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Hello, and I hope you are enjoying March. As I write this column, the DC area is preparing for a sure sign of spring—the peak bloom of the cherry blossoms that surround the Tidal Basin. If you are in the area at springtime, it is a definite “must do” experience, especially at dusk, when the blossoms light up the world with a spectacular pink. The walk around the tidal basin is a great way to connect with nature while enjoying the great gift that Japan gave our nation in 1912—a legacy that has been celebrated for more than 100 years.

One of the gifts you should give yourself is your professional development. The skills you have gained have to be maintained after you complete your DAWIA certification training, while you earn that experience and then can apply for certification. Keep in mind that with the new Back to Basics framework that requires less training for certification, it is expected that you continue to take elective classes to inform the needs of your job. You can enroll in a DAU credential, participate in webinars or other events, or volunteer your time working within your command on another project. There are so many possibilities—start with your supervisor to go over your Individual Development Plan, and if you have any questions on DAWIA related topics, be sure to touch base with your command DAWIA Program Director (DPD)—they have the latest news for your local area. A list of the Command DPDs is on page 22.

In this issue of the DATM Corner, we feature the DATM staff. We are by far the smallest of the Service Acquisition office teams, and cover everything from policy questions to program manager slating to business systems and nominative programs from our office in the Pentagon. Our team at the Naval Acquisition Career Center (NACC) in Mechanicsburg, PA is responsible for the Naval Acquisition Development Program, the Acquisition Workforce Tuition Assistance Program (AWTAP) program, the eDACM helpdesk and serves as the Registrar for DON students taking any quota controlled DAU courses. The NACC is critical to the DATM mission, and we rely on their support.

Regarding AWTAP, this issue describes this program and how you can apply. If you’ve been considering furthering your education, I would encourage you to learn more and give yourself the gift of more knowledge through a degree or certificate program.

Another area of development is in leadership. In this edition, you’ll find an article on how you can “lead from any chair”, from wherever you are in your organization. I really like this concept, because there truly are leadership opportunities everywhere, in every day. Notice where you can contribute, and help where you can. You’ll help your team while furthering your own development at the same time.

All the best,
Marianne

Additional Information: The National Cherry Blossom Festival (March 18–April 16) is a citywide celebration that features a range of spectacular events and activities. Signature events returning in 2023 include the Opening Ceremony co-presented with the Japan Foundation, the Blossom Kite Festival presented by Hilton, the National Cherry Blossom Festival Parade presented by Events DC, Petalpalooza presented by Chase and the Tidal Basin Welcome Area & ANA Stage hosted with the National Park Service. You can also check out Petal Porches, City In Bloom decorations and art installations all over the city. The Opening Ceremony can be enjoyed in-person or via livestream; the National Cherry Blossom Festival Parade will be broadcast nationally for those who cannot attend.

For more information on events surrounding the National Cherry Blossom festival, please visit: https://washington.org/visit-dc/national-cherry-blossom-festival-events-washington-dc.
Ms. Marianne Lyons  
Director, Acquisition Talent Management

Ms. Lyons joined the ASN (RD & A) staff as the Director, Acquisition Talent Management (DATM) in April 2019. In this role, she serves as the Navy and Marine Corps’ lead for the professional development and management of the over 50,000+ member DON acquisition workforce.

With over 31 years of ship design and program management experience she gained knowledge from early design development through decommissioning, including a tour in foreign military sales. She served as the Deputy Program Manager for the LPD 17 Amphibious Transport Dock Program (ACAT 1) for eight years. Through her leadership, the program delivered six ships, improving levels of material condition each time. This laid the groundwork for the LPD 17 Flight II ships with LPD 28 serving as a transition ship to LXR CDD capability.

From 1995 through 2001 she started as the Deputy Ship Design Manager for the LPD 17 Amphibious Transport Dock Program, where she was responsible for total ship system integration and detail design of the lead ship. She was part of a government/contractor collocated team at Avondale Shipyards in New Orleans, LA. She later became the Ship Design Manager leading a multi-faceted cross functional team which included shipbuilding industry partners. After graduating from the NAVSEA’s Commander’s Development Program Class XVIII she returned to the LPD 17 Program but as the Acquisition Director in PMS317.

Ms. Lyons previously worked in ASN (RD & A) starting in 2007 as the Director for Auxiliary and Amphibious Ships for the Office of Deputy Assistant Secretary of the Navy (ODASN Ships). She worked with programs to successfully pass DOD acquisition milestones and SECNAV Acquisition Gate Reviews. She represented the Service Acquisition Executive to OSD leadership, congressional staffs and other Services/Departments. Her demonstrated mastery of advanced management, organizational functions, and methods were key to effectively guiding programs from early stage acquisition through full rate production milestone decisions.

Her awards include two Navy Superior Civilian Service Awards and two Navy Meritorious Civilian Service Awards. She is DAWIA certified in Program Management Advanced and ETM Practitioner.

Ms. Lyons’ education includes a Bachelor’s in Civil Engineering from Virginia Tech and Master’s in Business from Florida Institute of Technology. Her executive education includes UVA Darden’s The Executive Program.

What is your role & responsibility in the DATM office?

Since April 2019 I have served as the Department of the Navy Director, Acquisition Talent Management (DATM). I serve as the chief advisor to the Assistant Secretary of the Navy for Research, Development, and Acquisition, guiding all matters relating to initiatives and other strategic efforts that improve the acquisition workforce through education, training, and career management.

Why did you join the DATM and what keeps you here?

After 30 years with the Navy working in ship design and program management I wanted to do something different. As a prior ACAT 1 Deputy Program Manager, I was familiar with DAWIA requirements, but working as the DATM has allowed me to look across the DON. Pushing for strategic alignment and to bring together the acquisition workforce as a high performing community. There have been many accomplishments during my time here, but I am most proud of the strong team I have within the DATM. One that has been instrumental in the implementation of Back To Basics DAWIA changes impacting over 70,000 DON positions, and has been the most significant change to the DAWIA construct since its inception in the 1990s.

