly qualified candidates. Employees who refer applicants to the command receive a \$500 cash bonus if the person is hired.
- **Team Training Program.** This series of command-unique courses support the command's goal to be a team-based organization. Teaming 101 teaches team members basic skills necessary to work within a team. Teaming 201 emphasizes techniques for team leaders on trust, conflict, commitment, accountability, and results. Teaming 301 helps facilitators provide team members with hands-on tools to leverage synergy, increase efficiency and productivity, and make decisions. Additional team formation and team building workshops are customized based on surveys and interviews to meet teams' specific requirements.
- **Naval Postgraduate School (NPS) Partnership.** The command partners with NPS to deliver Advanced Acquisition Program Principles of Acquisition and Program Management, a comprehensive introductory class for all new project officers and program managers. The course, which offers graduate-level credit, is delivered through video teleconferencing two days a week for 11 weeks. In addition, selected candidates enroll in the NPS distance-learning Master of Science in Systems Engineering (MSSE) degree program.

Outcomes:

- The command's first job fair attracted more than 1,200 participants and has so far yielded more than 100 job offers.
- About 11% of new hires have been referrals; on average, referrals have received a 44% higher number of incentive awards than other new hires.
- The command averages 60 graduates per year from the program management course. Each year, ten employees are selected for the MSSE program.

Point of Contact:

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Marine Corps Tactical Systems Support Activity

Mission: Provide Marine Air-Ground Task Force and joint command, control, communications, computers, and intelligence (C4I) system and system-of-systems technical expertise and support throughout all phases of the acquisition life cycle in order to ensure C4I systems are engineered, tested, certified, and supported, thus enabling Marines to continue to win battles.

Best Practices:

- **Academic Partnerships.** The activity partners with the Naval Postgraduate School (NPS) to enroll employees in NPS master's degree programs, including the Master of Science in Systems Engineering (MSSE), which is conducted via on-site instruction and distance learning. The activity partners with San Diego State University on several programs, including courses that are part of the Navy/Marine Corps Civilian Leadership Development (CLD) program; a six-course Leadership Certification program emphasizing practical leadership knowledge, application, and skills; and a Project Management Institute-certified course on project management fundamentals.
- **Tech-Ops Brown Bags.** These weekly presentations cover both technical and operational subject matter. They help build the workforce's knowledge base on topics that are critical to supporting to the warfighter. The sessions also provide forums for information sharing and discussion as well as opportunities to practice presentation skills.
- **Competency Alignment.** The activity recently conducted a major reorganization to ensure employees' technical competencies more effectively match requirements of assigned billets. The activity also developed a Technical Competency Framework to help assess present technical capabilities against current and future needs.

Outcomes:

- More than 20 employees have graduated from the MSSE program; six have been promoted to senior leadership positions.
- 38% of the activity's civilian workforce is enrolled in the CLD program.
- In FY10, the activity deployed 64 personnel to Afghanistan for 1,294 man-days providing on-site technical support to the warfighter.

Point of Contact:

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Missile Defense Agency (MDA)

Mission: Develop, test, and field an integrated, layered ballistic missile defense system to defend the United States, its deployed forces, allies, and friends against all ranges of enemy ballistic missiles in all phases of flight.

Best Practices:

- **Missile Defense Career Development Program (MDCDP).** This program recruits applicants with undergraduate and graduate degrees to a two-year development initiative designed to prepare them for careers in missile defense. Interns fill developmental positions in mission-critical acquisition specialties, acquiring technical and professional skills through three eight-month rotation cycles. Interns are paired with mentors to assist in career counseling and developing an annual training plan tailored to their career goals and technical interests. All eligible program graduates are offered permanent positions within MDA.
- **Leader Development.** MDA's capstone leader development training program is the four-day course *Leadership in Action: Leading in a Dynamic Environment*. Structured around seven activities and a 360 degree leadership assessment, the internally designed course gives next generation leaders the skills they need to transition into future senior leadership opportunities.
- **Rotational Assignments.** This program enhances information and awareness among employees by facilitating their temporary details in rotational assignments throughout MDA and in other external organizations.
- **Career Guides.** Each automated guide provides a competency-based foundation for each occupation and core competencies that cut across all MDA occupations. The guides identify desired proficiency levels for each competency in the subject occupational series.

