The Honorable James F. Geurts was officially confirmed as the new Assistant Secretary of the Navy for Research, Development and Acquisition on November 16, 2017.

Mr. Geurts previously served as the Acquisition Executive, U.S. Special Operations Command (USSOCOM), at MacDill Air Force Base (AFB), Florida, where he was responsible for all special operations forces acquisition, technology and logistics. In this position his innovative leadership and technological ingenuity provided rapid and affordable acquisition that positively impacted the USSOCOM acquisition work force and the special operations forces capability on the battlefield. These contributions were recognized by both private and public institutions during his tenure to include earning the Presidential Rank Award, USSOCOM Medal, William Perry Award and Federal Times Vanguard Award for Executive of the Year.

He has over 30 years of extensive joint acquisition experience and served in all levels of acquisition leadership positions including Acquisition Executive, Program Executive Officer and Program Manager of Major Defense Acquisition Programs.

In his opening statement during his nomination hearing before the Senate Armed Services Committee on November 7, 2017, Secretary Geurts expressed, “For the last decade, I have had the honor of being an acquisition leader in the [USSOCOM], equipping and supporting our Special Operations teams operating around the world. That experience reinforced my long-held belief that it is possible to execute an operationally responsive acquisition system when there is a clear understanding of intent, a sense of urgency at all levels of the organization, a close connection between acquirer and operator, transparency to all stakeholders, and a trained, empowered, and accountable acquisition workforce.”

As the USSOCOM Acquisition Executive and Director of Special Operations Forces Acquisition, Technology, and Logistics (SOF AT&L), Secretary Geurts oversaw more than $5B in Special Operations Forces (SOF)-unique activities annually. His major accomplishments include the creation of SOFWERX, a one-of-a-kind venue that provides spaces for experts from industry, academia, and government, along with our SOF operators, to tackle hard problem sets and accelerate technology development; Standing up the Tactical Assault Light Operator Suit (TALOS) Task Force,

Continued on Page 2…
which provides an advanced warfighting system with upgraded protection, enhanced performance, and an exponential improvement in situational awareness for the future SOF operator. Secretary Geurts also implemented workforce programs including the USSOCOM “Ghost Program,” which involves sending top Air Force Junior Officers to USSOCOM for expert training in rapid acquisition and leadership.

Secretary Geurts was sworn in as the new ASN (RD&A) on Tuesday, December 5, 2017 by Navy Secretary Richard Spencer. After the swearing in Secretary Geurts said, “I look forward to working with a great team of civilian, military, industrial, academic, and entrepreneurial professionals as we equip and support the finest Navy and Marine Corps in the world. I have a long-held belief that teams which are empowered, have a close connection to their operational customer, and are all focused on the mission can accomplish amazing things. I aim to set those conditions and similarly enable those acquisition teams so that they can rapidly and effectively equip and support the Sailors and Marines operating around the globe in defense of our nation.” Secretary Geurts is the 11th ASN (RD&A) (Biography: http://www.navy.mil/navydata/bios/navybio.asp?bioID=1032)

For more information and full transcripts on Secretary Geurts’ confirmation hearing: https://www.armed-services.senate.gov/hearings/17-11-07-nominations--beehler---winslow---modly---geurts

DON IT Leans Forward with Industry Exchanges
by Mr. Victor Gavin, National Lead for Information Technology

For those working in the Cyber or Information Technology domain, the Department of Navy has recently launched an Open Season for nominations to the Department of Defense’s (DoD) Cyber and Information Technology Exchange Program (CITEP). The CITEP provides an opportunity for DON cyber or IT employees (GS-11 to GS-15 or equivalent) to learn about how industry conducts business in the IT domain by rotating civilian employees to industry or by temporarily hosting employees from industry. In this program the DON employee remains a DON employee and the industry employee remains an industry employee for pay and benefit purposes, but the temporary assignments come with all the responsibilities and authorities of a permanent assignment. Our first Open Season resulted in 20 DON nominations: 14 for rotations to industry, and 6 for rotations from industry.

The Business Case for IT Exchanges
The IT domain changes faster and in more significant ways than other fields. Industry is making more significant R&D investments in technologies, and is therefore determining the rate of change and the supported life cycle of those technologies. Our adversaries are many and fast-changing too. With just about everything we buy or build today touching IT in some way, we have to be ever attentive to our knowledge of the domain and our ability to adapt faster to emerging adversary technologies and threats in this domain. The more we understand about the IT industry, the more agile we can be in acquiring, integrating, and fielding technologies; and the more innovative we can be in harnessing new technologies for Navy and Marine missions. And the more industry understands about military missions and how we operate, the more they can innovate to give us the advantage in cyberspace.
The semiannual Open Season is meant to increase our participation in the program by providing a recurring window for nominations. Each season will provide DON nominations to DoD for 6-month rotations (to begin in January or July), which will begin another cycle of identifying opportunities, matching, exchanging, and then incorporating what we’ve learned in what our teams do next. The key for the success of the exchanges is leadership planning and engagement. Every exchange requires:

1. Well-thought work plan with status reviews
2. Flag/Executive endorsement
3. Discussion of post-rotation assignment with DON National Lead for IT

For government-to-industry assignments:
- Employee must be eligible to participate:
  - Works in cyber operations or IT management (any job series)
  - Considered an exceptional employee
  - Expected to assume increased Cyber or IT responsibilities
  - Currently compensated at GS-11 level (or equivalent)
- Employee must agree to continued civil service
- Employee’s command pays any travel expenses

For industry-to-government assignments:
- The DoD CIO will onboard and detail personnel to the receiving command

If you are interested in a rotation to industry, or hosting a rotation from industry, please talk to your supervisor about submitting a nomination through your command CIO or Executive Director. The next Open Season will be in late Spring 2018.
Secretary of Defense Executive Fellowship Program

As a DoD acquisition professional do you find yourself wondering how commercial companies work from the inside? If so, then the Secretary of Defense Executive Fellowship Program may be the opportunity for you to learn how the DoD/industry relationship works “from the other side.”

As members of the defense acquisition community, we deal with companies which contract with the DoD on a daily basis. We develop relationships with our corporate counterparts and develop, to some extent, a mental model of how the corporation makes decisions. While these models may have varying degrees of accuracy, there is little doubt that they are not 100 percent correct. I think we can all agree that a better understanding of the inner workings of major corporations would provide valuable insights to the wide variety of roles we play as acquisition professionals, such as an Integrated Product Team Lead or a Program Manager.

The Fellowship consists of members from all four services, the Reserves and the National Guard, who are selected at the Office of the Secretary of Defense (OSD) level. In addition to those selected by OSD, four members of the Navy and Marine Corps are selected by ASN (RD&A). The selectees consist of O-5 and O-6 officers as well as civilians. Fellows are sent to different companies spread across the United States. The host companies range from defense contractors, medical and pharmaceutical providers, information technology leaders, electric power companies, a major oil producer and a railroad. The common link between those companies is that they all conduct some form of business with the DoD.

Fellows gain industry insight working inside the government support/services partner like an actual company employee. In addition to the individual experience, each Fellow is afforded the opportunity to visit about half of the host companies for a “company day” event. This essential element of the fellowship year allows each of the Fellows to interact with the other host companies and Fellows and to compare their individual experiences among themselves.