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Ms. Ross has 32 years of federal service in the areas of Comptroller, Business Financial Management, and Operations while serving in Navy, Air Force, and 4th Estate positions. She began her career in NAVSEA 01 as a Budget Analyst Trainee, serving in both the OPN/WPN and O&MN comptroller divisions after completing the program.

From 1998 through 2001, she served as the C4ISR portfolio analyst and OPN lead in the Navy Budget Office (FMB2), working on programs such as IT-21, NMCI, and the Mobile User Objective System satellite constellation.

From 2001-2004, she worked at SPAWAR (now NAVWAR) Headquarters as the Deputy and subsequently as the Director for Operations and Maintenance in San Diego, CA. She served on a working group for what became the Office of the Secretary of Defense (OSD) Financial Management Certification program. This program established a framework to guide Financial Management (FM) professional development and implement FM competencies.

In 2004, she moved from Navy to Air Force in Colorado Springs, CO, serving as the Chief of Financial Management for the Joint National Integration Center, a field activity for the Missile Defense Agency (MDA). Ms. Ross utilized her skillset to assemble a team and institute financial rigor and processes following a lengthy gap of the billet. Once that team was fully staffed and operating smoothly, she moved on in 2008 to build a team for the newly established MDA Sensors portfolio in Huntsville, AL. There she served as the lead for all financial activities (budget, cost estimating, and earned value management) for four separate radar programs, both ground and sea-based, operated by 2 different military departments.

In 2010, she moved out of the program office and became the Director for Management Operations, “keeping the trains running” for a workforce of 650 personnel serving in financial management, cost estimating, earned value management and human resources. Resuming her work on the OSD FM Certification working group, MDA was one of the first agencies to launch after the program went live.

In 2018, Ms. Ross returned to DON and served as the Navy Enterprise Business Systems portfolio BFM Lead, which included the Navy ERP, SLDCADA, and ePS programs.

In April 2020, Ms. Ross joined the ASN (RD&A) staff to serve as Chief of Staff to the Director, Acquisition Talent Management (DATM), the Navy and Marine Corps’ lead for the professional development and management of the DON acquisition workforce.

Ms. Ross is an acquisition professional, DAWIA certified in Business Financial Management (Advanced) and OSD Financial Management Level III certified. Her education includes a Bachelor’s in Political Science from the University of Kansas and a Master’s in Public Administration from Troy University. Her executive education includes Federal Executive Institute’s Leadership for a Democratic Society.

What is your role and responsibility in the DATM Office?

My role in the DATM office is Chief of Staff. My job is to serve as an air-traffic controller of sorts, making sure all the staff achieve their mission without bumping into any...
obstacles along the way. This means that I have to manage the communication flow within and external to the office, so we can adjust the priorities of projects when needed, integrate products to make sure the staff and the director are prepared for engagements, and do my best to make everyone successful. I have to understand what everyone does and what everyone needs so I can help everything run smoothly day to day for the DATM.

Why did you join the DATM and what keeps you here?

My positions since 2004 have involved building or rebuilding teams, and I came to the DATM at a time when the CoS position was vacant and some of the team were very new. I was excited to return to the workforce development space and assist the team in implementing the Back to Basics initiative. The DON has the largest segment of the DoD Acquisition Workforce, and what we do in the DATM office affects civilians and military in so many occupations and locations around the globe.

What are three things that are most important to you in a job?

Three things that I really need in a job...a voice in the organization, a chance to mentor, and a challenge. I want to be able to make a difference wherever I am, because I truly believe you can lead from any chair.

Share something interesting about you or a fun fact.

A fun fact about me is that I like to move, and have moved to different jobs and cities pretty frequently for a government civilian. I’ve worked in Northern Virginia, the Pentagon, San Diego, Colorado Springs, Huntsville, AL, the Washington Navy Yard, and now back in the Pentagon with the DATM.

Ms. Heather A. Jacobs
Action Officer, DATM Office

Ms. Jacobs is serving in her second tour at the Pentagon as a DATM Action Officer. The DATM office oversees workforce development and training requirements set forth by the Defense Acquisition Workforce Improvement Act (DAWIA). As an Action Officer, Ms. Jacobs develops and implements acquisition workforce policies and associated career development and training guidance to civilian and military professionals across the naval enterprise.

Ms. Jacobs began her association with the DATM office in 2003 as a program assistant on contract to support Navy’s goal to digitize the career field certification process and improve the integration of acquisition workforce records from DATM business systems to military and civilian personnel records. During the next two years, Ms. Jacobs was selected to coordinate similar projects for acquisition professional membership, continuous learning, and the tuition assistance program. In 2005, Ms. Jacobs earned a promotion to Team Lead. She hired, trained, and developed a cross-functional system support team aligned to the DATM’s mission that provided services to DON enterprise stakeholders.

In 2010, Ms. Jacobs was selected to serve as a DATM Action Officer. She was the project lead for the DON DAWIA Operating Guide and associated policy instructions and memos. Ms. Jacobs also performed as a technical point of contact for development and implementation of the eDACM System. Soon after, Ms. Jacobs accepted a position as DAWIA Program Lead for Naval Air Systems Command (NAVAIR). The opportunity put her closer to acquisition program offices at the SYSCOM level. She also held responsibility for civilian candidate management and attended Major Acquisition Program Manager slating panels. In 2018, Ms. Jacobs accepted a promotion to Team Lead in NAVAIR’s Career Development Office, and after initiating major improvements to civilian supervisory training and mentoring programs, Ms. Jacobs was recruited back to the Pentagon. Ms. Jacobs returned to the DATM office in April 2019, working talent management, policy revisions, nominative and executive
Jenna Anderson is a native of Northern Virginia and a graduate of George Mason University. Ms. Anderson’s Department of Navy career began as an industry partner in 2008 supporting the Naval Sea Systems Command’s Engineering Directorate (NAVSEA 05) Front Office. She then transferred to the Program Executive Office for Ships, working directly for the Chief of Staff on organizational workforce development initiatives.

