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The Naval Postgraduate School and its School of Business and Public Policy are pleased to announce the offering of an eight quarter part-time Master of Science in Contract Management by distance learning commencing July 7, 2015. Students that complete the degree program also earn Defense Acquisition Workforce Improvement Act (DAWIA) Level III Training Requirements for the Contracting (CON) Series and DAU Equivalency for ACQ101, 201, 370, BCF103, EVM101, PMT251, and PMT257. The program also meets DAWIA requirements for 24 hours of business subjects and 40 hours of annual continuous learning. Note: DAU changes made after the establishment of this program for the 2015-2017 tracks will be reviewed and accommodated if and where feasible. Learn more about this distance learning opportunity at <http://www.nps.edu/Academics/Schools/GSBPP/Academics/MSCM.html>.

Army Acquisition Product Directors Selected In First-Ever Board

U.S. ARMY ACQUISITION SUPPORT CENTER (FEB. 26, 2015)

Tara Clements and Jack Kendall

FORT BELVOIR, Va. (Feb. 26, 2015)—Fourteen candidates from the Army Acquisition Corps were selected from the first-ever product director centralized selection board held Dec. 4-5, 2014, at Fort Knox, Kentucky.

A talent management board of directors met Feb. 6 to approve the positions for the newly selected product directors. Lt. Gen. Michael E. Williamson, Army director, Acquisition Career Management (DACM), presided over the board consisting of Craig A. Spisak, deputy Army DACM, and the 12 program executive officers.

The board approved 10 product director positions to be filled this summer.

The civilian-only centrally selected product director board is one of Williamson's first major talent management initiatives, providing an opportunity to select high-performing civilians with leadership potential.

"My goal is to create a pool of the right people with the right skills for the right jobs," said Williamson in a recent video highlighting what talent management means to the Army acquisition workforce.

The standard tenure for these acquisition product directors is three years. The Army DACM Office, in coordination with the PEOs, will centrally manage the positions.

This year's product director board is the Army DACM's first effort to provide additional development and growth opportunities for high-performing civilians while building a larger talent pool for future senior leader requirements.

The next product director centralized selection board is tentatively scheduled for October. Additional information regarding the product director policy is available on the Army DACM website.

FY15 Product Director Selections

- Paul Boak
- Michael Bruno
- Anthony Budzichowski
- Kevin Coggins
- Jeremy Hiers
- Robert Long
- Matthew Maier
- Mark McCoy
- George Mitchell
- Wolfgang Petermann
- James Pruitt
- Brian Raftery
- Michael Switzer
- Michael Wills

FY15 Product Director Assignment/Slate

- Paul Boak, product director, Mounted Maneuver Support, PEO Ground Combat Systems, Warren, Michigan
- Anthony Budzichowski, product director, Joint Biological Tactical Detection System, Joint PEO Chemical and Biological Defense, Aberdeen, Maryland
- Jeremy Hiers, product director, Aviation Networks & Mission Planning, PEO Aviation, Redstone, Alabama
- Robert Long, product director, Fixed Wing Special Electronic Mission Aircraft, PEO Aviation, Redstone, Alabama
- Matthew Maier, product director, Medical Communications for Combat Casualty Care, PEO Enterprise Information Systems, Fort Detrick, Maryland
- George Mitchell, product director, Test, Measurement & Diagnostic Equipment, PEO Combat Support & Combat Service Support, Redstone, Alabama
- James Pruitt, product director, Lethal Miniature Aerial Munitions System, PEO Missiles & Space, Redstone, Alabama
- Brian Raftery, product director, Army Human Resources Systems, PEO Enterprise Information Systems, Fort Belvoir, Virginia
- Michael Switzer, product director, Cargo Helicopter International Program, PEO Aviation, Redstone, Alabama
- Michael Wills, product director, Long Range Precision Fires, PEO Missiles & Space, Redstone, Alabama

The Joint Qualification Board is a new concept to prequalify personnel as ready to fill a key leadership position (KLP) so that when a position is announced for hire or selection, there will be qualified candidates at the ready. Under Secretary of Defense for Acquisition, Technology and Logistics Frank Kendall identified the chief developmental tester KLP as the first KLP to pilot the Joint Qualification Board process.