Outcomes:

- MDA receives more than 2,000 resumes per year from students interested in applying for the MDCDP; the program currently has 167 interns across 13 specialties, with 200 interns to be recruited annually from FY10 to FY12.
- MDA has delivered three annual iterations of the *Leadership in Action* course to 60 attendees.
- Of all new employees surveyed during their first 90 days, 93% indicate career development was a top influence in their decision to join MDA.
- Career Guides have been published for nine mission-critical occupations.

Point of Contact:

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Naval Facilities Engineering Command (NAVFAC)

Mission: Strengthen Navy and Marine Corps combat readiness worldwide through facilities life-cycle support focused on the fleet, fighter, and family.

Best Practices:

- **Intern Programs.** NAVFAC uses the Naval Acquisition Intern Program, Financial Management Career Program, and its own Professional Development Center (PDC) Program. These structured programs last two to three years and include formal education and training, diverse rotational assignments, extensive on-the-job training, and challenging work assignments. NAVFAC augments these programs through a training course for supervisors on intern program management; an annual intern conference; and a semi-annual, three-week basic training course for contracting interns.
- **Business Education.** To help contracting employees meet the statutory requirement to have 24 credit hours of business education, NAVFAC partnered with Excelsior College. For each applicable employee, Excelsior consolidates all their previously earned, regionally accredited college-level credits from a variety of sources onto an official transcript, which meets the requirement and saves tuition assistance funds.
- **Total Force Training (TFT) Web Site.** This site efficiently manages training registration and tracking as well as hosts online courses, including modules uploaded by NAVFAC organizations. The site also generates official NAVFAC transcripts recognized by colleges and universities.
- **Leadership Development Program (LDP).** This competitive two-year program, created in 2009, develops journeyman-level employees through formal training, a 360 degree assessment, mentoring, rotational assignments, interviews with leadership, and other progressive learning opportunities.

Outcomes:

- Since inception, 3,558 PDC interns have graduated into mid-level NAVFAC professional positions; since July 2009, 165 contracting interns have completed the basic training course.
- Since 2003, the Excelsior partnership has processed 367 packages comprising 5,695 credits, for tuition assistance cost savings of more than \$2.1 million.
- During FY10, 4,735 employees registered for training via the TFT site, attending 91 offerings of 23 courses and six conferences.
- The first two LDP cadres have 111 members selected from 286 applicants.

Point of Contact:

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Naval Surface Warfare Center, Port Hueneme Division

Mission: Provide test and evaluation, systems engineering, integrated logistics support, in-service engineering, and integration of surface ship weapons, combat systems, and warfare systems. Provide the leading interface to the surface force for in-service maintenance and engineering support provided by the Warfare Centers.

Best Practices:

- **Leadership Development.** The division devised two formal leadership programs – the Management Succession Program (MSP) and the Pre-Supervisory Development Program (PSDP) – to increase the status of participants as partners in the management team. The programs build individual skills as well as emphasize action learning and collaboration with senior managers. The use of 360 degree assessments and individual coaching to fill development gaps is also an integral part of each program.
- **On-Boarding.** This process begins with checklists to help supervisors recognize and resolve early barriers to successful assimilation. A welcome e-mail includes information and links for new employees. A 50-hour formal training class familiarizes employees with the division's mission, products, and key technical concepts critical to success, supplemented with orientations aboard naval ships. Finally, a Web site offers self-directed training materials including videos, e-learning, and books on the division and its programs.
- **Individual Development Planning.** The division's Individual Development Plan (IDP) tool links developmental goals to required competencies, learning strategies to help attain measurable results, and accomplishments to analyze effectiveness of outcomes. Guidance includes competency and learning strategy descriptions as well as various competency maps. IDPs from individual employees are aggregated into an IDP database.

Outcomes:

- The promotion rate of MSP and PSDP participants is approximately four times the rate of non-participating employees.
- Less than 2% of professional new hires leave in their first three years of employment, a much lower rate than in previous years.

Point of Contact:

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Navy Acquisition Career Center (NACC)

Mission: Provide the Department of the Navy acquisition enterprise with the workforce development tools and programs that enable delivery of the products and services required by the Warfighter.