In 2012, she entered Federal service, continuing her duties in the PEO Ships Front Office, while also dual-hatted as a Financial Management Analyst in the International Fleet Support Program Office (PMS 326). There, she managed the program’s foreign military sales administrative budget. In 2016, Ms. Anderson returned to the PEO Ships Front Office as the workforce development manager, responsible for the recruiting, hiring, and development of acquisition workforce members. She managed several initiatives, to include the Naval Acquisition Development Program, Team Ships Boot Camp, the mentoring program, and led the organization’s workforce development strategic focus group. She also

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served as the lead headquarters representative on NAVSEA’s enterprise recruiting team for over six years, participating in recruiting events and conducting workshops about Navy civilian careers and USA Jobs at universities and professional conferences.

Ms. Anderson joined the DATM Office as an Action Officer in June 2019. She is responsible for interpreting and writing policy pertaining to the administration of ASN (RD&A)’s major program manager slating process, major program position requirements, key leadership position reporting, statutory program manager training, the ASN (RD&A) Program Manager’s Workshop, management of the Acquisition Career Council, coordination of DON participation in OSD development programs (DCAIP and DCELP), administration of the Senior Military Acquisition Advisor nomination process, and the functional area advisor for Program Management.

Ms. Anderson holds a Bachelor of Arts Degree in Government and International Politics, DAWIA Program Management Practitioner certification, and Human Capital Strategist (HCS) certification.

What is your role & responsibility in the DATM office?

I am responsible for overseeing ASN (RD&A)’s major program manager slating process, major program position requirements and tracking, key leadership position reporting, statutory program manager training, the ASN (RD&A) Program Manager’s Workshop, coordination of the Acquisition Career Council, management of DON participation in OSD development programs (DCAIP and DCELP), administration of the Senior Military Acquisition Advisor nomination process, and I am the functional area advisor for Program Management.

Why did you join the DATM and what keeps you here?

I got the opportunity to do a rotation in the DATM Office in late 2018, and it was a perfect match for me as I was looking to expand upon my experience gained in workforce development and recruiting while at NAVSEA. After an 8-month rotation, a permanent position became available and I jumped at the chance to stay. The DATM Office is very dynamic with influential and meaningful work, which is a big reason why I’m still here.

What are three things that are most important to you in a job?

Autonomy, achievement, and flexibility.

Share something interesting about yourself or a fun fact.

In college, I got the opportunity to shadow my Congressman one-on-one on Capitol Hill for a day. I even got to have lunch in the Member’s Dining Room and sampled their famous House Bean Soup.
Dahlgren Division, where he led a diverse team of engineers and scientists supporting a portfolio of 40+ projects per year and two laboratory facilities (the Integrated Command Environment and Human Performance Laboratory). Mr. Besser developed a Common Display System and Common Processing System Management Policy, approved by the Program Executive Officer for Integrated Warfare Systems, to maximize commonality and deliver a Surface Navy family of display and processing systems.

Mr. Besser began his Defense Acquisition career with Marine Corps Systems Command supporting the Family of Ground Radios and Family of Field Medical Equipment as the Lead Systems Engineer and Principal for Environment, Safety and Occupational Health. Mr. Besser served as a Program Independent Participant on several Technical Review Boards and Independent Logistics Assessments; most notably in support of the Amphibious Combat Vehicle and the Light Armored Vehicle.

Mr. Besser received a BS in Electrical Engineering and a BA in Economics from Virginia Tech in 2002 and a MS in Systems Engineering with Distinction from Naval Postgraduate School in 2013. Mr. Besser holds Program Management (Practitioner), Engineering & Technical Management (Practitioner) and Test & Evaluation (Foundational), as well as Environment, Safety and Occupational Health and Contracting Officer’s Technical Representative Certifications. Mr. Besser is the recipient of a Civilian Service Achievement Medal in 2020.

What is your role & responsibility in the DATM office?

My title in support of the DATM Office is the Future Workforce Action Officer; however, from this title alone it is hard to infer what my true roles and responsibilities are. For that I will provide additional details below:

Requirements Officer for DON Acquisition Workforce (AWF) Business Systems which include eDACM and its integration engine and analytic arm eDACM-MIS. This role also requires liaison with other Business Systems such as CMIS, DCPDS, NSIPS, TFMMMS, TIMS and DAU’s CSOD.

Metrics/Data Lead for DON AWF Data Requests/Analysis and submittal of the quarterly DoDI 5000.66 Report to OSD as well as performing as the Audits/Inspections Lead for activities related to DON AWF Business Systems and Data such as ICOR Analysis. In this role, I also serve as the DATM Office Representative to the HCI Data Working Group.

Engineering and Technical Management (ETM) Functional Area Advisor. This role requires liaison with the DON ETM

National Lead and Action Officer (and the DON National Leads and Actions Officers for the Legacy Career Fields of FE, IT, PQM and S&T) as well as serving as the DATM Office Representative to the OSD ETM Functional Integration Team. Routinely, I am called upon to participate in various Working Groups; with the most recent examples being the current DON Systems Engineering Education Consortium and Software Modernization – Build an Empowered Agile Workforce efforts.

DON Acquisition Excellence Awards Program Administrator responsible for planning and executing every aspect of SECNAV Instruction 5305.5C on behalf of the ASN(RDA). This role also requires coordinating the DON nominations for the yearly Defense Acquisition Workforce Awards on behalf of the DON Service Acquisition Executive.

Why did you join the DATM and what keeps you here?

I applied for and was selected for a six-month FY22 DATM Office Professional Development Rotation (OCT21-MAR22). At the time, I was highly interested in any assignment that would allow me to focus on the “people element” of a system when looking at an organization as a system. Upon completion of my rotation, I was afforded the opportunity to continue supporting the DATM Office through a permanent position as the Future Workforce Action Officer. I continue to focus on the “people element” and appreciate the chance to utilize my extensive naval acquisition technical experience/expertise to influence DON’s implementation of the BtB initiative across SYSCOMs and up/down Echelons as well as influence activities at the DoD-level.

What are three things that are most important to you in a job?

Defined Objective and Purpose. Understanding Prioritization. Standardized and Consistent Practice. From my experience, not having the above three things leads to job environment chaos, inefficiency and undue stress; potentially resulting in a subpar system to the Sailors and Marines.

Share something interesting about yourself or a fun fact.

