
Career Development

DEFENSE ACQUISITION STRUCTURES AND CAPABILITIES REVIEW REPORT

Section 814 of the National Defense Authorization Act (NDAA) for Fiscal Year (FY) 2006 directed the Defense Acquisition University (DAU), under the authority of the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics, to review acquisition structures and capabilities of the Department of Defense (DoD).

This review included the military departments, defense agencies, and other DoD organizations with significant acquisition functions. In light of recently completed reports that addressed broader acquisition issues, this review focused on organizational structures and workforce. The scope included surveying 64 organizations in the military departments, 17 defense agencies and field activities, and three combatant commands (COCOMs); and interviewing 46 executives and thought leaders in related fields. Also, more than 150 reports, books, and documents were reviewed along with DoD acquisition program outcomes over the past 25 years.

This is the most comprehensive review of the DoD acquisition workforce since the congressional studies leading to passage of the 1991 Defense Acquisition Workforce Improvement Act (DAWIA). This report, which presents the results of the review, covers three major areas: organization, workforce, and recommendations. The report was provided to the Congress on June 26, 2007.

View the report at <<http://www.dau.mil/Spotlight/doc/Final%20Final%20Report.pdf>>.

AIR FORCE PRINT NEWS (AUG. 22, 2007) AIR FORCE OFFICIALS ANNOUNCE 2008 FORCE-SHAPING PLANS

Staff Sgt. Monique Randolph, USAF

WASHINGTON—Air Force officials recently announced plans to meet the 2008 fiscal year end-strength of 328,600, which calls for a force reduction of about 5,400 officers and enlisted members through normal attrition, retirement, or force-shaping measures.

The reductions are in line with Air Force efforts to balance the force and recapitalize and modernize aging weapons systems.

Officials believe a vast majority of the reductions will come from normal attrition, said Col. Chuck Armentrout, the chief of the military force management policy division.

This leaves only about 645 officer losses as a result of force shaping measures, a number significantly lower than last year's goal. To achieve the required end strength, Air Force officials will offer limited programs for voluntary separations and retirements, as well as a force-shaping board to achieve a limited number of involuntary separations.

"The (2008) force-shaping program will again be targeted by skill and year group, and is primarily officer-focused. However, we will require far fewer losses in fiscal 2008," Armentrout said.

The Air Force will begin the 2008 force shaping program by offering voluntary separation pay to approximately 200 officers in overage career fields with 12 to 15 years time in service. Officers approved for VSP will receive a lump sum payment equal to three times the standard involuntary separation pay rate, but must separate before June 30, 2008. Eligible officers will be able to submit applications for VSP from Sept. 5 of this year until the force-shaping goals are reached, or March 31, 2008—whichever occurs first.

Additionally, under the 2008 program, officers with a minimum of 20 years' active service and at least eight years of commissioned service may apply for retirement.

Eligible colonels and lieutenant colonels may also apply for a waiver to retire with two years' time in grade instead of three. Retirement dates must be no later than Sept. 1, 2008.

The Air Force will also hold a force-shaping board in March 2008 to reduce the force by approximately 130 officers in overage career fields in the 2005 year group. In addition to career fields that are short or balanced, airmen in the 14N and 32E specialties will be exempt from the board.

Currently, no service commitment waivers are offered to enlisted members under the 2008 force-shaping program.

"For the enlisted force, we will be able to use the tools we have in place to adjust and keep the force balanced," Armentrout said. "As we go through the year, we assess [the process], and if it doesn't look like the goal is going to materialize, we'll look at waiving service commitments for enlisted."

The new force-shaping message supersedes prior messages. Other force-shaping programs such as "Blue to Green" for of-

Officers and enlisted and the enlisted retraining program remain open. The expanded Palace Chase program for fiscal 2008 remains open only for officers in the 2005 commissioned year group. Other officers and enlisted airmen may apply for Palace transfers to the Guard or Reserve, according to Air Force Instruction 36-3205.

