

Acquisition Contracting Opportunities

The office of the deputy under secretary of defense for civilian personnel policy has been designated by the under secretary of defense for personnel and readiness as the lead in expanding the opportunities for Department of Defense civilians to fill global expeditionary augmentation requirements. For more information and to apply for one of these positions, click on the Acquisition Contracting Opportunities link at <www.dau.mil>.

EPIC Tool Makes Searching for Logistics Policy Easy

U.S. ARMY LOGISTICS INNOVATION AGENCY (SEPT. 10, 2009)

Demetrius Glass

Thumbing through piles of Army policy to find the one paragraph you are looking for is a tedious job. But thanks to the work of the U.S. Army Logistics Innovation Agency, your search just became a lot easier. LIA, the field operating agency of Headquarters, Department of the Army for Logistics, G-4, has developed the Enterprise Policy and Process Interactive Capability, or EPIC—an electronic policy search tool that has remedied the archaic and cumbersome methods of searching and finding Army logistics policy.

EPIC is designed to provide users with a similar look and feel as some of the more popular commercial search engines such as Google® or Yahoo®. Because EPIC looks and feels like these popular search engines, knowledge from these commercial search engines is easily transferred to EPIC, making it a breeze to learn and to use. The similarities continue as EPIC provides two basic ways to perform searches: a simple word search and a complex phrase search.

EPIC provides users with the ability to research and cite official Army regulations and pamphlets as posted and updated by the Army Publications Directorate with unprecedented effectiveness. The EPIC search capability will return to the user a brief synopsis of results; the user can then click on any part of the returned results to view the full document.

The current version of EPIC provides logisticians with search returns based on published G-4 regulations and the Defense Transportation Regulation. However, with the current operational tempo, policy is changing more frequently than in the past. Regrettably, the official process to update published regulations has been outpaced by these frequent policy changes. As an interim solution, policy makers have started to use an interim message system to inform the Army on these fast-paced policy changes called ALARACTS—All Army Activities Messages. In the very near future, EPIC will incorporate the ability to search, retrieve, and associate ALARACTS into its database, making searching for the latest in logistics policy via ALARACTS as easy as it is from Army

DEFENSE ACQUISITION UNIVERSITY

A Great Place to Work!

The Defense Acquisition University is currently looking to hire many faculty positions, with a special need for professors of contract management.

Check out DAU's new career Web site at: <<http://careers.dau.mil>>. Job seekers can view jobs, opening/closing dates of job announcements, and apply for a position—all through the Web site's new interface.

Regulations and Army Pamphlets. This addition will allow users to search all policy documents, including ALARACTS or to search just logistics policy via ALARACTS alone.

EPIC is on the Internet at <<http://epic.expr.net>>. Anyone can use the service, which is entirely free. Currently, the tool is undergoing accreditation to be hosted on the DoD network. While EPIC will remain free to users after information certification, in the future EPIC users will need to have either an Army Knowledge Online (AKO) account or a Common Access Card (CAC) authentication to gain access to the tool. Soldiers are encouraged to use the tool as much and as often as needed and provide feedback through EPIC's "feedback" link for questions or suggestions.

Glass serves as the EPIC project lead for the Logistics Innovation Agency.

Defense Department Seeks to Expand Telework Program

AMERICAN FORCES PRESS SERVICE (AUG. 7, 2009)

Donna Miles

WASHINGTON—An updated Defense Department policy expected to be released in September will encourage more managers to adopt telework arrangements for their employees.

Almost 17,000 department employees teleworked during the 2008 calendar year, Michael Sena from the Pentagon's civilian personnel policy told American Forces Press Service.

Teleworking, sometimes referred to as telecommuting, means employees work some portion of their work week from home or in another approved alternate location.

Sena said he believes the number of Defense Department participants is actually higher than those reported to the Office of Personnel Management for its Annual Telework Report to Congress.

But while trying to get a firmer grasp of the true numbers, defense officials are working to increase the visibility of its telework program and get more workers to participate, he said.

The department's efforts are part of a broader government-wide plan. Office of Personnel Management Director John Berry emphasized in an early May memo to heads of executive departments and agencies he wants to see more federal teleworkers.