I have competed against the number one ranked competitive eater in the world, Joey “Jaws” Chestnut (yes, the Hot Dog guy). I retired from competitive competition but hold titles in Frozen Custard (fastest to eat three pounds), Tater Tots (most eaten in six minutes) and Pork Ribs (fastest to eat a rack).
Mr. Klein Dadacay
Action Officer, DATM Office

Mr. Klein Dadacay joined the Office of the Director, Acquisition Talent Management (DATM) team in April 2022. He is the Outreach Action Officer responsible for the management and coordination of DATM sponsored nominative programs which include Navy Insights into Industry Management Course (3IMC), Public Private Talent Exchange (PPTE), National Defense University Eisenhower Senior Acquisition Course, Cyber Information Technology Exchange Program (CITEP), and Secretary of Defense Fellowship.

Prior to joining the DATM office, Mr. Dadacay served as a DAWIA Program Manager from 2014 to 2022 at Naval Facilities Engineering Systems Command (NAVFAC) in Port Hueneme, CA. In this role, he supported 8,500+ Acquisition Workforce Members (AWF). Mr. Dadacay also directed and coordinated AWF policy, business systems, Acquisition Excellence Awards, and DATM sponsored nominative programs. During this time, he also graduated from NAVFAC’s premier Leadership Development Program in 2019.

From 2010 to 2014, Mr. Dadacay served as a Contract Specialist where he graduated from NAVFAC’s Professional Development Center (PDC) internship program specializing in information technology software procurements and executed over $30M of acquisitions.

Mr. Dadacay graduated from California State University Channel Islands in 2010 with a Bachelor’s degree in Business & Economics. He is DAWIA certified in Contracting (Professional) and currently in the process of obtaining his Program Management DAWIA certification.

What is your role & responsibility in the DATM office?
As the Outreach Action Officer, I am responsible for overseeing the management and coordination of DATM sponsored nominative programs. These programs include executive education courses, industry/government exchanges, developmental rotations, and executive fellowships.

Why did you join the DATM and what keeps you here?
In 2021, I had the opportunity to do a 5-month rotation with the DATM office. My goal was to gain strategic level experience and broaden my DAWIA knowledge at an Echelon I. During my rotation, a permanent position opened up which led me to relocate from southern California to Washington D.C. The ability to make a positive impact within my sphere of influence is what keeps me motivated. Most importantly, my colleagues and the culture within the DATM/NACC office is one of the reasons why I feel I made the right decision. We are a small office but we are mighty in what we do!

What are three things that are most important to you in a job?
Three things that I look for in a job is leadership, culture, and developmental opportunities.

Share something interesting about yourself or a fun fact.
I am a second grade hula hoop champion.
Mr. William O’Brien
Awards and Outreach Support, DATM Office

Mr. William O’Brien recently joined the Director, Acquisition Talent Management (DATM) team as an employee of our private industry partner, Synchron, LLC. Honorably discharged in January of this year, William served 10 years in the U.S. Navy as a Naval Aviator. His most recent position was within Naval Intelligence Activity (NIA) as a Foreign Attaché Liaison Officer where he facilitated engagements between allied navies’ naval and defense attaches and senior U.S. Navy leadership. He also lead the planning and execution of CNO-hosted foreign heads of Navy visits to the United States to include NCIS escort, engagements with SECNAV, CNO, and other FO/GO’s, as well as DV transport to USN/USMC installations across the country. During his time in the D.C. area, he also served as a White House Military Social Aide providing direct support to the President of the United States and facilitating diplomatic protocol at White House events over the course of two administrations.

Prior to the Pentagon, William flew the MH-60S multi-mission helicopter out of Naval Station Norfolk. During his tenure as a member of Helicopter Sea Combat Squadron Nine (HSC-9), he

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Ms. Renee Settles
Awards and Outreach Support, DATM Office

Ms. Renee Settles recently joined the Director, Acquisition Talent Management (DATM) team as an Acquisition Functional Program Analyst. She comes from the consulting firm, Strategic Insight, Ltd. which provides support to various Department of Defense organizations.

Her previous assignment was at the Defense Systems Management College at the Defense Acquisition University, Fort Belvoir. She assisted DAU Faculty in delivering Senior Acquisition Program Management education to principal military and civilians of the Acquisition Workforce.

Additionally, she assisted in strategic “acquisition thinking” partnerships for the Defense Health Agency Cohort programs, provided administrative and data analytic support on a Supply Chain Risk Management effort with OSD, and served DAU Subject Matter Experts in a Logistics Mission Assistance with MDA and NAVSEA clients.

Other roles include the Assistant Course Manager for the DAU Flagship Course, PMT 4020, for the Department of Defense Program Managers and Deputy Program managers in Acquisition. Also, she coordinated and promoted the monthly DAU web event series - “Competing to Win” featuring panelists that consisted of Senior Executive Service Members, Flag Officers, and high-visibility leaders in Industry, Academia, and the Department of Defense. Her...
Dr. Altyn Clark
Data Analytics/Community Management Support, DATM Office

Dr. Altyn Clark is a troubleshooter whom leaders call on to diagnose ambiguity and propose a way ahead when they are stuck. He is fluid in all modes of professional functioning, moving seamlessly from facilitator to active listener, from expert solution provider to data gatherer, from structured group process provider to process observer, from recorder to challenger and honest broker. Altyn helps leaders navigate polarities by collaborating to build “trustwillingness” and trustworthiness, to diagnose resistance, and to formulate helpful actions. Altyn has a gift for shaping executive team conversations and capturing the kernels of wisdom that emerge in a concise and compelling story, consistently producing “Aha!” moments and visual stories for senior leaders. Altyn completed his PhD at Virginia Tech in the Management Systems Engineering program of Industrial and Systems Engineering. Altyn blends organizational psychology with industrial engineering bodies of knowledge to deliver holistic, systemic, and scientifically supported solutions that boost leadership and organizational effectiveness. Altyn brings over 30 years of expertise in leadership, human capital, strategic management, performance measurement, program management, systems engineering, and research. Altyn is an accomplished writer, teacher, and speaker.