Randolph writes for Secretary of the Air Force Public Affairs.

EXCELLENCE IN GOVERNMENT ACQUISITION FELLOWS SURVEY MENTORING SERVICES FROM RETIRED FEDERAL CONTRACTING EXPERTS

Members of the FY2007 cohort of the Council for Excellence in Government's Acquisition Fellows Program are embarking upon a "Results Project" to explore the level of interest of retired federal contracting employees in working part-time as rehired annuitants to mentor and offer on-the-job training to new federal contracting employees. If you are a federal contracting employee who is eligible within the next two years to retire or have retired within the past two years from Federal services, we are interested in your participation in this project. Take this brief survey now at <www.fai.gov/news/survey.asp>. The results will be published through the National Contract Management Association.

MANAGERS' SURVEY FOR HIRING RETIRED FEDERAL CONTRACTING EXPERTS

Members of the FY2007 cohort of the Council for Excellence in Government's Acquisition Fellows Program are asking managers of acquisition personnel to take a survey focusing on the rehiring of retired annuitants. This survey will help determine whether or not agency managers have an interest in hiring retired annuitant personnel to mentor and offer on-the-job training to new acquisition personnel. Take this brief survey now at <www.fai.gov/news/survey.asp>. Results will be published through the National Contract Management Association.

DEPARTMENT OF DEFENSE NEWS RELEASE (JULY 30, 2007) NEW JOINT QUALIFICATION SYSTEM ENHANCES OFFICER MANAGEMENT

The Department of Defense announced the details of a new joint qualification system (JQS), which will help to identify military personnel who pos-

sess the abilities needed to achieve success in the joint/interagency environment. This new program will allow DoD to better incorporate an officer's joint experiences and qualifications into assignment, promotion, and development decisions.

Inherent in this new system is the ability to recognize the skills that aid U.S. military efforts to respond to national security threats, as well as interagency, combat operations, and humanitarian crises at home and abroad. A four-level system serves to enhance the tenets of jointness set forth in the Goldwater-Nichols Department of Defense Reorganization Act (GNA) of 1986 and will be implemented for all Services on Oct. 1, 2007.

While officers may still earn designation as a joint qualified officer, formerly known as a joint specialty officer, by completing the requisite joint professional military education and a standard-joint duty assignment, officers may also earn qualifications by accumulating equivalent levels of joint experience, education, and training. The experience-based system awards points in tracking the progression through successive qualification levels, while accounting for the intensity, environment, and duration/frequency of each joint activity.

The system encourages officers' career-long development of joint expertise because it recognizes experiences earned from commissioning to retirement. Earning these joint qualifications is vital for officers who wish to advance their careers to the highest level. As of Oct. 1, 2008, active component officers must have completed a full joint duty assignment and be designated a joint qualified officer in order to be appointed to the rank of general or flag officer.

The JQS also represents a "total force" approach that allows active and reserve component (RC) officers to earn the same joint qualifications. Recognizing that the reserve components lacked the opportunity to receive joint credit since the inception of the GNA in 1986, RC officers who served in qualifying joint assignments under provisions of Title 10 U.S.C., Chapter 38, that were in effect from Oct. 1, 1986, until Sept. 30, 2007, may be awarded joint duty credit. Additionally, all officers may self-nominate their joint activities for point recognition dating back to Sept. 11, 2001, enabling the recognition of joint experience outside of traditional joint duty assignment positions.

JOINING DARPA AS A PROGRAM MANAGER STARTS WITH YOUR IDEA

Are you a scientist or engineer with a radical idea (or ideas) that you believe could provide meaningful change of lasting benefit for the U.S. military? Would you like to lead the country's most capable academic and industrial experts to make that idea become reality in a period of just a few years? If so, you should consider joining the Defense Advanced Research Projects Agency (DARPA) as a program manager.

What is a DARPA PM? A DARPA program manager is...