The purpose of the board is to create a standard of excellence across DoD by identifying individuals who the board will prequalify to occupy highly demanding KLPs when announced. Boards are held annually and will function separately from normal promotion, command, or selection boards.

The first Chief Developmental Tester KLP Joint Qualification Board convened on Dec. 9, 2014. The following individuals were selected:

- Christopher Addison
- Todd Christiansen
- Daniel Jones
- Craig Lanphere
- Earnest Swauger
- Juan Vitali

Carter Greets Workforce, Outlines Priorities at All-hands Meeting

DOD NEWS, DEFENSE MEDIA ACTIVITY (FEB. 19, 2015)
Cheryl Pellerin

WASHINGTON—During a standing-room-only all-hands gathering in the Pentagon’s auditorium today, Defense Secretary Ash Carter enthusiastically greeted those he will lead and discussed his priorities as the 25th secretary.

Deputy Defense Secretary Bob Work introduced Carter, citing the defense secretary’s “deep understanding of our business, of our shared enterprise, of organizing and training and equipping an organization [and] a fighting force that is ready for war and operating forward to preserve the peace.”

Taking the podium, Carter said, “The first and most important commitment for me always has been and always will be to you ... I mean all of you—those who make up the greatest fighting force the world has ever known, and the finest and most decent fighting force the world has ever known.”

The total national team includes soldiers, sailors, airmen, and Marines. It includes civilians and contractors, he added, “and the fallen, the families of the fallen, and wounded warriors. I think we have to start there.”

Commitments and Priorities

To those he will lead, Carter explained how he sees the job and what he’ll be doing, and detailed his commitments and priorities.

Carter said a critical responsibility for him as defense secretary is “to make sure we never put anyone and their family in [harm’s way] without the greatest care and reflection about why we’re doing it and what its purpose is and what the benefit is for our nation and for the future.”

A primary role in the job, the secretary said, is to assist the president and the national leadership in making decisions that will keep the nation safe and protect the country and its friends and allies now and into the future.

“We’re a large institution ... a beacon of quality, if I may say so, in the federal service, so we have a lot to offer our national leadership in helping them make decisions,” Carter said.

DoD’s ‘Great Expertise’

“I intend to be very active in doing that,” he added, “and I will be counting on you to help me, and lift the great expertise of this department and all its people to the service of the country’s national security decisions.”

Carter summarized the multiple national security threats—old and new—facing the nation, but said the nation also has bright opportunities to explore.

“We are not only the finest fighting force in the world, but I think we’re the brightest beacon of hope as a country in the world,” Carter said.

“If you want evidence of that,” he added, “take a look at who has all the friends. The United States has friends and allies in every part of the world. No other country on earth can say that, [and] our antagonists have none or few.”

Opportunities to Pursue

Carter said the country has a lot to be proud of and many opportunities to pursue, “if only we can all come together and grab hold of them” for a better future.

Today’s constrained budget and resource environment presents challenges, he acknowledged.

“If we’re going to convincingly make the case to our people that they need to spend more on their defense—which I believe they do—we need to, at the same time, show them



Defense Secretary Ash Carter speaks to military and civilian employees at the Pentagon during an all-hands meeting where he greeted the workforce and discussed his priorities, Feb. 19, 2015.

DoD photo by U.S. Air Force Master Sgt. Adrian Cadiz

that we know we can do better at spending that money," Carter said.

Being open to change and to the wider worlds of technology and culture will help make the Pentagon better at spending money, and better at succeeding in the future, he added.

Continuing to Excel

"If we're going to continue to be the best, we need to be open to the future and open to change. And you'll see me challenging you all and myself to be open in that way," the secretary said.

For the Defense Department, succeeding in the future also means attracting young people to the department's mission, he noted.

The Sept. 11, 2001, terrorist attacks against the United States were a "terrible" thing, Carter said. However, 9/11 also was a "galvanizing thing for our country," he said, that "motivated many people" to come to the defense of the nation.

Attracting the Next Generation

There is something compelling about the commitment, the mission, and the excellence that those in DoD's workforce represent and that those to come will find attractive, he added.

"They'll want to follow, not in our footsteps, because ... they're going to want to do it in their own way, but in the same general direction that we came," the secretary said.