Berry cited some growth in the federal telework program over time, but lamented that "progress has been slow and not always steady." Congress has taken note, he said, introducing legislation in both houses to increase participation.

"I am now committing OPM to moving the Federal Telework Program forward, with an ambitious agenda that will require support and assistance from you and your staff," he told the federal leaders.

Berry described in his memo some of the benefits of teleworking. "Depending on individual agency goals and needs, a vital telework initiative can help recruit and retain valuable employees, enhance morale, support continuity of operations, reduce real estate costs, and mitigate environmental impact," he wrote.

The Defense Department recognizes the benefits as well, Sena said, noting that telework:

- Enables employers to continue working even during emergencies that might keep them from the workplace;
- Enhances worker productivity by reducing distractions;
- Reduces commuting time and expense, as well as traffic and gas emissions;
- Helps employees balance their responsibilities in and out of the workplace; and
- Provides an incentive for recruiting and retaining employees, particularly those with hard-to-find skills.

But many defense jobs aren't suitable for telework, Sena emphasized, particularly in light of a mission that frequently involves working with classified or sensitive information.

So the Defense Department is studying new security measures to keep sensitive and classified material from being compromised by teleworking employees, Marilee Fitzgerald, acting deputy under secretary for civilian personnel policy, told *Federal Times* in a recent interview.

In Washington, for example, a new pilot program established as part of the fiscal 2010 defense budget will set up a secure telework site for federal employees who need to access classified networks.

As the department works through these issues, the Defense Information Systems Agency provides a standout example of a successful telework program. About 45 percent of DISA's employees telework up to three days a week, using laptops with built-in smart card readers for authentication to access enterprise systems via a virtual private network.

DISA officials hail the program, which they say has become one of their most prized and effective recruitment and retention strategies.

Teleworking also has become a way to manage the impact of DISA's upcoming move from Arlington, Va., to Fort Meade, Md., in 2010 and 2011 as part of the base realignment and closure plan, officials report.

An anonymous survey conducted in May revealed that 58 percent of DISA's 4,300 headquarters workers plan to remain with the agency after the move—a 19 percent increase from the 2008 survey, Jack Penkoske, director of manpower, personnel, and security reported. More than 75 percent of the responders said the ability to work at least partly from home would play a role in their final decisions.

Acquisition Workforce Steps Toward Reform

AMERICAN FORCES PRESS SERVICE (AUG. 20, 2009)

Donna Miles

WASHINGTON—Big changes are ahead in the acquisition community as the Defense Department increases and reshapes its acquisition workforce so it's better postured to support the reforms Defense Secretary Robert M. Gates and President Barack Obama are championing.

The federal civilian defense acquisition workforce is expected to grow by about 20,000 over the next five years, Shay Assad, acting deputy under secretary of defense for acquisition and technology, told American Forces Press Service.

The Defense Department will increase the number of federal civilian employees conducting acquisition-related jobs by

20,000, while reducing its contractor workforce by about 10,000. This will expand the acquisition workforce from its current 127,000 federal employees and 52,000 contractors to 147,000 feds and about 42,000 contractors by fiscal 2015, Assad said.

The first 4,100 of the new federal employees are expected to be hired through a competitive selection process during fiscal 2010.

Assad called the growth—the largest in some three decades for the acquisition community—a vital step toward improving the way the department does business.

It's an effort that's generated support from the president, defense leaders, and Congress. All are "totally aligned on the need to increase the size and improve the capability of the workforce," Assad said.

Obama underscored the importance of acquisition reforms earlier this week during a speech to the Veterans of Foreign Wars convention in Phoenix.

"We cannot build the 21st century military we need and maintain the fiscal responsibility that America demands unless we fundamentally reform the way our defense establishment does business," he told the veterans.

"It's a simple fact," Obama continued. "Every dollar wasted in our defense budget is a dollar we can't spend to care for our troops or protect America or prepare for the future."

So in addition to making tough decisions about what equipment and weapons troops need and cutting unnecessary programs, officials are working to ensure they get the most out of every defense dollar spent.

The department has increased its contract obligations almost three-fold over the past eight years, from about \$138 billion in 2001 to more than \$390 billion in fiscal 2008. Yet, the size of the workforce that awards and oversees these contracts has remained relatively unchanged.