Taking part in this program, and gaining insights into the inner workings of companies, which the DoD works with on a daily basis, is a once-in-a-career opportunity. Not only will the Fellow gain knowledge to help them in their DoD career, but they will also forge relationships which will pay dividends long after they retire or leave the service.

To apply for the fellowship visit https://portal.secnav.navy.mil/orgs/RDA/DACM/SECDEFCOM/SECDEFCOMEXEC/SitePages/Home.aspx

To learn more about the fellowship visit http://prhome.defense.gov/Readiness/EducationTraining/SDEF.aspx

2017-2018 Secretary of Defense Executive Fellows
Strategic Initiative: Attacking Wicked Problems
by Shawn D James

When the following five characteristics are present in a strategy-related issue, executives agree they have a wicked problem on their hands (Strategy as a Wicked Problem, John C. Camillus, Harvard Business Review, 2008):

1. The problem involves many stakeholders with different values and priorities.
2. The issue’s roots are complex and tangled.
3. The problem is difficult to come to grips with and changes with every attempt to address it.
4. The challenge has no precedent.
5. There’s nothing to indicate the right answer to the problem.

Acquisition leaders must confront daily the wicked problem of increasing workload, decreasing resources, demand for more speed, and no relief on the requirement for high quality. How do we get the right work done, well and quickly, with the workforce and processes we have, while developing the future workforce and processes? Acquisition has never been straightforward or simple, and in today’s environment it is getting even more complicated. The competing demands from ongoing military operations, budget constraints, organizational dynamics, workforce personalities, and technology maturation makes acquisition an incredibly complex problem. In some extreme cases, there is no precedent or textbook answer and the problem can be characterized as what is known as a “wicked” problem that demands a unique approach to get to a solution. The recent Aegis Combat System ‘Virtual Twin’ Pilot Program is a good example of a solution to a “wicked” problem. More information on the Aegis Combat System ‘Virtual Twin’ Pilot Program can be found at the following link: https://news.usni.org/2017/12/06/aegis-combat-system-virtual-twin-pilot-program-lead-fielding-faster-upgrades

Strategies to Deal with Wicked Problems
Professor Nancy Roberts of the Naval Postgraduate School in Monterey, CA is credited with identifying three approaches to address “wicked” problems, each with their own pros and cons:

1. **Authoritative.** This approach tasks some group or individual to take on the problem-solving process. While analysis may be part of the effort, the approach primarily relies on a small set of experts to essentially solve the problem – the solution of which is announced by leadership. There may be situations, such as a short timeframe, when this approach is the only one available as a practical matter. Nevertheless, while experts are able to bring a highly focused view toward the problem, a narrow view can easily miss significant aspects and/or implications of the authoritative solution. If the solution turns out to be poor, the negative consequences to the organization can be higher.

2. **Competitive.** For many organizations, this approach concept is the one that often unfolds and not always by design: one side stakes out a position while the other side stakes out an opposing view. Both make reasonable cases, but often only one wins. The positives of this approach are each side is able to forcefully articulate its case. The negatives are that a) each side could block progress and b) if the winning solution turns out to be poor, the opposing solution’s advocates would have a field day of celebration.

3. **Collaborative.** Published thinking and case studies support this approach as being the most effective in dealing with “wicked” problems, since the typical “wicked” problem has many stakeholders among whom power is widely dispersed. It is even more relevant where part of the solution to the problem involves sustained behavioral change by many groups and not just one. At the core of the collaboration approach is a learning view of problem-solving. By this, it is meant the problem stakeholders are in an environment where new information enables them to adapt their views in ways that protects their values or causes them to readjust their values in a positive way. High Velocity Learning (HVL) is an example of this type of interaction where its components of “SEE,” “SWARM & SOLVE,” “SUSTAIN,” and “SHARE” provide a rubric to advance the stakeholders’ problem-solving and collaboration. Indeed, it is possible that certain elements of the Authoritative and/or Competitive approaches can and should be incorporated into a Collaborative effort. A sound collaborative approach results in higher stakeholder commitment, more comprehensive and potentially effective solutions, and perhaps fewer resources having to be used by any one stakeholder. On the other hand, it is staff resource intense on the front end. In worst cases collaboration can end poorly—dialogue can turn into conflict, hardened positions and no progress.
Meet the Department of Navy Acquisition National Leads
by Brandy Ajose

The National Leads (NL) provide oversight of each Department of Navy (DON) acquisition career field. NLs monitor the health of the acquisition career fields and promote acquisition excellence, validate the adequacy of education, training, and other developmental opportunities for respective career fields and work with the acquisition commands to implement career paths and talent management. The DON NLs also provide advice and support to the Assistant Secretary of The Navy Research, Development & Acquisition (ASN (RD&A)) and serve as the DON Representative on Department of Defense (DoD) Functional Integrated Product Teams (FIPTs) for their respective functional areas.

Wendy P. Kunc
DON Acquisition National Lead for Business-Cost Estimating (BUS-CE)
Deputy Assistant Secretary (Cost and Economics) Office of the Assistant Secretary of the Navy (Financial Management & Comptroller)

As the Executive Director of the Naval Center for Cost Analysis (NCCA), Ms. Wendy P. Kunc advises DON leadership on cost issues, develops defensible independent cost estimates and assessments for major acquisition programs, provides cost analysis tools, and performs special studies. Ms. Kunc chairs the DON Cost Review Board and the Cost Estimating Stakeholders Group that facilitates collaboration and sharing of information and best practices across the DON and the Department of Defense cost communities.

BJ White-Olson
DON Acquisition National Lead for Business-Financial Management (BUS-FM)
Deputy Assistant Secretary of the Navy (Management & Budget) Office Assistant Secretary of the Navy (Research, Development and Acquisition)

Ms. BJ White-Olson began serving as the Deputy Assistant Secretary of the Navy for Management and Budget (DASN (M&B)) in December 2009. In this capacity, she serves as principal advisor and coordinator for all matters pertaining to the planning, programming, budgeting and execution of over $60 billion in Department of the Navy RDT&E and procurement investment funds. In addition, she leads the acquisition staff organization charged with overseeing business planning and operation of the ASN (RD&A) organization.

Elliott B. Branch
DON Acquisition National Lead for Contracting (CON) and Purchasing (PUR)
Deputy Assistant Secretary of the Navy Acquisition and Procurement

Mr. Elliott B. Branch is the Deputy Assistant Secretary of the Navy for Acquisition and Procurement (DASN (A&P)) in the Office of the Assistant Secretary of the Navy Research, Development and Acquisition (ASN (RD&A)). He is the senior career civilian responsible for acquisition and contracting policy that governs the operation of the Navy’s world-wide, multibillion-dollar acquisition system. Mr. Branch is the principal civilian advisor to the Navy Acquisition Executive for acquisition and procurement matters, serves as the DON’s Competition Advocate General and is the leader of the Navy’s contracting, purchasing and government property communities.
INSIDE LOOK: MANAGEMENT OF THE DON ACQUISITION WORKFORCE

William Bray
DON Acquisition National Lead for Engineering (ENG) and Science and Technology Manager (S&TM)
Deputy Assistant Secretary of the Navy Research, Development, Test and Evaluation

Mr. William Bray serves as the Deputy Assistant Secretary of the Navy for Research, Development, Test and Evaluation (DASN (RDT&E)) under the Assistant Secretary of the Navy for Research, Development and Acquisition (ASN (RD&A)). Mr. Bray is responsible for executive oversight of all matters related to RDT&E Budget Activities, Science and Engineering, Advanced Research and Development, Prototyping and Experimentation, and Test and Evaluation. He is also responsible for oversight and stewardship of the DON Research and Development Establishment including naval laboratories, warfare centers and systems centers.