Best Practices:

- **Naval Acquisition Development Program (NADP).** NACC is the centralized Navy organization hiring for and managing the NADP's two programs: the Naval Acquisition Intern Program for recent college graduates and the Naval Acquisition Associates Program for mid-career professionals. The programs, which last two to three years, aim to develop journeyman-level acquisition professionals with DAWIA Level II certification in their career fields. Master Development Plans step all participants through job rotations, technical training, certification courses, leadership training, and job competencies. NACC uses special hiring authority to streamline the recruiting and hiring process to 18 days, compared to the Navy average of 70 days.
- **Defense Acquisition Workforce Development Fund (DAWDF).** NACC executes the Navy portion of the fund to ensure the Navy acquisition workforce has the capacity, in personnel and skills, needed to properly perform its mission. Specific initiatives include courses on basic management, acquisition subjects, and executive leadership; master's degree programs in systems engineering; development of a two-week contracting boot camp; and incentives for relocation, retention, and recruiting.
- **Conferences.** At the annual Career Field Managers Conference, representatives from the Navy's system commands and NACC discuss best practices, program objectives, training needs, and operational support. Interns hired in the previous fiscal year attend an annual conference to hear from senior leadership and receive additional career information and training.

Outcomes:

- During FY10, there were 6,200 eligible applicants for the NADP; 814 candidates were hired into the program. Since inception, nearly 8,000 participants have completed the NADP.
- To date, NACC has distributed \$23 million of the DAWDF to enhance training programs; \$4 million for relocation and retention incentives; and \$10 million in funds for recruiting and hiring initiatives.

Point of Contact:

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Office of the Director, Acquisition Career Management (DACM), Department of the Navy

Mission: Serve as the focal point in the Department of the Navy for management and development of the acquisition workforce. Advise and represent senior Navy acquisition leadership in all matters relating to efforts to improve the acquisition workforce through education, training, and career management.

Best Practices: DACM developed and published the Navy's first Acquisition Workforce Strategic Plan, a roadmap with a foundation of six pillars to support rebuilding the acquisition corps. The plan's initiatives include:

- **Rebalance the Current Workforce.** DACM set an objective to increase the government civilian acquisition workforce based on core technical and business functions. Initiatives include executing an acquisition workforce growth plan involving in-sourcing and hiring using the Defense Acquisition Workforce Development Fund (DAWDF); establishing a comprehensive workforce analysis and decision-making capability; and improving requirements based on demand signals from acquisition organizations.
- **Strengthen Science and Engineering Expertise.** These initiatives to reinforce a science and engineering foundation include increasing in-house technical domain expertise and systems engineering capacity; re-starting coordination and stakeholder groups for laboratories and systems engineering; and attracting and retaining top scientists and engineers.
- **Sustain the Acquisition Workforce.** To plan acquisition workforce sustainment, DACM initiatives include analytical forecasting to optimize recruiting, retention, and hiring; aligning billets, people, and competencies; and strategies to improve retention. DACM commissioned a study to build a predictive tool to identify the attributes, qualifications, experience, training, and education needed for success as an acquisition professional.

Outcomes:

- DACM instituted a comprehensive set of metrics to measure Navy acquisition workforce hiring via in-sourcing and DAWDF and to measure progress made in achieving rebalancing goals.
- DACM partners with the Naval Engineering Education Center, a university-led consortium, to develop naval acquisition systems engineers.

Point of Contact:

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Rock Island Contracting Center, U.S. Army Contracting Command

Mission: Providing global contracting support to America's Warfighters.

Best Practices:

- **Intern Boot Camp.** This four-week training for new interns, held twice in the last year, covers topics including introduction to the center and federal employment; briefings on contracting initiatives; and Army online classes. Senior leaders share their knowledge and experiences with the interns. Boot camp is followed by on-the-job training, rotations throughout the center, and increasing levels of contracting certification based on grade progression.
- **Intern Recruiting.** To fill a significant shortage of contract specialists, the center held several recruiting events, including a visit to the state employment office and job fairs and recruitment days at several local colleges and universities. The center also posted job advertisements online. Additionally, the center works with colleges to hire students under the Student Career Experience Program.
- **Next Generation Network.** The interns have initiated a group called Next Generation Network that encompasses developmental and social purposes as well as networking opportunities. These voluntary monthly gatherings include a lunch and learn program, which has included a presentation on Contracting Officer's Representatives and discussions with division chiefs, and a family bowling event. The center also runs a monthly intern meeting where relevant topics are discussed.