What is your role & responsibility in the DATM office?
I am an Acquisition Functional Program Analyst. I work closely with the DATM Action officers to assist in the planning, coordinating, nominating, and execution of Navy Executive Program Leadership Courses and Acquisition Excellence Awards.

Why did you join the DATM and what keeps you here?
Money, no, just kidding. Knowledge is power! Knowing I can play a small part in helping to provide our leaders and Navy with the right education to protect the warfighter is priceless.

What are three things that are most important to you in a job?
Being part of a cohesive team. Contributing to a worthy mission. Knowing my work is impactful.

Share something interesting about yourself or a fun fact.
I sang and traveled in a gospel group across the country and internationally. I recorded three projects with this group and was featured annually at the popular theme park, Dollywood in Pigeon Forge, TN.
Mr. Robert Williams
Director, Naval Acquisition Career Center

Mr. Robert Williams, Jr. is the Director, Naval Acquisition Career Center (NACC) in Mechanicsburg, Pennsylvania. He assumed the duties as director upon his completion of a 30 year Naval Career where he retired as a Captain in the Supply Corps at Naval Supply Systems Command. Mr. Williams served on three United States Ships and held staff positions at six Navy commands from echelons I to IV. Mr. Williams has Master’s Degrees from the Naval War College, Newport Rhode Island, and the Dwight D. Eisenhower School, Washington, DC. He completed the Kellogg’s School of Business at the University of North Carolina and the executive training program at Stanford University. He received numerous accolades and recognition for superior performance throughout his military career.

What is your role & responsibility in the NACC office?

I am the Director for the Naval Acquisition Career Center (NACC) in Mechanicsburg, PA. As the NACC Director, I provide direct oversight of the NACC to ensure we strictly adhere to and execute ASN (RD&A)’s Strategic Priorities in support of the Director, Acquisition Talent Management (DATM). My team supports more than 54K Acquisition Workforce (AWF) members while simultaneously managing more than 2K participants in the Naval Acquisition Development Program (NADP) annually.

Our goal is to make sure we properly provide support to those in the AWF and NADP. This requires us to continuously communicate and collaborate with members of Systems Commands making sure customers’ inquiries are quickly addressed. Additionally, we continually look for innovative and technological tools to help us increase efficiencies. We are DATM’s “Face to the Fleet” providing the “hands on” service to all of our customers.

What are three things that are most important to you in a job?

The three most important things to me are work life balance, managing the whole employee and being the best customer service provider. Transitioning from military life to civilian can be challenging. We’re used to giving more than 100% daily, and sometimes it’s hard to change this habit because you just want to get the job done. I believe I am getting better at this, but don’t ask my wife because she might disagree.

COVID-19 introduced many challenges and prevented people from reporting to the office. I believe people cannot separate their personal from the professional. I share with my supervisors that we must be aware of our employees’ personal issues and be considerate when we are supervising them. Having a healthy balanced personal and professional life helps us reach our goals consistently. Communication, compassion and concern for our people means that we can provide the best service to our customers.

Share something interesting about yourself or a fun fact.

I participated in a Church Crusade in Florida in early 2000 which was attended by more than 10,000 people. Choir members from the local area and several adjoining states were invited, and we sang as back-ups for the world famous Gospel Singer, Ce Ce Winans.

Currently, I perform in church dramas that have been compared to those conducted at off-Broadway productions in New York. We have performed for more than 16,000 people annually, and I enjoy sharing love for one another as human beings. I believe that everyone loves me, but there are a few people who don’t realize it yet.
Ms. Lauren Engle
Deputy Director, NACC

Ms. Lauren Engle is a dedicated workforce development professional with over 13 years of managing and leading command-wide programs that support employee lifecycles in the Department of the Navy. Ms. Engle is the Deputy Director of the Navy Acquisition Career Center (NACC) located in Mechanicsburg, PA. In addition, as the NACC’s Acquisition Workforce Programs Division Head, she oversees the facilitation of acquisition training, education, and certification requirements for the Acquisition Workforce.

With her passion for helping people and organizations thrive, Ms. Engle is currently the NACC’s Culture Champion. The committee has developed several key initiatives to ensure employees feel valued, respected, and heard.

Ms. Engle holds a master’s degree in Training and Development from The Pennsylvania State University and a bachelor’s degree in Psychology from Lebanon Valley College.

Ms. Engle was honored with a Navy Meritorious Civilian Service Award for her storytelling abilities and human-centric approach to communication.

Why did you join the NACC, and what keeps you here?

The DATM/NACC team is leading the forefront of talent management and workforce development. As acquisition has a lifecycle, so do employees, and it begins before an employee starts at an organization. By aligning with strategies from the Department of the Navy Acquisition Workforce Strategic Plan, the DATM/NACC team continues to guide the next pipeline of leaders in the acquisition workforce. With a deep passion for people and the incredible responsibility to shape careers, I am thrilled to be part of this team.

What are three things that are most important to you in a job?

The first time I had a supervisor let me ‘own’ my program, it motivated me to use my creative muscles and stretch the realm of the possible. Empowerment, from owning the details of one’s program to presenting to senior leadership and everything in between, honors employee expertise and builds confidence in the workplace. The hallmark of being an acquisition workforce member is to ensure we continuously embrace learning the latest from the industry to make the best decisions for the warfighter. As an employee, continuing to sharpen my skills through reflection and assignments that stretch me beyond my comfort zone is paramount to engagement and connection to the mission. While empowerment and learning are quintessential, the cornerstone of a successful job is a place where an employee feels valued, respected, heard, and appreciated. At the NACC, culture is a defining pillar of our organization.

Share something interesting about yourself or a fun fact.