- An idea generator
- A technical expert
- An entrepreneur
- A visionary
- A patriot dedicated to national service.

DARPA embraces high-risk, high-payoff ideas that lead to new capabilities for the U.S. men and women in uniform. This is one of the reasons DARPA is such a unique place to work.

All DARPA program manager positions are located in Arlington, Va. Candidates must be U.S. citizens to meet the requirements for a government security clearance. Learn about a day in the life of a program manager at <www.darpa.mil/hrd/>. Learn more about DARPA, its culture, and its employees throughout the DARPA Web site at <www.darpa.mil/>.

AMERICAN FORCES PRESS SERVICE (JULY 18, 2007) PROGRAM HIGHLIGHTS WOMEN'S CONTRIBUTION TO FEDERAL SERVICE

John J. Kruzel

WASHINGTON—Over the years, women equipped with industry acumen and armed with advanced degrees have climbed ladders and shattered the glass ceiling that had once stunted their career growth. To train and mentor aspiring female professionals in the federal sector, a group known as Federally Employed Women, or FEW, began a training program in 1970.

About 50 participants gathered July 16 for the Defense Department's forum on women's affairs, one installment in a series of courses and lectures at the 38th annual FEW seminar, which ran through July 20 at the Hilton Washington Hotel.

"Up until the 1940s, only a handful of agencies hired women," said Tina Jonas, the keynote speaker and Defense Department's comptroller and chief financial officer. "Some of the offices, including the U.S. Patent Office, provided billets for women, but the women had to work at home, and their paychecks were made out in the name of their male relatives."

Women's contribution to the workforce today is invaluable, said Jonas, the first woman to serve as DoD's comptroller.

"We simply would not be able to manage without women," she said. "At the Pentagon, women fill every role in the civil service and throughout the armed services, including admiral and general."

As comptroller, Jonas manages an office that comprises about 60 budget analysts and other accountants who, she said, put together roughly \$750 billion worth of budgetary requests in "record time." Last year, the staff earned the Presidential Rank Award, which recognizes and celebrates a small group of career senior executives for exceptional long-term accomplishments.

Forty-nine percent of those workers are women who fulfill leading roles, Jonas said. For example, the assistant deputy chief financial officer, director for military personnel and construction, and director of operations are women.

"I would say that their leadership is absolutely key to the defense of the nation and to the efficient and effective management of the nation's dollars," she said. "It's not an easy job."

The team, which has near-equal gender representation, managed a \$481 billion 2008 base budget, a \$142 billion war on terrorism budget, and \$100 billion of emergency supplement funding from Congress.

"We are a complex organization," she said. "We're bigger than Ford, General Motors, Exxon, or even Wal-Mart." Jonas addressed the contributions of women in uniform, including Master Sgt. Artri Spratling, who opened the forum by singing the national anthem.

"I always get a little chill up my spine when I hear the anthem, and the master sergeant who sang today was really good at her job," Jonas said. "There are women across the military, from her job all the way across the department,

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working in theater, flying airplanes; this is a wonderful department. It's a great place for women."

Kruzel writes for American Forces Press Service.

AIR FORCE PRINT NEWS (JULY 12, 2007) AIR FORCE STREAMLINES OFFICER, ENLISTED EVALUATION FORMS

WASHINGTON—Air Force officials are introducing new officer and enlisted evaluation forms as the Air Force transforms its personnel processes.

The major part of this effort has been directed at reducing the workload associated with preparing officer and enlisted performance reports while ensuring the evaluation process remains fair and provides for accurate portrayal of performance.

The change also includes the much-anticipated addition of physical fitness documentation to both evaluation and feedback forms.

Although the Air Force used a competency-based performance evaluation and feedback process, the changes to the evaluation forms make them a more user-friendly, value-added product that accurately reflects an airman's performance.