Outcomes:

- Recruiting efforts in FY09 led to more than 2,000 hits to the center's Web site and more than 300 applicants. The center's workforce has grown 60% since the beginning of FY09. The first Boot Camp session in FY10 trained 45 participants, the most ever.
- The center's intern retention rate consistently exceeds 90%; in FY09, no newly graduated interns left the center.
- At the end of FY09, 100% of the center's workforce met the DAWIA certification requirement for their position, with 97.5% of the contracting workforce at or exceeding their required level of contracting certification.
- Several graduated interns are already warranted contracting officers working on the center's most complex, high-value programs.

Point of Contact:

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Science and Engineering Technical Management Directorate, Oklahoma City Air Logistics Center

Mission: Enhance warfighter support as the science and engineering lead for systems engineering, technology insertion, weapons system integrity, test and evaluation, scientists and engineers (S&Es) workforce development, engineering data, technical orders, software system support, and nuclear stewardship oversight. Serve as the trusted advisor for all engineering and technical policies.

Best Practices:

- **S&E Functional Training Program.** This program emphasizes professional development, systems, and cross-organizational technical education to ensure employees have the competencies needed to perform their duties.
- **Long-Term Training (LTT).** This program facilitates S&Es earning master's degrees in support of the center's mission. Attendees are allowed three semesters to attend school full-time away from work.
- **Mentoring.** This formal one-year program matches S&Es with senior mentors. In addition to one-on-one meetings, group activities include luncheons, brown bags, and two courses: Effective Communications and Interviewing Skills.
- **Career Broadening.** This program assigns personnel to broadening assignments outside of their current skill set, system, and/or organization. Participants gain a more complete understanding of the interdependencies between system support, depot maintenance, and supply. The program also spreads new ideas, processes, and tools across multiple platforms as well as helps capture technical expertise prior to losing it through retirements.

Outcomes:

- 660 S&Es attended 85 training courses for a total 16,784 hours in FY10.
- 18 employees have earned master's degrees through the LTT program and 13 employees are currently enrolled.
- Since 2005, 177 mentees, paired with 113 mentors, have graduated from the program; the number of participants doubled from 2005 to 2010.
- S&Es have completed 276 broadening assignments since 2006.
- The retention rate for the workforce overseen by the directorate is 95%.

Point of Contact:

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Space Logistics Group, Air Force Space and Missile Systems Center (SMC)

Mission: Sustain and enhance worldwide Air Force/Department of Defense space weapon ground, user, and support systems. Serve as SMC focal point for logistics, maintenance, supply, and sustaining engineering policy and processes, and operate the Space Logistics Readiness Center. Support military users and Air Force Space Command wings in assuring availability and readiness of operational systems.

Best Practices:

- **Training Database.** This Web-based application allows personnel to view their mandatory training and certification requirements. Other features include status reports, access to individual training records, and e-mail notifications for required training. Supervisors use the database to monitor and assess performance as well as to provide critical mission-related training material through computer-based training on the group's internal network.
- **Developmental Positions.** For these positions, the group hires employees at the GS-7 level and trains them as they progress to the GS-11 level within the same division. This career path opportunity allows individuals to develop through hands-on experience while working with experienced personnel.
- **Training Days.** Held on the first Thursday of each month, these feature relevant and required courses and allow unit members to take training and earn continuous learning points without having to travel. The days also serve as deadlines by which employees must complete training requirements issued by higher headquarters.

Outcomes:

- The group partnered with its host base and used SMC programs to make 4,000 training hours available to employees at no cost, saving \$360,000.
- Of the group's government workforce, 50% hold DAWIA Level II or higher certification in one or more career fields.