"The secretary is very concerned about proper oversight," Assad said. "This is not just about ensuring that we get a good deal. It's about ensuring that once we issue the contracts, how do we ensure we, in fact, got what we paid for? And how do we ferret out any waste or abuse and—although it doesn't happen often, it does occur—fraud from the process?"

The additional acquisition employees will focus on awarding more competitive contracts and providing more contract oversight. Others will be hired across the department to improve business management, logistics management, systems engineering, and program management functions—jobs now held largely by contractors.

Beefing up the department's professional acquisition workforce will improve its permanent capability, Assad said, while reducing reliance on contractors will bring more stability to the process. "This is taking a look at those functions we want to have inherent to our government, and to help us build the kind of inherent program management and systems engineering capability we want to have," he said.

The bottom line, he said, is ensuring the department delivers U.S. forces what they need, when they need it, and in the most cost-effective way.

"You can have nifty processes, you can use clever contracting techniques, but at the end of the day, it is having a capable, competent workforce who can execute on behalf of the warfighters and taxpayers," Assad said.

"You have to have enough people," he added, "but you have to have the right capabilities as well. That's the workforce we are going to build."

Leaders to Draw From Defense Board's NSPS Review

AMERICAN FORCES PRESS SERVICE (AUG. 27, 2009)

Gerry J. Gilmore

WASHINGTON—Senior defense leaders will use a recently issued report on the National Security Personnel System when they decide what to do with the civilian personnel system this fall, a Pentagon official said Aug. 27.

This spring, Deputy Defense Secretary William J. Lynn III directed that a comprehensive review of NSPS be conducted to ascertain whether the system is fair and understandable to participating employees.

The Defense Business Board's task group report issued this week recommended a "reconstruction" of the NSPS. The group was chaired by former Deputy Defense Secretary Rudy DeLeon.

"The leadership of the Department of Defense is committed to fair, transparent processes and personnel systems," Brad Bunn, the Defense Department's program executive officer for NSPS, told Pentagon Channel and American Forces Press Service reporters.

Internal surveys indicated that some employees were unhappy with NSPS, specifically with regard to performance evaluations.

The board's report, Bunn said, will be used by senior Pentagon and other government leaders when they decide what to do about NSPS this fall. Other issues cited in the report include pay pools and their lack of transparency, as well as questions about the current pay band structure.

"This process of reviewing NSPS has gone a long way to helping inform leadership what those issues are," Bunn said.

NSPS has helped to tie employee performance goals to organizational goals, Bunn pointed out.

NSPS's pay-for-performance system replaced 50-year-old civil service rules that rewarded employees for length of service rather than performance.

The more than 200,000 defense civilians who have been transferred into NSPS since the system began three years ago, Bunn said, will be performance rated this fall under current NSPS policies and procedures.

The Defense Business Board's report on NSPS is available for public view on the Internet, Bunn said.

"I would encourage NSPS organizations, employees, supervisors, and managers to read the report, particularly the leadership in those organizations," Bunn said.

Launch of Civilian Marketing Campaign Pivotal in Filling Air Force Jobs

*AIR FORCE PERSONNEL CENTER PUBLIC AFFAIRS (AUG. 28, 2009)
Air Force Maj. Beth Kelley Horine*

RANDOLPH AIR FORCE BASE, Texas—Over the next five years, Air Force officials plan to hire 20,000 more civilians into civil service. To help bases better market civilian job openings and recruit qualified applicants for current and future jobs, Air Force Personnel Center specialists will roll out the "Your Future" marketing and recruiting campaign in September.

"The overall strategy of the 'Your Future' campaign is to help market and brand the Air Force as a premier civilian employer," said Shirlene LeBleu, AFPC's civilian force integration directorate's force renewal and development division chief. "The initiative, once released Air Force-wide, will help fill civilian vacancies more quickly by targeting qualified, local candidates, as well as increase employment opportunities for military dependents."

The campaign, which was piloted in March at 14 Air Force bases, provides marketing and recruitment tools to civilian personnel offices and installation managers to target military spouses and external candidates.

"The purpose of the pilot was to get feedback on the marketing toolkit and adjust, if necessary, for the Air Force-wide roll-out this fall," said Pat Stokes, a marketing specialist in AFPC's Civilian Force Integration directorate. "This campaign was developed to ensure the bases have the tools they need to reach the right people, and the feedback from our test bases was monumental. On average, [there was] a 25 percent increase of civilian applicants across all the pilot bases."