Joseph E. Gott, P.E.
DON Acquisition National Lead for Facilities Engineering (FE)
Chief Engineer and Director, Capital Improvements Naval Facilities Engineering Command

Mr. Joseph E. Gott entered the Senior Executive Service in April 2008. He serves as the Naval Facilities Engineering Command’s (NAVFAC) Chief Engineer and Director of Capital Improvements. As the Chief Engineer, he is the senior technical advisor for the Commander, NAVFAC, with respect to all engineering issues. As the Director of Capital Improvements, he is responsible for design and construction services for the Navy, Marine Corps and other Federal agencies.

Victor Gavin
DON Acquisition National Lead for Information Technology / Cyber (IT)
Deputy Assistant Secretary of the Navy for Command, Control, Communications, Computers, Intelligence, Information Operations and Space

Mr. Victor Gavin currently serves as the Deputy Assistant Secretary of the Navy for Command, Control, Communications, Computers, Intelligence, Information Operations and Space (DASN C4I/IO/Space) on the staff of the (ASN (RD&A)). As DASN C4I/IO/Space, he is the principal DON advisor for the acquisition of C4I systems, enterprise information technology, business systems, and space systems, as well as cybersecurity and spectrum management. DASN C4I/IO/Space provides acquisition program guidance and oversight to Program Executive Officers for C4I, Space and Enterprise Information Systems and their associated Program Managers for assigned portfolio programs.

Rear Adm. Francis D. Morley
DON Acquisition National Lead for International Acquisition
Director, Navy International Programs Office

Rear Adm. Francis D. Morley served operationally as an F/A-18 pilot in Strike Fighter Squadron VFA-192 deployed with USS Independence (CV 62), VFA-83 deployed with USS George Washington (CVN 73) and command of VFA-87 deployed with USS Theodore Roosevelt (CVN 71). He also served as assistant navigator deployed with USS Enterprise (CVN 65). During these tours, he participated in operations Southern Watch, Desert Fox, Noble Eagle, Joint Guardian, Enduring Freedom and Iraqi Freedom. Rear Adm. Morley has been recognized as the Commander, Naval Air Force Atlantic “Ship Handler of the Year” and the Department of the Navy “Program Manager of the Year.” He has more than 3,500 flight hours and 750 carrier arrested landings. He has flown more than 35 different types of aircraft, including the F/A-18A-F, EA-18G, AV-8B, F-14, F-15, F-16 and MiG-29. In September 2016, he assumed duty as Director, Navy International Programs.
Meet the Department of Navy Acquisition National Leads (Continued…)

Jimmy D. Smith
DON Acquisition National Lead for Life Cycle Logistics (LCL)
Deputy Assistant Secretary of the Navy for Expeditionary Programs and Logistics Management

Mr. Jimmy D. Smith assumed the responsibilities of Deputy Assistant Secretary of the Navy for Expeditionary Programs and Logistics Management in March of 2017. He serves as the principal advisor to the Assistant Secretary of the Navy for Research, Development and Acquisition on matters related to expeditionary capabilities, satisfying urgent warfighter needs and acquisition logistics. The programs he oversees includes U.S. Marine Corps ground programs and Navy expeditionary programs involving combat vehicles, explosive ordnance disposal, counter-improvised explosive detection, and multiple other programs that support naval expeditionary forces.

Frederick J. (Jay) Stefany
DON Acquisition National Lead for Program Management (PM)
Executive Director, Amphibious, Auxiliary and Sealift Office, PEO Ships Office of the Assistant Secretary of the Navy (Research, Development & Acquisition)/PEO

Mr. Frederick J. (Jay) Stefany currently serves as the Executive Director, Amphibious, Auxiliary and Sealift Office, Program Executive Office, Ships. He provides executive leadership to 200 personnel and oversees one of the broadest acquisition portfolios in the Navy, including more than $30 billion in complex shipbuilding procurements. His responsibilities span four major program offices: the LPD 17 Program (PMS 317), the Amphibious Warfare Program (PMS 377), the Strategic and Theater Sealift Program (PMS 385), and the Auxiliary Ships / Small Boats and Crafts Program (PMS 325). Active major programs include the LHA 6, LPD 17, JHSV, MLP, T-AKE, LSD(X) and T-AO(X) ship classes, as well as Landing Craft Air Cushion (LCAC), Landing Craft Utility (LCU), research ships, and service craft and boats.

Emily Harman
DON Acquisition National Lead for Small Business (SB)
Director, Office of Small Business Programs Department of the Navy

Ms. Emily Harman is the Director, Office of Small Business Programs (OSBP) for the Department of the Navy (DON), serving as chief advisor to the Secretary on all small business matters. She is responsible for small business acquisition policy and strategic initiatives.

Carroll P. (Rick) Quade
DON Acquisition National Lead for Test and Evaluation (T&E)
Deputy for Test and Evaluation Assistant Secretary of the Navy (Research Development and Acquisition)

Mr. Carroll P. (Rick) Quade is the Deputy for Test and Evaluation (T&E) for the DON. In this position, he acts as the senior advisor on all T&E matters to ASN RDA and the Chief of Navy Operations via the Director, Navy Test and Evaluation and Technology Requirements, OPNAV N84. Mr. Quade is responsible for the development and implementation of T&E policies that support acquisition program planning and execution. In this position, Mr. Quade is the functional leader for the T&E acquisition workforce career field and is the resource sponsor for the T&E investment accounts that have an annual budget of over $500M.
Career Field Corner Featuring Mr. Smith

by Mr. Jimmy D. Smith, DASN(E&LM)

Thoughts on being back on the RDA staff:

I served as the DASN Ships Action Officer assigned to Submarines and Strategic Systems Programs back in the 2004 to 2006 timeframe. I had a great time then, working with some great people, but I never would have imagined returning to RDA in a DASN capacity. It really never crossed my mind, but I'm happy to be back and I truly appreciate the opportunity to serve.

My Overall Goals and Objectives for leading the DASN(E&LM) organization are as follows:

- Lead and oversee the DON Urgent Needs Process to counter threats and save lives
- Recruit, train, and retain a highly professional, agile, and technically proficient Life Cycle Logistics workforce to deliver and sustain, effective and affordable warfighting capabilities
- Facilitate successful acquisition outcomes for all programs within the USMC ground program portfolio
- Elevate, clarify, and further institutionalize the role of Product Support Managers as the life cycle logistics product support authority for acquisition programs across DON
- Build a strong network of internal and external stakeholders
- Assist program managers in reducing administrative workload and tailoring requirements as appropriate based on program risks
- Support the financial statement audit initiative
- Provide focused research, development and acquisition of systems which enable the combat effectiveness of operating forces in an expeditionary role

As you can see from above, I'm more than just a product DASN (which is very rewarding in its own right). I'm also a functional DASN with the responsibility to promote and advance Logistics Management across the DON. Along with this responsibility comes being the National Lead for the Life Cycle Logistics community. Significant progress is being made there too. As an example, Mr. Mike Madden (Vice Commander at NAVSUP) and I issued a FY2018-2023 Life Cycle Logistics Strategic Implementation Plan, in November 2017, with the goals of 1) Energizing the Workforce; 2) Focus on Professional and Technical Excellence; and 3) Reinforce Responsibility and Accountability.