Point of Contact:

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Special Operations Research, Development, and Acquisition Center (SORDAC), U.S. Special Operations Command

Mission: Provide rapid and focused acquisition, technology, and logistics support to Special Operations Forces (SOF) warfighters.

Best Practices:

- **Military Augmentee Program.** This program, run jointly with the Air Force, assigns experienced acquisition professionals to manage contracts delivering urgent acquisition solutions to a specific area of responsibility in the field, ensuring SOF units are supported with crucial warfighting capabilities. The use of rapid, agile processes allows augmentees to develop and apply real-time lessons learned to improve those processes, and to share them across different organizations.
- **SORDAC University.** SORDAC-U was developed as a means to promote knowledge sharing and continuous learning across the organization. Representatives from across SORDAC conduct acquisition presentations each month to share information on lessons learned, discuss strategies, and analyze programmatic challenges.
- **Intern Hiring.** SORDAC partners with two local colleges, Saint Leo University and the University of Tampa, to recruit high-caliber students for acquisition careers. The center uses the Defense Acquisition Workforce Development Fund (DAWDF) to hire for intern and journeymen positions.

Outcomes:

- In the past 18 months, the military augmentee program provided in-theater experience to 16 participants and delivered 17 aircraft and other combat-effective solutions to the field.
- Faced with a Secretary of Defense-directed aircraft/precision strike capability requirement, the center established a team of functional experts who delivered the capability to the user within 12 months of project initiation.
- Since April, 18 SORDAC University acquisition events have been held.
- SORDAC used DAWDF to support ten interns and journeymen in FY10.

Point of Contact:

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U.S. Army Program Executive Office for Simulation, Training and Instrumentation (PEO STRI)

Mission: Provide simulation, training, and testing capabilities for the nation's security.

Best Practices:

- **Acquisition Academy (A2).** PEO STRI established this 11-week, multidisciplinary program to develop new intern knowledge and skills in preparation to join and immediately contribute to the workforce. The A2 curriculum, taught by 72 internal experts and senior leaders, provides a foundational orientation to government employment, the acquisition arena, and specific career field competencies. Interns also rotate positions annually; establish an Individual Development Plan and Training Plan; and are in a separate mini-pay pool to ensure fair evaluation and compensation.
- **Workforce Development Model.** This model is based on anticipated program requirements for direct and support mission funding as well as attrition rates by functional area; results are used to forecast manpower requirements through FY20. PEO STRI uses this data to establish the number of new hires needed, as well as to identify needs for new skills, recruitment and retention improvements, and additional training and development.
- **Tactical Action Teams.** Once new strategic initiatives are approved by senior leaders, they are assigned to Tactical Action Teams consisting of workforce representatives from across the organization. By empowering team members to solve or address PEO-wide initiatives, the teams provide employees with a unique self-development opportunity.
- **Activity Career Program Managers (ACPM).** PEO STRI officially designated ACPMs for career programs, giving them responsibility for oversight of career development for all PEO STRI employees in their career program. This includes: developmental programs, supervision of developmental employees, compliance with career program requirements, and continuous forecasting of workforce needs.

Outcomes:

- A2 has graduated 51 interns across three classes. The retention rate for interns in their first year in the workforce is 96%.
- To date, over 20% of the workforce has served on a Tactical Action Team.
- The annual retention rate for PEO STRI's engineering staff is 96.5%; for the finance and contracts staff, the retention rate is 86%.

Point of Contact:

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U.S. Army Sustainment Command (ASC)

Mission: Provides sustainment-level logistics by synchronizing acquisition, technology, and logistics support from the strategic through the operational to the tactical level. Serves as Army Materiel Command's (AMC) single face to the field and facilitates reach back across AMC to enhance mission support.

Best Practices:

- **Journey to Leadership (JTL) Program.** This leadership development program provides a solid leadership foundation for ASC employees at all levels. It is divided into three tiers:
 - Tier I (seven months, GS-5 to GS-9 and equivalent) and Tier II (ten months, GS-10 to GS-13 and equivalent) train future leaders in a broad range of leadership concepts, tools, and techniques. Each tier involves four (Tier I) or five (Tier II) formal one-week training sessions that include leadership panels and guest speakers. Other requirements include 30-day developmental assignments, shadowing assignments, leadership book reviews, cross-training days, and team projects on command-level issues.
 - Tier III (six months, GS-14 to GS-15 and equivalent) helps senior leaders re-evaluate their leadership styles and learn new methods for building teams, engaging employees, and supporting the warfighter. The tier consists of five formal one-week training sessions that include multiple assessment tools, guest speakers from government and academia, a community leadership panel, and an off-site experiential learning session. Other requirements include assessment instruments, coaching sessions, a leadership development plan, mentoring, and a program impact paper.