Overseas bases using the marketing toolkit drew an even higher increase in civilian applicants.

"In the first half of the campaign, Spangdahlem [Air Base, Germany] had a 58 percent increase in telephone calls about civilian jobs and a 200 percent increase in walk-ins to their civilian personnel office," Stokes said. "Even at Fairchild [Air Force Base, Wash.], a base [here in the United States], they had a 44 percent increase in telephone calls, walk-ins, and e-mails about civilian job openings during the campaign."

"There was a definite correlation in the amount of tools a base utilized from the marketing toolkit to the increase in applicants received. The more tools used, the more civilian applications they received," she added.

Minor changes to the marketing campaign were made to prepare for the Air Force-wide launch.

"Bases seemed very pleased with the marketing tools and the campaign," said Stokes, "but we did use feedback received to transform some of our marketing tools to include a focus on people and diversity."

The toolkit, which was briefed via webcast to civilian personnel flights on Aug. 4, is now available for all installation managers to help them notify their local community of jobs available. However, base officials can choose when they want to launch their marketing campaign, as necessary.

"We understand that some tools may not work at every Air Force base, because each base has different needs," said Stokes. "The toolkit is flexible in that bases can choose if and when they use specific tools, and it is tailored differently for overseas and stateside bases," she added.

Items in the marketing toolkit include base exchange radio spots; public service announcements for local radio and television stations; videos and briefings to take to chambers of commerce and to use during commanders' calls; flyers and brochures; and a comprehensive marketing guide.

Ultimately, the marketing guide helps local base officials identify who to contact to help with recruiting efforts, and includes a step-by-step process on how to use the tools in the toolkit, the tools themselves, and newcomer information to share with airmen and family readiness centers.

For individuals interested in civilian employment with the Air Force, visit the new Air Force civilian employment Web site, which will be fully operational in September: <www.afpc.randolph.af.mil/afcivilianjobs>.

Delegation of Direct Hire Authority (DHA) for Scientific and Engineering Positions Within Personnel Demonstration Projects

OFFICE OF THE ASSISTANT G-1 FOR CIVILIAN PERSONNEL, HEAD-QUARTERS, DEPARTMENT OF THE ARMY (SEPTEMBER 2009)

The assistant secretary of the army for manpower and reserve affairs has delegated Direct Hire Authority for applicants who have advanced degrees and apply for positions within laboratory demonstration projects. This is authorized under the provisions of section 1108 of the Duncan Hunter National Defense Act for Fiscal Year 2009. This authority may be further delegated in writing to a level no lower than the eligible laboratory director.

Effective immediately, qualified candidates possessing an advanced degree in scientific and engineering positions within any personnel demonstration laboratory identified in Section 9902 (c)(2) of Title 5, United States Code, may be appointed without regard to certain provisions of Subchapter 1 of Chapter 33 of Title 5. The number of candidates appointed using this authority in any calendar year cannot exceed 2 percent of the total number of scientific and engineering positions within that laboratory.

The AG-1 (CP) has issued instructions on the use of this authority and will evaluate its effectiveness in meeting Army hiring needs. Should conditions warrant, this authority may be suspended or rescinded as appropriate. This authority and delegation expire on Dec. 31, 2013, unless the delegation is earlier revoked or superseded.

Human Resources Web Site Lets Employees Help Themselves

DEFENSE LOGISTICS AGENCY STRATEGIC COMMUNICATIONS (SEPT. 17, 2009)

Defense Logistics Agency civilian employees now have access to one of the largest collections of automated human resources applications in the Federal Government at the DLA Human Resources Web site <www.hr.dla.mil>. The site provides links to more than a dozen automated tools that help military and civilian employees manage their careers and track benefits.

The "Automated Tools" tab takes users to a dozen self-service Web sites such as My Pay, the Employee Benefits Information System, and the Electronic Official Personnel Folder. Users can also view the status of Requests for Personnel Action that have been entered into the Defense Civilian Personnel Data System and search for DLA position descriptions by series, grade, and title.