"Daily support to combatant commanders worldwide and the constant requirement to provide training and support to airmen and their families have placed a heavy workload on our entire force," said Lt. Gen. Roger A. Brady, Air Force deputy chief of staff for manpower and personnel. "The reality is that we cannot continue to accept cumbersome processes that impact our ability to operate at a high tempo. At the same time, we need to ensure that our evaluation processes fairly and accurately reflect performance."

Both the officer and enlisted performance reports were shortened and technologically enhanced to decrease the time required to accomplish the report. The OPR narrative lines were significantly reduced, and the unit mission description and impact on mission accomplishment areas were eliminated.

While the former OPR had six performance factor blocks to rate job knowledge, leadership skills, professional qualities, organizational skills, judgment and decisions, and communication skills, the new form has one block to be used to indicate that all standards are met. If an officer

does not meet standards, the new OPR allows for more detailed information to be provided.

EPR narrative comments were also significantly reduced, and performance assessment areas now reflect the increased responsibility airmen are charged with as they progress in rank.

On performance feedback worksheets, performance assessment areas are now evaluated on a standardized criterion using "Does not Meet," "Meets," "Above Average," and "Clearly Exceeds" criterion. The immediate rater's comments are also aligned to the respective performance assessment areas on the front side.

Comments by commanders and supervisors over several years indicate these changes will significantly reduce the administrative burden without negatively affecting their ability to provide an accurate assessment of an individual's performance and potential.

Implementation dates for the new evaluation forms for all ranks are as follows:

- Officers: Aug. 15, 2007
- Airman basic to senior airman: Aug. 15, 2007
- Staff sergeant: Jan. 1, 2008
- Technical sergeant: Jan. 1, 2008
- Master sergeant: Oct. 1, 2007
- Senior master sergeant: Aug. 1, 2007
- Chief master sergeant: Aug. 15, 2007
- Premier band: April 1, 2008
- Air Force Reserve and Air National Guard (airman basic to chief master sergeant): Aug. 15, 2007.

The new IMT [Internet Media Type] performance report and performance feedback worksheets are available on the Air Force e-Publishing Web site at www.e-publishing.af.mil/.

Questions should be directed to HQ AFPC/DPPPEP, evaluations programs management branch, at DSN 665-2571 or e-mail AFPC.DPPPE@randolph.af.mil.

AMERICAN FORCES PRESS SERVICE (JULY 18, 2007) PROGRAM HELPS DISABLED VETS GET DEFENSE BUSINESS CONTRACTS

Gerry J. Gilmore

WASHINGTON—Thousands of disabled military veterans have enrolled in a government-wide program that's designed to help them succeed

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in new careers as business owners, a Defense Department official said July 18.

The Service-Disabled Veteran-Owned Small Business Office was established at the Pentagon by an October 2004 presidential executive order and federal legislation that stipulates 3 percent of all annual military contracting will go to small businesses operated by Service-disabled veterans, said Anthony R. Martoccia, the director of the Office of Small Business Programs at the Pentagon.

Military contracting officers in the field are on the lookout for disabled-veteran-owned businesses to provide services for the government, Martoccia said.

There is "a strong focus" by Defense Secretary Robert M. Gates and other senior officials to ensure the program is fully implemented, he said.

More than 24,000 servicemembers have been wounded or injured on duty since the war on terrorism began on Sept. 11, 2001, Martoccia said. Many of these veterans have had to leave the military due to disabling injury.

The SDVOSB program is geared toward helping disabled veterans establish second careers as entrepreneurs who do business with DoD, he said. The program is open to disabled veterans from all the nation's wars and all branches of military service.

"There's a lot of work out there, obviously, and there's a lot of opportunity," Martoccia said. Last year, the SDVOSB program registered more than 5,000 businesses. Today, disabled-veteran-owned businesses account for more than \$1 billion in government contracts.

The Pentagon is putting the word out to military contracting officers about the government-wide goal to award 3 percent of contracts to businesses owned by disabled veterans, Martoccia said. "A lot of these companies can really get some business with the federal marketplace," he said.

Gilmore writes for American Forces Press Service