Outcomes:

- Through a partnership with St. Ambrose University, employees completing Tier I or Tier II of the JTL program receive 15 hours of undergraduate credit; Tier III graduates receive nine hours of graduate credit.
- JTL program graduates gain knowledge and experience supporting their career advancement, while ASC gains well-developed leaders.

Point of Contact:

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Previous Award Winners

2004

Gold Winner

Air Armament Center
Eglin AFB, FL

Silver Winner

Naval Facilities Engineering Command
Washington Navy Yard, DC

Bronze Winner

U.S. Army Program Executive Office for Simulation, Training, and
Instrumentation
Orlando, FL

2005

Gold Winner

U.S. Army Armament Research, Development and Engineering
Center
Picatinny Arsenal, NJ

Silver Winner

Naval Facilities Engineering Command
Washington Navy Yard, DC

Bronze Winners

Defense Information Systems Agency
Arlington, VA

Defense Logistics Agency Training Center
Columbus, OH

2006

Gold Winner - Large Organization

Naval Surface Warfare Center, Dahlgren Division
Dahlgren, VA

Gold Winner - Small Organization

U.S. Army Natick Soldier Center
Natick, MA

Silver Winner - Large Organization

U.S. Army Aviation and Missile Life Cycle Management Command
Redstone Arsenal, AL

Silver Winner - Small Organization

U.S. Army CECOM Life Cycle Management Command, Acquisition
Center
Fort Monmouth, NJ

Bronze Winner - Large Organization

Naval Surface Warfare Center, Port Hueneme Division
Port Hueneme, CA

2007

Gold Winner - Large Organization

Defense Information Systems Agency
Arlington, VA

Silver Winner - Large Organization

Defense Logistics Agency Human Resources Strategy and
Training Center
Columbus, OH

Silver Winner - Small Organization

J-6 Philadelphia, Information Operations, Defense Logistics
Agency
Philadelphia, PA

Bronze Winners - Large Organization

U.S. Army Aviation and Missile Life Cycle Management Command
Redstone Arsenal, AL

Air Force Research Laboratory
Wright-Patterson AFB, OH

2008

Gold Winner - Large Organization

Warner Robins Air Logistics Center
Robins AFB, GA

Gold Winner - Small Organization

Fleet and Industrial Supply Center Norfolk Contracting
Department, Naval Supply Systems Command
Mechanicsburg, PA

Silver Winner - Large Organization

Naval Surface Warfare Center, Corona Division
Norco, CA

Silver Winners - Small Organization

Warner Robins Air Logistics Center, Directorate of Contracting
Robins AFB, GA

Program Executive Office for Command, Control,
Communications, Computers and Intelligence
San Diego, CA

Bronze Winner - Large Organization

Marine Corps Systems Command
Quantico, VA

Bronze Winners - Small Organization

U.S. Army Program Executive Office for Missiles and Space
Huntsville, AL

Cost and Systems Analysis Office, U.S. Army TACOM Life Cycle
Management Command
Warren, MI

2009

Gold Winner - Large Organization

U.S. Army Armament Research, Development and Engineering Center
Picatinny Arsenal, NJ

Gold Winner - Small Organization

Aviation Engineering Directorate, U.S. Army Aviation and Missile Research, Development and Engineering Center
Redstone Arsenal, AL

Silver Winner - Large Organization

Defense Information Systems Agency
Arlington, VA

Silver Winner - Small Organization

Cost and Systems Analysis Office, U.S. Army TACOM Life Cycle Management Command
Warren, MI

Bronze Winner - Large Organization

Air Force Global Logistics Support Center
Scott AFB, IL

Bronze Winners - Small Organization

Cooperative Threat Reduction Directorate, Defense Threat Reduction Agency
Fort Belvoir, VA

Detachment 1, Directorate of Contracting, Air Force Research Laboratory
Wright-Patterson AFB, OH

Frank Kendall

*Principal Deputy Under Secretary of Defense
for Acquisition, Technology and Logistics*

Mr. Frank Kendall was sworn in as Principal Deputy Under Secretary of Defense for Acquisition, Technology and Logistics on March 8, 2010.