A link to Employment Verification Services gives instructions to employees who need to provide formal employment and salary verification to prospective lenders. Training opportunities and training history information is available through the Learning Management System. And the Automated Staffing Program is a DLA program that lets employees create and edit resumes, apply for DLA vacancies, and check the status of applications submitted.

By clicking on the "Telework" tab, employees can learn about the eligibility and training requirements for DLA's Telework Program and download request and approval forms. Official forms for everything from injury compensation and retirement to military deposits are available through the "Forms" tab.

Monthly Personnel Employee Bulletins created by the DLA Human Resources Center can also be found at the Web site. For more information, contact your local human resources office. A list of these offices and their contact information is available at <www.hr.dla.mil/cntctus.htm>.

Ammunition Management Career Program

The Ammunition Management Career Program (Program 33), provides a worldwide pool of trained ammunition managers to support the Army's ammunition logistics mission.

The AMCP has supported warfighters with trained ammunition logistics experts for over 20 years and has more than 500 ammunition managers worldwide.

This program is located at the U. S. Army Defense Ammunition Center, McAlester, Okla. The AMC civilian careers recruiter is Joe Coutcher, Joseph.Coutcher@us.army.mil.

Defense Acquisition University Offers Opportunities for Aberdeen Proving Ground Workforce

ARMY NEWS SERVICE (SEPT. 24, 2009)

Matthew Hickman

ABERDEEN PROVING GROUND, Md.—Defense Acquisition University students and Research, Development, and Engineering Command senior leaders formally opened the newly renovated building that houses the DAU's Senior Service College in a ribbon cutting ceremony held Sept. 18.

Aberdeen Proving Ground is the third installation to permanently host the Senior Service College Fellowship program, which was first established at Huntsville, Ala., in August 2006, and created to develop civilian acquisition leaders in the preparation for senior leadership roles in the acquisition community.

"The program is designed to take people from the Department of the Army, who are already fairly senior civilians, and take them through a leadership-oriented school for ten months. As part of that school, they study various leadership topics, they have an opportunity to network, and they also complete a master's degree as part of the curriculum," Robert L. Daugherty, dean of the DAU Capital and Northeast Region, explained.

"When they come out of the other side, the Department of the Army looks at them to fill very senior positions as leaders of programs, as product directors, of those types of roles now that they've been prepared for that leadership. The Army was lacking this type of preparation for civilian leadership. It has it for the military, but it didn't have it for the civilians," Daugherty continued.

While many Acquisition Corps members were willing to participate in the 10-month program, the eight fellows that complete the inaugural class had to undergo a highly competitive application process in order to qualify for the fellowship.

"The Department of the Army has a board that meets and decides on who is ready for this level of school, this level of education, and this level of responsibility," Daugherty said.

"It's a centralized selection board where they actually go through, and the board determines who are the best candidates, and selects the best eight fellows. It's very competitive," James Oman, site director for the Senior Service College Fellowship Program at Aberdeen Proving Ground, added.

"This is history," RDECOM Commander Maj. Gen. Paul S. Izzo stressed to the audience of DAU students, as he ex-

plained the part acquisition will play within the Army in an ever-changing environment.

"As the world changes, the Army changes; the way we fight changes and the paradigm must shift from how we've done it in the past to what we'll do in the future.

"The most important thing is we have to build the bench for the next generation, set those examples, and show them why we're doing this. [Acquisition] is not sexy, but it's important," Izzo said.

"In these times when technology is rapidly changing ... we can't go back to business as usual. You need to think about growing the bench ... not just in terms of your own program, but of future Army leaders," Daugherty said as he elaborated on Izzo's comments.

"Be a role model. Be a mentor. Make sure that we take and groom our young folks and teach them the right way to do things, and provide them opportunities," Daugherty echoed one of the main objectives of the SSCF.

Daugherty believes that the acquisition community has thus far skillfully adapted to the previously mentioned paradigm shift. "We've gone from having very austere capabilities out there for our soldiers to more robust capabilities in a very short timeframe," he said.

"Don't pay too much attention to the latest acquisition buzz. The basics haven't changed. Think beyond what the regulations are telling you, and try to find new ways of doing things, creative ways of doing things," as he cautioned against complacency within the community.

Hickman writes for U.S. Army Research, Development, and Engineering Command.