Working with the USMC to provide needed warfighting capability is pretty exciting too.

My motivational charge -- Live up to your Authority, Accountability and Responsibility!!!

Jimmy D. Smith, DASN(E&LM)
Policymakers and defense acquisition experts have asserted that improved recruitment for the defense acquisition workforce is a necessary component for comprehensive acquisition reform. To help rebuild the workforce and enhance recruitment, DoD has used several hiring flexibilities authorized by Congress, the President, and OPM in recent years. Hiring flexibilities are a suite of tools that are intended to simplify, and sometimes accelerate, the hiring process. One of those flexibilities is Expedited Hiring Authority (EHA). For the Department of Defense (DoD) and Navy Acquisition, the EHA dates back to December of 2008 when implementation was first delegated to the Services in accordance with subsection 1705h of Title 10, United States Code (U.S.C.). The most current version of EHA was established in March of 2015 as part of the Navy OCHR “Operation Hiring Solutions” program which established a sunset date of 30 September 2017. On 6 September 2017, the EHA for Select Acquisition Positions was made permanent and the sunset date (30 September 2017) was officially eliminated.

For Acquisition, The National Defense Authorization Act (NDAA) for Fiscal Year 2016 authorized two Direct Hiring Authorities (DHA) within DoD to recruit and appoint qualified candidates directly into certain scientific and engineering (S&E) positions within the DoD Acquisition Workforce: Section 1112 Veteran Technical Experts in Scientific, Technical, Engineering, and Mathematics (STEM), and Section 1113 Technical Experts (Science or Engineering). A related DHA, Section 1106 for Post – Secondary Students and Recent Graduates was established to recruit and appoint qualified candidates directly to positions in the competitive service for professional or administrative occupations within DoD. These DHA’s provide increased flexibility to command acquisition manpower personnel in planning for the replenishment of the workforce and the staffing of critical positions with the Navy.

For more information on EHA and these authorities please visit the following web site:
Are You Acquisition Certified?

If you are assigned to an acquisition position, you have an acquisition certification requirement and a “due by” date. This is the most foundational certification for acquisition workforce members and it is required by law.

**How to verify your acquisition certification is recorded in eDACM:**
Verifying your certification is easy. Follow these 3 steps and you are done!

**Step 1: Login to eDACM** at: [https://www.atrrs.army.mil/channels/navyedacm/](https://www.atrrs.army.mil/channels/navyedacm/) (CAC required). eDACM is the authoritative source of acquisition certifications for Department of Navy military and civilian personnel.

**Step 2: Complete your profile.** If you have not already done so, you will need to provide a little profile information before you can proceed, e.g. your address and supervisor. If you land on a dashboard view of your DAWIA Report Card instead of your profile page, your profile is already complete.

**Step 3: Check your acquisition certification.**
If you are not already on your Employee Dashboard, navigate to there from the Dashboard menu. Find the Primary Career Field Certification requirement, and check the Remarks about your progress and status.

**What to do if you are not certified by the due date:**
Meet with your supervisor as soon as possible to determine best course of action. Here are some options for the most common reasons:

(a) If you have documentation of a certification achieved outside of eDACM, please contact eDACM Support at [eDACM.Support@navy.mil](mailto:eDACM.Support@navy.mil) or 717-605-2357 (DSN 430-2357). Someone will verify your certification with the Certification Authority and record it in eDACM.

(b) If you have met the requirements for certification but have not yet applied in eDACM, please log in to eDACM at [https://www.atrrs.army.mil/channels/navyedacm/](https://www.atrrs.army.mil/channels/navyedacm/) to request career field certification and submit it for approval. Select "Manage Career" >> "Certification" >> "Manage Certification Request" to start the process.

(c) If you can justify the need for more time to meet the requirement for certification, your supervisor should initiate a certification waiver, and provide a copy to your DAWIA Program Director (DPD). If approved and entered in DCPDS, a temporary certification waiver will provide you with a new due date.

(d) If your position is incorrectly coded, your supervisor should initiate correction of the position coding.
From the DACM’s Desk

CAREER NAVIGATOR

by Mark Deskins, Director, Acquisition Career Management

In previous editions of the DACM Corner, mentoring has been a recurring theme because of its influence on career trajectory. As a mentor, I emphasize the importance of career mapping and goal setting. Equipping mentees with useful tools to envision several possible alternative career progressions provides a tremendous benefit to the individual and to the Navy. In this edition, I would like to share the key characteristics of a Career Navigator tool that has worked well for me.

Career Navigator provides at-a-glance guidance regarding eight key dimensions of your career (see the table) across time, spanning from Entry and Journeyman to the Expert and Senior Leader phases.

<table>
<thead>
<tr>
<th>Career Navigator Dimensions</th>
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<tbody>
<tr>
<td><strong>Life Events</strong></td>
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<tr>
<td>Chart the major changes in status or circumstances (e.g., marriage, divorce, death of a spouse) and understand how these changes may affect your career.</td>
</tr>
<tr>
<td><strong>Results &amp; Awards</strong></td>
</tr>
<tr>
<td>Document major professional accomplishments and honors to see if you are tracking toward your goals.</td>
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<tr>
<td><strong>Experience/Roles</strong></td>
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<tr>
<td>Visualize how you have grown professionally and if you have been/are/will be in the right roles at the right time.</td>
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<tr>
<td><strong>RDA Level &amp; Above</strong></td>
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<tr>
<td>Plan your long-term goals.</td>
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<tr>
<td><strong>Broadening</strong></td>
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<tr>
<td>See how you can expand outside of your main skills domain.</td>
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<tr>
<td><strong>Within Domain/SYSCOM</strong></td>
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<tr>
<td>Chart your course within your domain/SYSCOM.</td>
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<tr>
<td><strong>Military or Industry</strong></td>
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<tr>
<td>Both military and industry experience can play key roles in career development.</td>
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<tr>
<td><strong>Mentoring</strong></td>
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<tr>
<td>Outline your mentor/mentee experience and intentions.</td>
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<tr>
<td><strong>Certifications</strong></td>
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<tr>
<td>Plan and track certifications required to keep you on track to your career goals.</td>
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<tr>
<td><strong>Training</strong></td>
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<tr>
<td>Plan and track training that will keep you at the fore of your career field.</td>
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<tr>
<td><strong>Technical</strong></td>
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<tr>
<td>Manage training for technical aspects of your career.</td>
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<tr>
<td><strong>Professional</strong></td>
</tr>
<tr>
<td>Plot training such as: management, team building, soft skills, communications.</td>
</tr>
<tr>
<td><strong>Personal Development</strong></td>
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<tr>
<td>Track training designed to improve personal development such as interpersonal skills, organizational skills, and motivational skills.</td>
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<tr>
<td><strong>Education</strong></td>
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<tr>
<td>Track how degrees from DAU and other institutions of higher learning can augment your career success.</td>
</tr>
<tr>
<td><strong>Character</strong></td>
</tr>
<tr>
<td>Document milestones in your career that built and attest to your character.</td>
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</table>

The Career Navigator tool will be made available in the coming months to help guide people in journaling their respective career paths; envisioning positions they might want to hold in the future; developing actionable plans to become competitive for those positions; and tracking progress. It is a planning tool for career steering regardless of career field, current position or years of experience. Anyone can use it, both inside and outside the Acquisition Workforce, since the principles upon which it stands are universally applicable.