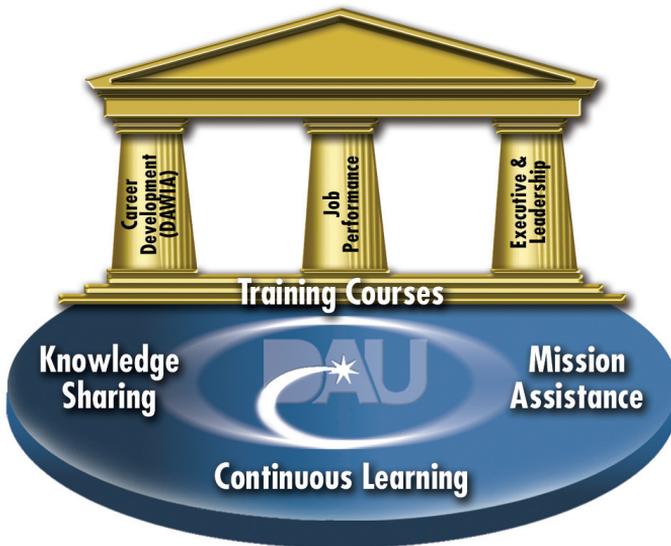
He has more than 35 years of experience in engineering, management, defense acquisition, and national security affairs in private industry, government, and the military. He has been a consultant to defense industry firms, non-profit research organizations, and the Department of Defense in the areas of strategic planning, engineering management, and technology assessment. Mr. Kendall was Vice President of Engineering for Raytheon Company, where he was responsible for management direction to the engineering functions throughout the company and for internal research and development. Before assuming his current position, Mr. Kendall was a Managing Partner at Renaissance Strategic Advisors, a Virginia-based aerospace and defense sector consulting firm.



Within government, Mr. Kendall held the position of Director of Tactical Warfare Programs in the Office of the Secretary of Defense and the position of Assistant Deputy Under Secretary of Defense for Strategic Defense Systems. Mr. Kendall is a former member of the Army Science Board and the Defense Intelligence Agency Science and Technology Advisory Board and he has been a consultant to the Defense Science Board and a Senior Advisor to the Center for Strategic and International Studies. Mr. Kendall also spent ten years on active duty with the Army serving in Germany, teaching Engineering at West Point, and holding research and development positions.

Mr. Kendall is an attorney and has been active in the field of human rights, working primarily on a pro bono basis. He has worked with Amnesty International USA, where he served as a member of the Board of Directors, with Human Rights First, for whom he was an observer at Guantanamo, and with the Tahirih Justice Center, where he was Chair of the Board of Directors.

Mr. Kendall is a Distinguished Graduate of the U.S. Military Academy at West Point and he holds a Master's Degree in Aerospace Engineering from California Institute of Technology, a Master of Business Administration degree from C.W. Post Center of Long Island University, and a *Juris Doctor* from Georgetown University Law Center.



The AT&L Performance Learning Model (PLM) is a learning and development architecture that provides each member of the Defense Acquisition Workforce with more control over his or her career-long learning opportunities. The PLM extends the learning experience from traditional classroom instruction to a variety of learning solutions that are available anytime, anywhere.

- ***Training Courses*** through Web-enabled and classroom training with case-based instruction
- ***Continuous Learning*** with self-paced, relevant training modules to improve job performance
- ***Mission Assistance*** with rapidly delivered business solutions offered to acquisition organizations and teams after the classroom experience
- ***Knowledge Sharing*** through the Defense Acquisition Portal and the Acquisition Community Connection—where the workforce connects with experts, peers, and acquisition resources

"Workforce size is important, but quality is paramount."

*The Honorable Ashton B. Carter
Under Secretary of Defense
for Acquisition, Technology and Logistics*