I was born in Seoul, South Korea and was adopted into the United States when I was three months old. My dream is to reconnect to my roots, eat delicious Korean food, and witness the grandeur of the Gyeongbokgung Palace with my daughter.
Mr. David Mailander
Recruiting Division Manager, NACC

Hailing from Fort Dodge, Iowa, Mr. David Mailander began his Navy career in 1976 through the enlistment process. After completing recruit training at Recruit Training Center (RTC) Great Lakes, IL, he joined Air Anti-Submarine Squadron Two Nine (VS-29) at Naval Air Station (NAS), North Island, CA as a Personnelman (PN). He earned a Bachelor's degree in 1984, and in 1985 was selected for Officer's Candidate School (OCS), Newport, RI. After completing OCS, he commissioned as an Ensign and joined the Supply Corps in May, 1986. His initial sea tour was as Assistant Supply Officer and Supply Officer onboard USS John Young (DD-973). Following a shore assignment at Navy Supply Center (NSC) in San Diego, CA, he went on to serve aboard USS Tripoli (LPH 10), Commander Naval Surface Force U.S. Pacific Fleet (COMNAVSURFPAC), Fleet Material Support Office (FMSO) - Mechanicsburg, PA, Army War College (AWC) - Carlisle, PA and Space and Naval Warfare (SPAWAR) - Norfolk, VA. Shortly after retirement in 2004, he accepted a position at NAVSUP Business Systems Center, Mechanicsburg, PA and later, a follow on position at Naval Acquisition Career Center (NACC) where he currently serves.

What is your role & responsibility in the NACC office?

As the Division Head for NADP Recruiting, I oversee a team of dedicated Naval Acquisition Career Center (NACC) employees who are entrusted with the processing of over 500 hiring actions and security applications for new Naval Acquisition Development Program (NADP) entrants on an annual basis. This includes working hand in hand with our system commands’ partners and our Office of Civilian Human Resources (OCHR) to establish correct documentation. These actions establish initial employment into the Department of the Navy Acquisition Workforce (DON AWF) in addition to setting salary, benefits and the proper designation that corresponds to the Functional Area (FA) where employee development will be focused (i.e. engineering). I also facilitate communication with our NADP working group whereby updates on execution and other critical matters are shared via e-mail, phone or TEAMS. As of June 2022, I have stepped in as the Division Head for Career Management (CM).

Why did you join the NACC, and what keeps you here?

I joined the NACC shortly after my retirement from the active duty Navy. Initially, I was hired to assist with the management of the Defense Acquisition Workforce Development Fund (DAWDF). DAWDF was established in 2008 and focused on training, development and growth of the AWF. Within one year of my assignment, I was appointed as the NADP Recruiting Division Head to oversee all of the hiring/security efforts. Working in NADP Recruiting provides a great deal of satisfaction. On a daily basis, we have the ability to positively influence an individual’s professional career while supporting the talent management aims of our leaders. There is nothing more rewarding to me as when a recent college graduate accepts a new position in the NADP and expresses gratitude for the opportunity it provides. A popular saying within our team is that we “make dreams come true everyday.” I believe that entirely.

What are three things that are most important to you in a job?

First and foremost is that we are caring for our employees and customers. The balance of home life and work should be such that there is time for our jobs AND relaxation in order to refresh. Secondly, that our team members have the opportunity to grow and develop into positions of increased responsibility. NACC is a great place to work, and there are many opportunities. However, the Mechanicsburg area also offers other jobs and positions of increased authority to where people can ascend. There is ample mentorship at the Naval Support Activity and Defense Logistics Agency to assist with mapping a career and developing a good plan for years to come. Lastly, that we continue to focus on the DON mission.

Share something interesting about yourself or a fun fact.

I am an avid cyclist and have logged over 7,000 miles per year in and around the central Pennsylvania area. Cycling allows me to clear my mind, enjoy nature and spend time with good friends.
Ms. Tina Cancel
Budget Division Director, NACC

Ms. Tina Cancel is the Budget Division Director for the Naval Acquisition Career Center (NACC). Prior to this, Tina served as Comptroller for the Naval Supply Systems Command, Business Systems Supply Center with oversight responsibility for its $200M financial portfolio. She possesses over 20 years experience in finance, policy, and strategy.

Tina is a proud graduate of the Defense Senior Leadership Program. She most recently distinguished herself as a Superior Graduate when earning her Masters of Strategic Studies from the U.S. Army War College in Carlisle, PA. Tina also possesses advanced degrees in Business, Government and Politics, and Public Policy. Her professional certifications include JPME I and II Qualifications, Financial Management Level III Certification and DAWIA certifications in Financial and Program Management.

Ms. Cancel has earned numerous awards and honors over the course of her career, including the DON Meritorious Civilian Service Medal and NATO Medal for Operation Unified Protector.

What is your role & responsibility in the NACC office?

I serve as the NACC Budget Division Director and act as advisor and manager over NACC’s Budget, Finance, Payroll, Timekeeping, and Purchase Card policy and operations. Daily operations include oversight and execution for a diverse portfolio of over $108M in annual funding resourced across two Budget Submitting Office Comptrollers.

Why did you join the NACC and what keeps you here?

Leaders inspire other leaders. I joined the DATM / NACC to learn from and serve leaders I admire. Every day is a learning opportunity, and I am proud to be learning from the best!

What are three things that are most important to you in a job?

As an active mom of four young children, I value work-life flexibility as it empowers me to exercise time-management in self-tailored ways. An open, flexible posture allows me to give my all both at work and on the home front. I also believe it important to work in an environment valuing trust. As I share with my team, it is OK to fail so long as we fail forward. The only way to learn from failing is mutual trust, vulnerability, and willingness to admit the unknowns and mistakes. A trust-rich environment turns mistakes into learning opportunities and lessons for growth. Lastly, I believe we can all be leaders if given the right conditions and opportunities. It is important to foster environments where personnel can lead from all positions.

Share something interesting about yourself or a fun fact.

A fun fact is that I play the drums and was the drum line section leader throughout high school. When you lead the drum line, you lead from the middle so everyone can listen in and match your playing. If you can imagine it, I was this 90 lb., 5 foot tall snare drummer bossing around a team of percussionists on, off and throughout the field! Even though it has been... some years, I can still crush it on the drums in Rock Band.
Leading from Every Chair
How the Leader Within Each of Us Can Make the Difference Between Good and Extraordinary Outcomes
By Ken Smith, Transformation Systems, Inc.

When thinking of leading from every chair, Philharmonic Orchestras easily come to mind. Just think, everyone, each of whom have clearly defined roles, working together to produce a desirable outcome. While the conductor is often the focal point, everyone works off the same sheet of music with very specific notes and instructions for scores which in some cases have been around for centuries. Likewise, the orchestra has most likely played the score as part of many practice sessions. Even before the first note is played, for practice or performance, all orchestras complete a “tuning” exercise led by the first Oboe to ensure the “team” is all in sync.