Carter said he'll try in the best way he knows how to speak to the country as a whole "about us and who we are, and try to reflect who you are. And speak to the generation to come and appeal to them and challenge them to fill the shoes of the really excellent people I see in front of me."

He told the audience, "You are excellent. You mean everything to me. The people of this department are so very wonderful, and my wife Stephanie and I are so very devoted to you."

That, Carter said, "is why I'm back. It's that simple. It's you. It's the mission. And I look forward once again to being in your ranks and working with you."

Dempsey Reflects on Leadership, Building Leaders

DOD NEWS, DEFENSE MEDIA ACTIVITY (MARCH 6, 2015)

Jim Garamone

WASHINGTON—Investments in leadership will pay dividends the U.S. military can't imagine today, the chairman of the Joint Chiefs of Staff said during a recent interview.

Army Gen. Martin E. Dempsey spoke at length about leadership, and said he is still learning about the subject.

"Leadership is kind of a journey—not a destination," the chairman said. "If you ever think you've got it right and you don't have anything more to learn about leadership, then you're probably making a very serious mistake."

The chairman said he draws upon a lifetime of leadership experience. And, he added, he has taken lessons from and has listened to mentors from a plethora of professions and situations. He has taken lessons from his parents, friends, military leaders, and civilian acquaintances. These experiences span the range from high school in Orange County, New York, to the highest levels of government.

Expertise, Humility, Courage

Dempsey said his leadership philosophy has three key principles: expertise, humility, and courage.

"The nation counts on us uniquely to provide expertise in how to use the military instrument of power to both protect and promote our national interests," he said. "I started my career as a tanker, and I fundamentally wanted to be the best tank commander in the Army long before I wanted to be a company commander or a battalion commander."

Learning everything possible about jobs—whatever job a person has—is key, Dempsey said.

"Bloom where you're planted, because you'll never know where you're going to end up," he said. "Whatever you do, don't accept mediocrity. There's no place for mediocrity in the world we live in."

Dempsey said humility is his second guiding leadership principle, and this touches on building relationships.

Leadership is All About Relationships

"I think leadership is all about relationships," he said. "The precursor to building relationships ... is humility. Because if people question your motivation to lead—if they think you are leading for self-benefit—they will be suspicious and far less inclined to approach you."

Being humble does not exclude ambition, said Dempsey, noting ambition makes people want to excel.

"But I would always remind myself that in exercising leadership ... that I also had to balance that with a sincere degree of humility," he said. "People know if you're yourself. If you are trying to be somebody you're not and putting on airs or

lacking humility, it'll come through pretty quick. It's really hard to build relationships without humility."

Courage is the third principle, he said, and that includes both physical courage and moral courage.

"You have to decide what right looks like, and then actively seek it," he said. "In a world that's constantly changing and where things seem ambiguous and you can talk yourself into relativism, you have to have a moral compass. You have to have that inner voice that says, 'This is the correct path.' In listening to that voice, you then have to have the moral courage to walk that path."

Dempsey said moral courage means acting on deeply held values, and these cannot be abstract ideas. If "duty" is a core value, he said, then service members need to take the time to understand what that value entails.

Building Teams to Reach a Common Goal

Leadership is about building teams and that means bringing together a sometimes disparate group of people to reach a common goal, Dempsey said. During a recent talk at Texas A&M's Student Conference on National Affairs, the chairman noted that in discussions about national affairs, "you almost have to talk about who we are as a nation."

America is all about "the dash," he said.

"More than any other country in the world, we are a nation of Irish-American, African-Americans, Hispanic-Americans, Polish-Americans, Muslim-Americans—fill in the blanks and that's really what makes us different," the chairman said. "When I go back to my roots, they really understood that, the way I hope this generation appreciates it."

He added, "At our most ideal, we are a nation of diversity and it is that diversity that gives us our identity as a nation and our standing in the world."

The dash is what makes America special, he said. Immigrants to the United States quickly become part of the larger ideal of America.

"In other parts of the world, you will have people who are of mixed ethnicity and mixed religion but they simply don't integrate into the society the way we do," he said. "And we should never take that for granted. We have to work at that."

Best Teams Build Trust

The best teams, Dempsey said, find “that special sauce” that is trust among people who might not have any reason to come together.