There are a few simple steps you can take to begin (or continue) proactively navigating your own career:

1. Think about your current technical expertise and how you plan to be a lifelong learner to remain relevant as technology and ways of doing business evolve.
2. Look across the Navy at different career fields, geographies, and organizations and make notes on what seems appealing to you — as well as notes on things you are not interested in doing.
3. Think about whether you want to be a supervisor/manager/leader.
4. Ask your mentor(s) to tell you about (or even to document) their career navigation, especially critical decision points they remember.
5. Study the Career Navigators of several role models—for example, Ms. Emily Harmon (http://www.secnav.navy.mil/orda/workforce/Documents/Worksheet-Version-of-Career-Path-Actual_EH_2017-08-22.pdf)—to look for choice points and actions they took that seem relevant to your situation.
Thoughts for Managing Your Career

- **Life is short**...Make a difference every day...Know the WHY
- **Keep a positive attitude**...It makes the biggest difference in your success
- **Develop technical and professional expertise**...Learn something new every day...Get broad and narrow expertise...Take on hard jobs and jobs that others won’t do
- **Manage your finances**...Don’t spend more than you have...Save...Give to others
- **Overcome barriers and persevere**... Don’t let someone tell you no unless they have the power to tell you yes
- **Make a plan**...but be flexible...there is no perfect career...it is a road that will twist and turn
- **Build relationships with a network of peers and mentors**... Recognize the “tap on the shoulder” when it comes...Recognize opportunities when there is chaos and change
- **Don’t let your job define you**
U.S. Navy Program Managers Workshop

The ASN(RDA) Program Managers Workshop was created in October 2014 to instruct the Navy’s Program Managers and senior acquisition personnel in the history of Navy acquisition and examples of successful Navy Program Management. Since its creation, the Workshop has instructed over 150 Program Managers and senior acquisition personnel from over 80 different program offices.

This Workshop is an intensive five day course of instruction wherein students are exposed to a wealth of information relevant to their acquisition duties in the areas of U.S. Naval organization and history, U.S. military material procurement, major program management, and shipbuilding specific roles and responsibilities.

Course material is presented in six War Rooms:

**Evolution of the Navy War Room:** Chronicles the evolution of our Navy over its history, with analyses at critical junctures in time.

**Organization of the Navy War Room:** Presents the organizational evolution of the Navy and how it is set up to Operate and Fight, Mobilize, and Maintain the Navy.

**Material & Acquisition War Room:** Views the evolution of the Navy’s and the Nation’s Material Establishment and acquisition history since our founding. Students get an intimate feel for the events of the day as they actually occurred (in many cases different from the conventional history). Provides insights into what might be needed in the next 30 years.

**Shipbuilding and Modernization War Room:** Addresses the unique requirements and challenges of naval shipbuilding and naval systems development.

**Program Management War Room:** Examines how to meet the challenges of a major acquisition program through its life cycle, using the history, lessons and tenets of three of the Navy’s most successful acquisition programs in the modern era: POLARIS, AEGIS, and F/A-18. Also includes a short vignette for Program Managers on technology and program protection challenges due to cybersecurity threats, supply chain malfeasance, and increasing DoD program protection requirements.

**Main War Room/CG(X) Case Study:** Explores the national and international forces that shape Navy thinking. Provides a comprehensive view of the numerous dimensions and conditions in which a Program Manager has to operate. Includes a postmortem analysis of the U.S. Navy’s CG(X) Program.

The instruction in each war room also emphasizes five acquisition themes:
- Getting the Requirements Right
- Making Every Dollar Count
- Performing to a Stable Plan
- Fostering a Healthy Industrial Base
- Relying on an Experienced Acquisition Workforce

Enhanced by the COMPASS system video presentation displays, the War Rooms are replete with examples that illustrate the tension that exists between individual themes, and the tradeoffs among them. This course has been characterized as being, ‘more about experience than academics’. The instructors actively encourage the students to share their experiences and points of view in extended discussions that are key to the ‘War Room experience’. Daily Wrap up and course critique sessions are conducted at the end of each day to focus on the lessons gleaned from the instruction, and to share additional lessons based on the experiences of the students in their own programs.

Feedback from the students has been overwhelmingly positive and we continue to enhance the course with each successive offering. If you would like to register for this Workshop, or would like more information, please contact the DACM Office.
Technology Supports the Career Field
by Julie Noto

The Department of the Navy (DON) is strong at teaching technical excellence and capturing technical lessons learned, as evidenced by the traditional paper-based acquisition program war rooms developed by the Assistant Secretary of the Navy, Research, Development, and Acquisition (ASN (RD&A)) Staff and used to train future program managers. DON has been less strong at systematic civilian leadership development and workforce management lessons learned – which drove ASN (RD&A) to create an Acquisition Workforce (AWF) war room to complement the program rooms. Design of the AWF war room coincided with installation of a digital display system to replace paper-based war rooms.

The content of the AWF war room includes a historical AWF timeline, beginning in 1794 when Joshua Humphreys was the only acquisition workforce member, responsible for acquiring the Navy’s first Six Frigates (now there are over 60,000!) The timeline traces AWF evolution and lessons from Six Frigates through the Board of Navy Commissioners, the Bureaus, the First Expansion, the advent of Naval Aviation, the time Between the Wars 1920-1940, the Second Expansion, the emphasis on Research & Development, an AWF Transition, the fall of the Berlin Wall, the 21st Century AWF, and into today with Aviation – F-35.

The AWF war room content operationalizes the Acquisition Career Council (ACC) charter elements into semi-standard templates for each career field to promote information-sharing and collaboration across Acquisition Career Field National Leaders and their teams. The Director, Acquisition Career Management (DACM) has leveraged the COMPASS Room capabilities to build career field and SYSCOM specific workspaces detailing the linkages to other career fields, objectives linked to the DON AWF Strategic Plan, metrics and models, and career paths.

- Each display panel can hold up to 50 images
- Images can be resized and moved across multiple display surfaces
- Video streams can be shared from your own devices wirelessly or via HDMI cables and shared across multiple screens
- Mark up workspace content from your smart phone or tablet
- Save workspace for later discussion
- Upload graphics and .pdfs to workspaces
- Interact with any screen from anywhere in the room with the spatial wands
- Focus attention using the wand as a pointer
- Real-time interaction

The ASN (RD&A) COMPASS Room in Crystal City, Virginia, has an electronic display system called Mezzanine, that consists of 18 vertical large screen panels and three horizontal panels allowing users to immerse themselves in data with layered data displays and multimedia capability. The system is designed to be collaborative allowing multiple users to connect with their devices via Wi-Fi or HDMI cable to add content to a workspace or to make virtual “sticky notes” to content during a working session. At the end of a working session, the workspace data can be downloaded in an Adobe portable data file (.pdf) for archiving and / or sharing electronically. The bottom line is that the COMPASS Room display system allows us to see and share information simultaneously so it can be compared and analyzed side-by-side.