It’s easy to forget that the conductor is the only member of the orchestra who never makes a sound during a performance – something to think about. Still, the conductor is the only member of the “team” who can see everyone work together at the same time.

Even with this level of preparation, music aficionados can tell the difference between a good and an extraordinary performance. Much has to do with how the music is actually played in terms of nuance and artistic style. Noted conductor Benjamin Zander, founder of the Boston Philharmonic and co-author of The Art of Possibility, advances the theory that the difference between good and extraordinary is whether an organization’s culture encourages individual leadership from every chair.

What is Leading from Every Chair?

We tend to think that leadership is a concept intended only for supervisors and team leads. That could not be further from the truth. Each of us has the ability to summon our leadership skills in our everyday interactions with colleagues regardless of their role or position. Individuals, whether supervisors or not, can showcase these attributes on a daily basis by actively demonstrating their Emotional Intelligence (EQ). Different from General Intelligence (IQ), the concepts of EQ were significantly advanced by the notable Psychologist, Dr. Daniel Goleman, 25 years ago. Dr. Goleman’s research identified five soft skill attributes that are core to practicing leadership skills. Each is described as follows:

**SELF-AWARENESS.** Recognition of one’s emotions and their effects. Knowing one’s strengths and limits through self-assessment and surety in one’s self-worth and capabilities.

**SELF-REGULATION.** Practice of self-control by managing disruptive emotions and impulses. Showing trustworthiness by maintaining standards of honesty and integrity. Adaptability and flexibility in handling change. Being comfortable with and open to novel ideas and new information that leads to innovation.

**MOTIVATION.** Striving to improve or meet a standard of excellence. Demonstrated commitment through alignment with the goals of the group or organization. Readiness and...continued next page
initiative to act on opportunities. Optimism through persistence in pursuing goals despite obstacles and setbacks.

**EMPATHY.** Sensing others’ feelings and perspective and taking an active interest in their concerns. Anticipating, recognizing, and meeting customers’ needs. Sensing what others—colleagues and bosses—need to develop and bolster their abilities. Cultivating opportunities through diverse people. Reading a group’s emotional currents and power relationships.

**SOCIAL SKILL.** Wielding influence through effective tactics for persuasion. Sending clear and convincing messages. Inspiring and guiding groups and people. Initiating or managing change. Negotiating and resolving disagreements. Nurturing instrumental relationships. Collaboration and cooperation with others toward shared goals. Creating group synergy in pursuing collective goals.

Demonstrating these attributes can be accomplished by anyone. It doesn’t matter whether you are a member of the Senior Executive Service or a Program Analyst. What does matter is that one understands how to integrate these attributes into everyday behaviors in the course of normal business. Think about how well you do this. For Self-Awareness, what is your current confidence level and what do you need to do raise it? For Self-Regulation, how well do you “check” your behaviors? For Motivation, do you take initiative on a regular basis? For Empathy, do you show an understanding of challenges that your colleagues face? For Social Skill, how well do you communicate questions, concerns, and new ideas?

Of course, it's likely impossible for any of us regardless of role to practice well all five of these attributes 100% of the time. They key is we try.

**How can Organizational Values Promote Leading from Every Chair?**

Although each of us is ultimately responsible for effectively demonstrating our individual EQ skills, it’s certainly easier when we are in an organizational environment that encourages this type of individual behavior. Organizations with Strategic Plans try to provide this support through stated Values or Guiding Principles which are generally compatible with EQ concepts. To be most effective, this process works best when a set of values is created and or agreed to based on collaborative discussion within the organization. When starting from scratch, a leadership team can easily focus several hours to reach a common understanding of what each value statement really means.

Over the years, my colleagues and I have facilitated numerous sessions to produce leadership value statements that work for each organization. In her book, Leadership Effectiveness and Potential (LEAP), Industrial Organizational Psychologist Dr. Marta Wilson over the years has distilled those statements into six key rules, all of which when practiced at the organizational level, help to facilitate our ability to display the best side of our individual EQ skills on a day-to-day basis. Each of these rules are described as follows:

**MAINTAIN A SUPPORTIVE ENVIRONMENT.** Organizations that reflect a supportive atmosphere are more tolerant of listening to new ideas and approaches.

**MAINTAIN CONFIDENTIALITY.** At times, some things are best said in private. People need to know that they can share concerns without fear.

**STAY FOCUSED AND BE PREPARED.** Organizations that are able to keep their eye on the prize, whether in a meeting or overall, have a better chance of producing extraordinary outcomes.

**MANAGE ALL AGREEMENTS.** Having well understood expectations of adherence to agreements spawns trust. It’s OK for deadlines to be missed, but only if renegotiated in advance.

**USE OPEN, HONEST, DIRECT COMMUNICATION.** Cultures that embrace feedback avoid Group Think and promote innovation.
HOLD A PROPER ATTITUDE FOR LEARNING.
Organizations that consider all ideas are able to better ensure that nothing worthwhile is missed.

Even if you are able to agree, the challenge that most organizations have is not so much coming up with a list of aspiring values, but rather in figuring out how to instill and sustain them within their culture. Because of the pace of work, after a few months, many find those discussions around aspiring values have either been forgotten or no longer on the radar screen.

What Can be Done to Ensure Leading from Every Chair is Sustainable?

In many ways, Orchestras and Military Institutions are similar in terms of hierarchy. For an orchestra, even though they make no sounds, the conductor is always called “Maestro,” their symbol of authority is a baton, and the orchestra always stands when the Maestro enters the room. Make no mistake, the conductor always has the final say in making decisions. But even though there is a musical score with every note for every player, there are still matters of player motivation and artistic style to be proactively addressed. As the Maestro, Benjamin Zander could just tell his players how he wanted a score to be played. But that assumes every player is capable of artistically aligning to that interpretation.