“I just saw a movie called ‘When the Game Stands Tall’ ... it was about a football team that had a 150-game winning streak and they lost a game,” he said. “It completely shook the fabric of the team and they had to go back to what made them great in the first place, which is when you become part of a team ... you have to give up some of yourself for the team. The whole becomes greater than the sum of its parts.” America is like that, the chairman said.

“When you think about us as a nation, it is certainly an issue of bringing together people who otherwise might not ever have a reason to live together or work together or appreciate each other, and when we are at our best it’s when that kind of a commitment is made,” he said. “Where we trust that our fellow citizen ... will act both for their self-benefit and for the benefit of the team, then we find those teams that are extraordinary.”

Today is a time of change and it requires strong leaders, Dempsey said. “We don’t know what will happen next, but we know it will happen quicker,” the general said. “The requirement is to be adaptive.” The key is learning, he said.

Focus on Leader Development

“From the time I’ve had influence at the senior leader level I’ve put a premium on leader development,” Dempsey said. “And as I look back and wonder if I got it right in terms of priorities, I can say with great confidence that my focus on leader development has been the right focus.”

This is because quick, thoughtful, agile leaders can adapt, he said.

“Because of all the different challenges coming our way, we’re going to find that some of the equipment we field won’t be exactly right for everything,” Dempsey said. “It might be right to field a piece of equipment for Europe or the Korean Peninsula, but it might be ill-suited to what we need to do in the Middle East.

“So the equipment is not going to be perfectly suited to need 100 percent of the time,” he continued. “Similarly, our doctrine and our organization and even the guidance we give ... is not going to be perfectly suited. And so these young men and women out there on the edge—it’ll be their responsibility to take what they are given ... and apply it in a way that

will allow us to protect our national interest and promote our values.”

Dempsey said his 41-year military career has convinced him that life where service is involved is a more rewarding life. The chairman said you can never stop learning about leadership. He recommended reading *Once an Eagle*, the Anton Myrer novel about two U.S. military officers serving from World War I through Vietnam.

“I take information or pieces from many different areas and knit them together,” the chairman said.

With leadership, there is a lot to think about, Dempsey said. “I wouldn’t mind being at the beginning of this leadership thing again, because it’s been quite a ride,” he said.

Force 2025 Focuses on Upcoming ‘Generation Z’

DEPARTMENT OF DEFENSE NEWS RELEASE (MARCH 11, 2015)

Terri Moon Cronk

ARLINGTON, Va.—Total Force Army 2025 must plan for the new challenges of the future technologically savvy Generation Z recruits, said Anthony J. Stamilio, Army deputy assistant secretary for manpower and Reserve affairs (civilian personnel/quality of life).

Stamilio led a panel discussion, March 10, on “Soldier and Family Services—Building Resiliency and Self-Reliance,” before an audience of military, government, and industry professionals during the Association of the U.S. Army’s Installation Management Forum.

Other panelists included Army Brig. Gen. Dennis Doyle, deputy chief of staff for operations, Army Medical Command; Stephanie Hoehne, deputy chief of staff for family and morale welfare and recreation programs, Installation Management Command; Carla K. Coulson, director of installation services, Army Office of the Assistant Chief of Staff for Installation Management; Sharyn J. Saunders, director at Army Ready and Resilient Campaign headquarters; retired Army Maj. Gen. Mark A. Graham, senior director of military/veteran support services and Rutgers National Call Center, Rutgers University Behavioral Health Care; and Dr. Jonathan N. Metzler, performance psychology research and development lead for Science Applications International Corp.

“As we think about Army Force 2025, we must think about designing installations and services for the [Generation Z] force and their families,” Stamilio said.

The up-and-coming Generation Z population now ranges in age from 3 to 17 years. Expected to include about 23 mil-



Anthony J. Stamilio, deputy assistant secretary of the Army for manpower and Reserve affairs (civilian personnel/quality of life) speaks during the Association of the U.S. Army's "Hot Topics" forum on Installation Management in Arlington, Va., March 10, 2015.

Photo by Luc Dunn

lion people, he said, 200,000 of them are expected to join the military. "They will start entering the [recruiting] pool in 2018," Stamilio said. And the Army must consider how it will integrate them with the three existing generations of soldiers.

