



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

APR 06 2012

MEMORANDUM FOR SERVICE ACQUISITION EXECUTIVES
DEFENSE ACQUISITION BOARD VICE CHAIRMAN
UNITED STATES SPECIAL OPERATIONS COMMAND
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: 2012 Under Secretary of Defense for Acquisition, Technology and Logistics
Acquisition Award Programs

I am soliciting your 2012 nominations for the following two 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; and
- The Under Secretary of Defense for Acquisition, Technology and Logistics Workforce Achievement Award, which recognizes individual excellence by members of the Defense Acquisition Workforce in nine different functional categories.

Eligibility criteria, application/selection criteria, administrative procedures, and the application form for both award programs are provided in Attachments 1 and 2, respectively. Of importance, we have modified the nomination/selection criteria for both awards to include specific reference to and emphasis on the Better Buying Power initiatives, which will help further institutionalize them into the acquisition workforce culture. Additional information can be found online at <http://www.dau.mil/acqawards>.

Nominations must be submitted electronically by August 1 to the appropriate point of contact, as listed below:

- Packard Award: packard.award@dau.mil
703-693-8342

- Workforce Achievement Award: achievement.award@dau.mil
703-805-4893

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 teams and individuals most deserving of recognition.



Frank Kendall
Acting

Attachments:
As stated



2012 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 the Department. Multiple awards may be awarded based on merit.

Eligibility/Criteria: All Component and DoD AT&L organizations, with the exception of Defense Acquisition University, are eligible to compete for the 2012 Packard Awards. Questions concerning eligibility should be directed to the award coordinator at 703-693-8342 or packard.award@dau.mil. Nominations are for organizations, groups, or teams that have exhibited superior accomplishments significantly contributing to defense acquisition, technology, and logistics goals, initiatives, and programs. The award will be granted for contributions made or completed within the 12-month period from July 1, 2011, through June 30, 2012.

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 demonstrated successful execution of one or more of the following Better Buying Power efficiencies and associated initiatives (reference USD(AT&L) September 14, 2010, memorandum to Acquisition Professionals, "Better Buying Power: Guidance for Obtaining Greater Efficiency and Productivity in Defense Spending").

1. Targeting Affordability and Controlling Cost Growth

- a) Practicing affordability as a requirement
 1. Constraining cost by the maximum allocated resources across the phases of the program life cycle and demonstrating application of systems engineering trade-off analysis to reduce costs
- b) Driving productivity growth through Will Cost/Should Cost management
 1. Eliminating unneeded costs, with demonstrated savings
- c) Eliminating redundancies (within Warfighter portfolios, across joint programs, or internal to a program where multiple programs were pursuing similar objectives) to achieve savings
- d) Achieving stable and economical production rates to ensure cost savings

- e) Managing program timelines to shorter schedules, and consistent with requirements
 - 1. Addressing schedule as an independent variable
 - 2. Delivering the right capability to the Warfighter when they need it through creative, adaptable and flexible strategies

2. Incentivizing Productivity & Innovation in Industry

- a) Rewarding contractors for successful supply chain management
- b) Effectively implementing the use of Fixed Price Incentive Fee contract types where appropriate to prevent cost overruns
- c) Effectively employing other innovative contracts and award/incentive fee structures that result in best value to the government
- d) Capitalizing on innovative progress payment structures that have incentivized contractor performance

3. Promoting Real Competition

- a) Demonstrating innovative, competitive strategies at a program milestone(s) to drive productivity
- b) Removing obstacles to competition
 - 1. Allowing reasonable times for competitive bids to reduce single bids
 - 2. Negotiating single offers based on cost or price analysis
 - 3. Enforcing open system architectures and acquiring technical data rights to ensure sustained competition
- c) Effectively seeking and utilizing small business opportunities

4. Improving Tradecraft in Acquisition of Services

- a) Preventing requirements creep through effective upfront definition of requirements utilizing standard templates in the development of Performance Work Statements
 - 1. Effectively utilizing market research data to attain the most appropriate pricing within the market
- a) Effectively employing Cost Plus Fixed Fee/Cost Plus Incentive Fee type contracts when robust competition does not exist
- b) Incentivizing cost improvements over the period of performance
- c) Effectively seeking and utilizing small business opportunities

5. Reducing Non-Productive Processes and Bureaucracy

- a) Reducing the frequency of internal program reviews

- b) Eliminating low value-added internal processes
- c) Reducing the volume of program documentation and accelerating program investment decisions
- d) Reducing non-value added requirements imposed on industry
- e) Using Forward Pricing Rate Recommendations to reduce administrative costs

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:
 - a) The administrative information on the following page
 - b) A narrative describing the team's accomplishment(s) **not to exceed two pages**
 - c) A Citation award abstract summarizing your narrative **not to exceed 500 words**
 - d) A high resolution organizational logo (at least 2 inches by 2 inches at 300 dots per inch) in either JPG or TIFF format, attached with your e-mail submission
2. Applications must be received by **August 1, 2012**. 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. Presentation of the 2012 Packard Award to the winning team(s) will be in the November 2012 timeframe. At least one of the winning teams may be requested to make presentations on their acquisition BBP success stories as part of the Program Executive Officers'/Systems Command Commanders' Conference, which is scheduled for November 6-7, 2012, at Ft. 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 2012 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 <http://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-point Times New Roman, based on criteria described herein)

Award Citation Abstract

(Maximum 500 word summary that will be placed in award program for winning teams)

2012 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 2012 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.** To be considered for a 2012 USD(AT&L) Workforce Achievement Award, applications must be submitted in accordance with these instructions. **Applications must be received by August 1, 2012.**
- 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, with particular emphasis on contributions to effective implementation and execution of one or more of the Better Buying Power Efficiency Initiatives (reference USD(AT&L) September 14, 2010, memorandum to Acquisition Professionals, "Better Buying Power: Guidance for Obtaining Greater Efficiency and Productivity in Defense Spending") :
 - a. **Specific achievements** within the functional area/category during the period July 1, 2011 – June 30, 2012. 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 <http://www.dau.mil/acqawards>.

**2012 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 (not to exceed one page):

2. Value of the Nominee's Contributions (not to exceed one page):

3. Demonstration of Leadership (not to exceed one page):

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 2012 USD(AT&L) Workforce Development Award. (Up to 5 bonus points may be awarded).

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