DACM has leveraged the COMPASS Room capabilities to build career field and SYSCOM specific workspaces detailing the linkages to other career fields, objectives linked to the DON AWF Strategic Plan, metrics and models, and career paths.
NAVAIR’s Very Own Heroine
by Brandy Ajose

Congratulations to NAVAIR’s Adrienne Somerville -- Commander, Fleet Readiness Centers, National Business Operations Director, AIR-6.1. Ms. Somerville received the Public Sector Heroine Award from the March of Dimes at their annual Heroines of Washington Gala on November 02, 2017, for her outstanding community service. The March of Dimes Heroines of Washington recognizes and honors working women in various public and private sectors within the DC Metro Area for their commitment to community service.

Ms. Somerville is the founder and President of the Carolyn E. Parker Foundation, an organization dedicated to community outreach and serving the underserved communities of Southern Maryland. Her work affirms the organization’s philosophy, “the elderly will be supported, the youth will be educated, the hungry will be fed, the unclothed will be covered, and the impoverished will be restored.”

Ms. Somerville was honored for her private sector commitment to community service through her foundation. Her organization is dedicated to educating those less fortunate; providing services and resources to the homeless and underprivileged; and mentoring economically disadvantaged youth. The foundation provides dozens of school aged girls after-school meals; college and career preparation; self-empowerment training; financial management mentoring; and dresses to attend their significant dances. Additionally, her foundation’s “Dining like Divas” etiquette training helped young women learn how to be graceful, display self-respect, and conduct themselves like royalty. Furthermore, the organization also led “Project Warm”, which helped feed and clothe countless numbers of homeless men, women and children in the community. Ms. Somerville continues to serve her community through her Foundation, while also serving her NAVAIR community with the same determination and dedication.

As NAVAIR’s previous Talent Management Program Manager, Ms. Somerville designed integrative tactics for workforce skills planning and management. She provided NAVAIR leadership the means to identify skill gaps and to target training resources and meet program requirements. Prior to that role, she was an expert in contracting competence in Naval Acquisition for several decades. Adrienne’s leadership and expertise has greatly contributed to the Department of Navy Acquisitions Workforce.

If you know of other AWF members being honored in their communities, please submit their story to the editor.
Diversity Spotlight: Unconscious Bias
by Victoria L. Bowens, CDP, ASN (M&RA), Director, Diversity and Inclusion Management DON

Unconscious bias is defined as making judgements or decisions on the basis of our own experiences or assumptions or interpretations without realizing we are doing it. Unconsciously, we all have inherent safety mechanisms that are automatically triggered to address “fight or flight” situations. Scientists estimate that we are exposed to as many as 11 million pieces of information at any one time, but our brains can only functionally deal with about 40. In general, we all believe we are always doing the right thing. Sometimes in our quest for cutting corners, we have a tendency to categorize people, places, and events into things we like and don’t like which take the form of biases. Not all biases are bad, like the food we prefer to eat, the cars we drive, or the movies we watch. It’s the biases that end up having a negative impact on the policies we create, our hiring decisions and how we interact with others in the workplace. Biases have a profound impact on:

- **Our Perception** – how we see people and perceive reality.
- **Our Attitude** – how we react towards certain people.
- **Our Behaviors** – how receptive/friendly we are towards certain people.
- **Our Attention** – which aspects of a person we pay most attention to.
- **Our Listening Skills** – how much we actively listen to what certain people say.
- **Our Micro-affirmations** – how much or how little we comfort certain people in certain situations.

Unconscious biases come in many forms and are mostly centered positively or negatively on people who look like ourselves, speak the same language, or share the same cultural backgrounds. The question is not “do we have bias?” but rather “which are ours?” Below are examples of the most common ones found in the workplace?

**Gender Bias**—behavior that shows favoritism toward one gender over another, most often, it’s the act of favoring men and/or boys over women and/or girls.

**Conformity Bias**—relates to bias caused by group peer pressure, tendency to take cues for proper behavior from the actions of others rather than use our own judgement.

**Halo Effect**—seeing one great thing about a person and we let the halo glow of that significant thing affect our opinions of everything else about that person—we are in awe of them due to one thing.

**Similarity Bias**—surrounding ourselves with people we feel are similar to us. And as a result, we tend to want to work more with people who are like us.

**Confirmation Bias**—making a judgement about another person, we subconsciously look for evidence to back up our own opinions of that person. We do this because we want to believe we’re right and that we’ve made the right assessment of a person. It’s never too late to stop yourself from falling prey to the dangers of unconscious bias. The first step simply is – make the unconscious, conscious—acknowledge them!!! An understanding of unconscious bias is an invitation to a new level of engagement about diversity issues. It requires awareness, introspection, authenticity, humility, and compassion. And most of all, it requires communication and a willingness to act. As members and leaders of this great organization, it’s critical that we create and promote a professional and welcoming environment regardless of our personal biases.

We all make countless decisions on a daily basis and we rarely question how we come up with the decision. The implicit association test (IAT) identifies and measures the strengths of your unconscious biases. The IAT is a tool that was developed by Harvard University to study bias that people have subconsciously. It is widely used in social psychology research and, to some extent, in clinical, cognitive, and developmental psychology research.

Our ultimate goal within the Department of the Navy is to recognize biases when they occur, and intervene when and where it interferes with our personal, professional, and organizational effectiveness.
The Nation’s Historically Underutilized Business Zone Program
by Department of the Navy Office of Small Business Programs

It isn’t a new small business program, but the Historically Underutilized Business Zone (HUBZone) Program is underutilized by many federal agencies. Through the HUBZone program, the U.S. Small Business Administration (SBA) encourages economic development in areas of high unemployment or under-employment through the establishment of preferences, thus facilitating access to federal contracting opportunities. Certified small businesses in these areas utilize the competitive and sole source contracting reservations and price evaluation preferences of the HUBZone Program to create jobs and increase capital investments in distressed local economies throughout America.

It is important for the acquisition workforce to understand how to apply the requirements of the SBA’s HUBZone program. Unlike the more familiar small business set-aside, using the HUBZone program requires additional considerations such as unique limitations on subcontracting and formal certifications. Becoming familiar with the program and using it in federal procurements has the double benefit of satisfying a requirement and encouraging economic development where it is most needed.

U.S. agencies, including the Department of Defense (DoD), are required to contract at least 3% of prime contract obligations with HUBZone certified small businesses. Nine agencies governed by the Chief Financial Officers Act of 1990 achieved the federal government statutory goal of awarding 3% of prime contracting dollars to HUBZone small businesses in FY 2016. The DoD achieved 1.57% and the Department of the Navy (DON) achieved 1.01%.

What can members of the acquisition workforce do to help determine whether the HUBZone program is appropriate for a specific buy?

First, learn more. The SBA’s website contains helpful information for the acquisition workforce: https://www.sba.gov/contracting/contracting-officials/hubzone

You can also use the SBA’s helpful HUBZone map:

Second, actively consider using the HUBZone Program. As you perform market research, seek to identify HUBZone small businesses that can satisfy your requirement. Work with your contracting officer and small business professional to identify opportunities to issue a competitive HUBZone set-aside.