"[Generation Z] will have global and broader perspectives because of technology and social media. We must take that into consideration," he said. Because Generation Z will be more immersed in technology than previous generations, it is expected that broad bases of regional and virtual friends will shape their opinions, Stamilio said. And it is those peers who will help shape their opinions, he said.

With such peer influence, Generation Zeros could experience a lesser "sense of place" in the Army than older soldiers, Stamilio said. "We will have to make sure they're engaged with the institution and have the same type of commitment we have," he said.

The Army also will be challenged with the up-and-coming generation to strengthen its community relationships on local and global scales, Stamilio said.

"Family characteristics will [also] change at an increasingly rapid pace," he said. "It is up to us to be open to, and accommodate, those changes."

And the role of Generation Z service women will likely become "significantly different and probably more prominent" than today, Stamilio said.

The Army's 2025 program calls for putting its soldiers and families in "better places" for wellness and health-issue prevention, Doyle said. "If we get people instilled in healthier habits today, they will remain healthy longer," he said. "Our goal is to inform, educate, and build healthy communities where our soldiers, veterans, families, and civilians can improve their health."

Planning for the future changing generational demands, and of soldiers' and families' readiness posture is critical, Hoehne said. "We have to look at what we provide as demands change," she said. "And how do we make sure that what we offer is what they want—such as 24-hour gyms."

While Army Morale, Welfare, and Recreation, also known as MWR, programs always have been considered the homes and communities for its soldiers, the principle on which MWR operates is "being aware of its customer base," Hoehne said.

The ability of MWR to be ready to adapt and build agility into the system is critical, she said. "[Even] now as we identify



Gen. Dennis L. Via, commanding general, U.S. Army Materiel Command, speaks to nearly 40 college career counselors about AMC's Intern Initiative to bridge the gap between students and federal service. AMC is providing 1,000 internships each year for the next five years across the command to ignite a passion for federal service in the next generation. The Academia Day event was designed to provide career counselors information and tools needed on the internships available to share with their students.

Photo by Kara Wall

issues," Hoehne said, "we're implementing [changes]. We are not waiting."

The Army environment and personal readiness is a performance triad of getting enough sleep, activities, and good nutrition, said Doyle, adding the Army surgeon general has long pursued those goals.

And while physical readiness is a part of donning the Army uniform, soldiers must commit to routinely staying active, he said. "The 2025 plan goes beyond [that timeframe], and I don't want to see you in one of my hospitals," he said. "I want to see you out on the track, bike path, walking and doing things that keep you healthy."

AMC Seeks to Ignite a Passion for Federal Service

U.S. ARMY MATERIEL COMMAND (MARCH 20, 2015)

Cherish T Gilmore

HUNTSVILLE, Ala.—The U.S. Army Materiel Command hosted the first-ever Academia Day for career counselors of universities, colleges, trade/vocational schools, and other academic institutions here, March 20. More than 40 post-secondary institutions participated in the event to bridge the gap between students and federal jobs.

"Oftentimes what we find is many of our students, potential interns from colleges as well as high schools, they are not aware of the enormous number of opportunities that are available in the United States Army and in this particular case, the United States Army Materiel Command," said Gen. Dennis L. Via, commanding general of the Army Materiel Command.

AMC hosted the event as an opportunity to promote plans to hire 1,000 high school and college student interns throughout AMC annually for the next five years starting in June 2015.

"Approximately 20 percent of our workforce is eligible to retire, so this is an opportunity to bring interns into many of our facilities and our programs," Via said.

AMC's Chief of Personnel William Marriott highlighted that employment opportunities are available for more than just veterans, with about 50 percent of AMC's current workforce non-veterans.

Via also gave career counselors a brief on AMC's capabilities and the wide range of career fields within the command

Career Development

such as engineering, acquisition, logistics, human resources, financial management, science, and more.

“This is a foot in the door to see if this profession is something they may want to pursue one day,” Via said. “The experience would significantly increase their opportunities to get hired into federal service.”

Students hired through AMC’s intern initiative would have the opportunity to apply for and gain a security clearance—a valuable asset for all federal positions. “Education plays a critical role and the counselors even more so play a role in being able to take the information they received today and submit it back to the students and build a passion, a desire, and an interest in joining the team,” Via said.