Other tools in your toolbox consist of HUBZone sole source and the HUBZone Price Evaluation Preference (in full and open/unrestricted competition).

Third, ask for assistance in finding a HUBZone firm that can satisfy your requirement. If you can’t find HUBZone small business concerns in a particular industry, work with your command small business professional or send the SBA your challenge! Email specifics to mariana.pardo@sba.gov

NAVFAC continues to be the HUBZone “champion” for DON. NAVFAC went on to achieve an 8.42% goal achievement for FY 2016 in HUBZone prime contracting and 6.3% in subcontracting, both well over the SBA requested target of 3% for government agencies. In fact, NAVFAC has consistently exceeded the DoD 3% goal in the past 5 years for both prime and subcontract awards to HUBZone small business concerns.
There’s a false perception that all HUBZone firms are only able to work in the construction industry. Viable and healthy HUBZone small businesses can be found in a multitude of industry areas. A recent search of the SBA’s Dynamic Small Business Search Engine for active, certified HUBZone firms revealed numerous results in manufacturing, services, research and development as well as construction. HUBZone small businesses are seeking federal opportunities in IT services and products, manufactured end items, consulting, marketing and media, engineering, data analysis, and digital forensics to name a few.

The Office of HUBZone Program under the SBA is working on an initiative to improve the Program by increasing the likelihood that firms applying for certification as ‘qualified HUBZone small business concerns,’ are substantially ‘procurement-ready’ at the time they submit an applications. The intent of the initiative is to improve the quality of applications submitted so that they can be correctly and quickly processed. They are also encouraging early engagement of applicants with contracting resources will produce firms that are truly procurement-ready.

HUBZone companies can satisfy certain mission requirements for the finest Navy and Marine Corps in the world. Broadly utilizing the strategies of the Champion Agencies can lead to greater success for the HUBZone Program and the economic empowerment and development of communities throughout our great nation.
Mr. William Williford was appointed as Executive Director at Marine Corps Systems Command (MARCOR) in December 2016. In this position, he serves as the senior civilian official responsible for leading and directing daily business operations for the command.

He took a moment to share some of his thoughts about the direction of MCSC and his career.

What are your top three goals as the Executive Director of Marine Corps Systems Command?

My top three goals are mission accomplishment, people and processes.

Our mission is to make sure we provide quality information technology and ground equipment to Marines. We just completed our force structure realignment, aligned to the Marine Air Ground Task Force. We want to make sure all of the products we develop for the MAGTF align with our force structure, and we’re looking at ways we can become more efficient.

My second goal is to make sure we attract and retain the highest quality of people in the organization. We have a great mentoring program in the command, and I want it to expand and continue. Everybody can have a mentor to talk to about their career, but each individual in the command needs to own their career. Laying their plan out, determining how and where they want to get promoted, and what jobs they want to do. Then, the mentor can help guide them in that way. Planning, training and mentoring are important to make sure we help our employees get to the next level, whatever they want to do. Planning, training and mentoring are important to make sure we help our employees get to the next level, whatever they want to do.

The last important thing is processes. We need to review all of our processes in the command and continue with those that add value, eliminate those that don’t and see how that affects the way we do acquisition.

What are some opportunities you see in your role as the ED?

There is a lot of push across the Department of Defense for accelerated acquisition and how to get things pushed to the field faster for Marines. We are looking at how to put those processes in place. Another opportunity I see for our command is additive manufacturing, or 3D printing. We want to bring this to the Corps, so they can print things at the O-5 Command level and use the capability to ensure they maintain readiness in the fleet. With 3D printing, Marines can create replacement parts right when they need them. In my role, I also have the opportunity to lead the workforce and mentor as many people as possible. Right now, I have nine people who I personally mentor, some within the command and some outside of the command. I talk to them about their goals, how to interview and career opportunities.

Every couple weeks, you send out an All Hands ED message. Why do you feel it’s important for leaders to communicate regularly with their teams?

Sometimes there is a gulf that exists between the front office and the workforce, and my goal is to close that down. It’s important because communicating to the entire organization brings us closer and builds trust and accountability within the workforce. I want the command to know what the command deck is thinking, what we are doing and what we’re accomplishing together as a team, and I use the All Hands Message to push out further guidance and important information.

Speaking of leadership, how would you describe your leadership style?

I believe in servant leadership. I prefer to listen to other ideas and experiences to bring diversity of thought and people into a decision. The most successful leaders are the ones who are really interested in serving the community and gathering feedback to make the right decisions based on everyone’s input. I want to influence what is going on and make sure we move the ball forward together.

Since you assumed the role in December 2016, what challenges have you faced, and what possible challenges do you foresee in the future?

The force structure realignment has been a challenge for the organization. We’ve restacked the teams and leadership to organize for action. Our biggest focus and challenge is to get the process running smoothly and efficiently.

We’re focusing on a new leadership construct that includes a supervisor, competency lead and employee. These three need to align their objectives, do their mid-year reviews and annual appraisals together, so they understand how the employee is working and gaining ground.

Other challenges we’ve faced include: upgrading all of our systems to Windows 10; building the Marine Corps Enterprise Network Planning Yard at Marine Corps Tactical Systems Support Activity; integration of programs across the MAGTF; and monitoring and securing our systems.
You have more than 30 years of service in various roles in the military, industry and as a civilian. What would you say has contributed most to your success?

As government employees, we need to look at how we expand our knowledge base. I’ve been in a diverse set of environments across the Army, Navy, Marine Corps and industry, and it’s helpful to look at things through different perspectives, along with the cultures and the way we do business.

My various roles have helped me as I expand my knowledge base in all areas; however, building relationships is what has helped me create trust and integrity. Once solid relationships are built, you learn the strengths and weaknesses of others, so you can work together to accomplish any mission.

Was there a role model who influenced your career path?

Although I’ve had many role models throughout my career, my real role model is my mother. We used to call her the first sergeant because she had three boys. She was a true southern belle with a lot of charm who made me focus on getting things done and treating others with respect.

What is your advice for professionals who are interested in furthering their careers at MCSC or in government service?

As employees manage their careers, it’s vital to plan a path with five-year increments. In those five years, think about what jobs and certifications you want to hold. Then think about the processes that need to take place between three and five years and what you want to accomplish, then talk to your supervisor to create a plan. It will never work out exactly the way you planned, but if you make it clear to your supervisor, they can give you advice and lead you on the right path to lay out career progressions along with goals and objectives.

My other piece of advice is to not stay in any position for very long. Typically, if you look at our acquisition cycle, it’s about 3-5 years; you need to think of the next step and next job you want to hold. This helps you broaden your experience to move forward in your career.

What characteristics do you most admire in others?

I trust individuals at first glance until there is a reason not to trust them. I trust everyone to do their job and do it right. I like people with drive, integrity, honor and commitment to get the job done.

Your schedule is certainly busy and you hold tremendous responsibility within the command. How do you recharge?

I truly enjoy talking with my wife. We’ve been married for 31 years, we have a great relationship and we like doing things together. I love watching sports, especially baseball and football. I also love wineries, enjoying the company of others and walking my dogs, a miniature poodle named Lady and a beagle named Sparky.

What is one thing you couldn't live without?

Family is what really sustains me. You have to balance both family and work to get the job done. When work is over, your family is still going to be there. I also believe in training to standard, not to time. If you get your work done, then don’t stay here longer than required. The work is going to be here when you get back. Get as much done as you can today, take time for your family, do the things you need to do, then come back recharged and ready to go for the next day.

Is there anything you would like to add or say to Marines, Sailors and civilians in the command?

We have to really focus on our primary job of acquiring information technology and ground combat equipment to Marines, so they can do their mission and come back safely.

We live in a really dangerous and complex world, and we’re trying to play catch-up from being behind all these years. We need to continue to look for technologies and warfighting strategies to give us a leap ahead of our adversaries. When the mission is tough, they call the Marine Corps and that’s the type of equipment we want to provide. We should be really proud of how we help Marines accomplish their mission.
The DACM Office is committed to ensuring the DON Acquisition Workforce (AWF) is equipped with education, training and career development tools to accomplish the acquisition workforce individual objectives. The DACM Staff has recently seen turnover in two billets critical to the success of the DACM Office. I would like to wish “Fair Winds and Following Seas” to Ms. Sylvia Bentley and CDR Troy Hicks and thank them for their tireless effort in support of the DACM Objectives and Welcome Aboard Mr. Joe Everling and CDR Sean Paxton.

Farewell

Sylvia Bentley, Former DACM Chief of Staff

Ms. Sylvia Bentley departed after over six years of service in two positions within the DACM Office. During her tenure, Ms. Bentley served as the AWF Workforce Manager and as Chief of Staff. In these roles, she led numerous initiatives that improved all aspects of career development and training of the Acquisition Workforce. Sylvia conducted a bottom up review of all acquisition policies and procedures, which greatly enhanced the performance recognition program across the DON. Her leadership was critical to implementing two strategic plans for the AWF and updating the Defense Acquisition Workforce Improvement Act Operating Guide. Her efforts resulted in significantly improved certification and compliancy rates for the AWF. Sylvia also had a significant role in defining Key Leadership Position requirements and strengthening the Slating Panel processes and procedures. Sylvia’s effort left the DON AWF and the DACM Office, in particular, in a great position to support those who support the warfighter.

Commander Troy Hicks

Commander Troy “Droop” Hicks departed the DACM Office in October 2017 after over three years as the Military Acquisition Workforce Manager for a new role with the National Reconnaissance Office. In this role, he provided outstanding career counseling and guidance regarding acquisition certification to more than 4,700 Navy and Marine Corps Officers, Sailors and Marines. He also provided guidance on acquisition policy to Community Managers, Detectors, Senior Executives, and Senior Military Leaders. CDR Hicks was a critical member of Career Field Integrated Product Teams for Test and Evaluation as well as Engineering. In his position, he also pursued multiple initiatives to improve the professionalization of the military AWF. Some initiatives CDR Hicks spearheaded were: granting priority training status to members of the Engineering Duty Officer (EDO) community even when not assigned to an acquisition position, policy change for EDOs in the Production, Quality and Manufacturing (PQM) career field, and granting priority training status to those Officers in warfare designators who were pursuing an acquisition career path, specifically targeted at Surface and Submarine Warfare qualified Officers. His efforts focused on meeting the goal of a 100% fully qualified AWF. Finally, CDR Hicks organized and executed the annual ASN (RD&A) Acquisition Excellence Awards (AEA) and DON participation in Under Secretary of Defense (USD) acquisition awards processes, as well as organizing AWF Summits comprising 60+ Senior Executives and Flag Officers from the Systems Commands and Program Executive Offices, as well as the Acquisition Career Council (ACC), which brings together the National Career Field Leads to discuss critical workforce issues. CDR Hicks interacted with thousands of AWF members across the Navy and Marine Corps and left a legacy on the DACM Staff of excellence in taking care of the AWF.

Hail

Joe Everling

Mr. Joe Everling took over as the DACM Chief of Staff in late October 2017 with over twenty years of experience in the Fleet, on the OPNAV Staff, and in Acquisition Program Offices. He was a Surface Warfare Officer with a background in Strategic Planning and Operations executing complex Exercises and Operations while serving on surface ships. Additionally, he has spent time as a Requirements Officer for a Major Acquisition Program and on the Staff of the DCNO for Fleet Readiness and Logistics. After Active Duty, Joe served in a classified Program Office and in the DDG 1000 Program Office. As the DACM Chief of Staff, he is focused on supporting the AWF and implementing the goals for the AWF outlined in the DON Acquisition Workforce FY16-FY22 Strategic Plan. He can be contacted at (703) 614-2695 or joe.everling@navy.mil to assist with any issues or questions.
The Defense Acquisition Workforce Individual Achievement Award was established as a result of the Weapon Systems Acquisition Reform Act of 2009 to encourage and recognize individuals who demonstrate the highest levels of excellence and professionalism in the acquisition of products and services – those who “support the warfighter and protect the taxpayer.” Recognizing the unique and significant contributions of the defense acquisition workforce is a key goal of the Fiscal Year (FY) 2016 – FY 2021 Department of Defense (DoD) Acquisition Workforce Strategic Plan. Every member of the acquisition workforce should feel valued for their contributions and have an enhanced sense of ownership of the acquisition mission and results. This award recognizes individuals in each of the acquisition functional disciplines.

Ellen Lord, Under Secretary of Defense for Acquisition, Technology, and Logistics; Patrick M. Shanahan, Deputy Secretary of Defense; and Lieutenant General Anthony R. Ierardi, Director, Force Structure, Resources and Assessment, J8 presented awards to the recipients.

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Commander Sean Paxton
“Cousin Eddie” Paxton

Commander Sean Paxton reported to the DACM Office in October 2017 and has stepped in to oversee the Military Acquisition Workforce, Acquisition Corps and SECEDEF Executive Fellows portfolios. CDR Paxton has significant Fleet and Aerospace Engineering Duty Officer experience that will provide him the critical background to expertly manage his portfolio. In the Fleet, CDR Paxton was a Naval Flight Officer with tours in the S-3B Viking and E-6B Mercury communities. Ashore, he reported to NAVAIR where he served as the Avionics Systems Project Officer for the E-6 Airborne Strategic Command, Control, and Communications Program Office (PMA 271), an IPT lead in the Air Combat Electronics Program Office (PMA 209), and as the Fixed Wing DH at VX-1. He can be contacted at (571) 256-4590 or david.paxton@navy.mil to assist with any issues or questions.

Fair Winds and Following Seas to our former Shipmates and Welcome Aboard to our new Team members.

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USD AT&L Acquisition Excellence Awards

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The Department of the Navy Acquisition Excellence Awards were established by the Secretary of the Navy in 2008 to recognize military and civil service individuals and teams who have made the most outstanding contributions to enhancing competition and innovation throughout the acquisition lifecycle and in support of Navy and Marine Corps acquisition programs.

The DACM Corner magazine is produced by the Director, Acquisition Career Management, Office of the Assistant Secretary of the Navy (Research, Development and Acquisition) at 1000 Navy Pentagon, Washington DC 20350-1000. To contact the DACM please go to http://www.secnv.navy.mil/rda/Workforce or call (703) 614-3666.

The deadline for submissions for the APR 2018 issue of the DACM Corner is 5 Mar 2018. Contact our Lead Editor Brandy Ajose, brandy.ajose.ctr@navy.mil to submit article ideas.