For Zander, his challenge as a Maestro was to figure out how to more fully involve his players to produce not just good, but extraordinary outcomes. What could he do that would be simple, but still work to engage his players in a systematic and sustainable way? Benjamin Zander decided to place a “White Sheet” of paper on each music stand at each rehearsal. The musicians were invited to non-anonymously write down any observation or coaching advice that might enable him to empower them to play more beautifully. After each rehearsal, Zander would review each “White Sheet” and then close the loop by getting back to the player to discuss next steps.

At first, the “White Sheet” topics were mundane. But as it became clearer to the players that Zander was very serious about listening, the topics became more compelling. Today, decades after starting this practice, Zander has become known for his “White Sheets” and the practice continues regardless of what orchestra he is conducting. Zander believes his success is a direct result of how successful his players are. According to him, “How much greatness are we willing to grant people? Because it makes all the difference at every level whom it is we decide we are leading. The activity of leadership is not limited to conductors—the player who energizes the orchestra by communicating is exercising leadership of the most profound kind.”

To be sure, in government, there are systems in place intended to engage employees for the purpose of improvement. We have employee surveys; some commands offer 360° feedback instruments, others offer exit interviews, and there are meetings and after-action hot washes among many other periodically used tools and approaches. All of these can definitely contribute to a culture that appreciates leading from every chair. Still, its worth asking, what can my organization do today that it currently is not in order to facilitate every employee’s inner leadership skills regardless of their position?

About the Author:

Ken Smith is a former member of the Senior Executive Service and currently serves as a senior leader within TSI. He is an expert on leadership and government management systems. His decades long and lauded experience in government related strategic planning and measurement efforts at all levels is exceptional and has led him to work with scores of organizations.
Did you know that the Department of the Navy (DON) has a tuition assistance program called the Acquisition Workforce Tuition Assistance Program (AWTAP)? AWTAP provides funds for the civilian Acquisition Workforce (AWF) members to meet Defense Acquisition Workforce Improvement Act (DAWIA) educational goals for the member’s primary acquisition Functional Area. It also provides a way for individuals to seek desired training to propel them forward in their Functional Areas. AWTAP will fund one educational goal per AWF member: a certificate program, Bachelor’s Degree, or Master’s degree. The requirements for participating in this program are as follows:

- Three years of federal government service (i.e., coded ‘tenure one’ on SF-50, block 24)
- Have not previously used AWTAP for another educational goal
- Occupy an Acquisition coded position and obtain certification tier required of one’s position
- Compliant with Continuous Learning requirements
- Meet minimally acceptable performance standards and no pending disciplinary actions

For many people, furthering their education is not within their budgetary means and would require significant student loans. Inset are testimonials from two DON AWF members stating how AWTAP has made a substantial impact on their career.

How is AWTAP related to the DON mission? The Acquisition Workforce Strategic Plan (AWF SP) states that there are increased risks and threats from competitor nations. The systems used by the workforce today are more complex and interdependent than ever used in the past. Current choices will have operational relevance and life-cycle cost implications over the next 30-50 years. As stated in the AWF SP, a “highly educated, skilled, and experienced government acquisition professionals are vital now and in the future to provide warfighters the products they need.”

AWTAP can assist the DON AWF civilian members stay current in critical knowledge areas. If you have not done so yet, I recommend you reach out to your command DAWIA Program Director today to start your application process for fiscal year 2023. Let AWTAP help you pursue the right path in building your AWF professional career portfolio.
On November 16, 2022, the Naval Acquisition Career Center (NACC) established a LinkedIn page and subsequently, a Showcase page for its largest program, the Naval Acquisition Development Program (NADP). While in its infancy stage, the Director of the NACC, Mr. Robert Williams, said, “We have been serving the Department of the Navy (DON) with this amazing program for over 30 years but require more of a presence in the world of social media. We’ve learned that the community we need to reach utilizes this platform. We are very pleased with the engagement we have received on our NADP LinkedIn page and excited to work with our command partners to promote the NADP.”

NACC established a designated NADP Outreach Program to better communicate and promote the many benefits of the NADP while providing recruitment support, sharing NADP employee accomplishments, and enhancing the relationships with command partners. Williams said, “Our command partners support us by sharing the NADP LinkedIn posts, increasing the awareness of the program. Our joint effort will help bring NADP successes and stories to light.”

The NADP is the DON’s premier developmental program designed to enhance the professional knowledge and capabilities of personnel recruited into the Acquisition Workforce. The NACC manages the program in a joint effort with Naval Systems Commands to prepare the future workforce.

NADP offers opportunities for rapid promotions, a challenging environment, travel for enriching learning experiences, exposure to senior leadership, and certification in a designated Functional Area. Employees work in support of the warfighter and the DON’s mission. Many successful participants have gone onto high-ranking positions with the DON, a further testament to the power of the program in developing future acquisition leaders.

NADP celebrated its 13,000 graduate this past September, 2022 and continues to look forward to serving the mission of the DON by developing qualified candidates. For more information about the NADP and how to qualify, visit our website at: https://www.secnav.navy.mil/rda/workforce/pages/NADP.aspx. Meanwhile, follow the NADP for all the great opportunities and highlights of the program and the people who support it.
Resources / Links

ASN RD&A LinkedIn Page
https://www.linkedin.com/company/don-rda/

eDACM
https://www.atrrs.army.mil/Channels/navyedacm/Public/Login

DON AWF Nominate Programs

DON CL

AWF Nominate Programs
- CL Hours Awarded Guideline Table
- Continuous Learning Policy
- Manage Events

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The **ASN(RD&A) PROGRAM MANAGERS WORKSHOP** was created in 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 more than 450 Program Managers and senior acquisition personnel from more than 150 different program offices.

The instruction in each war room also emphasizes ASN(RD&A)’s four acquisition pillars:

- Deliver and Sustain Lethal Capacity
- Build Workforce to Compete and Win
- Increase Agility
- Drive Affordability

**DURATION:** one week  |  **LOCATION:** Crystal City

**DESCRIPTION:** 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.

**TARGET AUDIENCE:** Program Managers, Deputy Program Managers, and Senior Acquisition Personnel

**FUNDING:** Local command is responsible for funding (labor & travel)

**FOR MORE INFORMATION, PLEASE CONTACT YOUR LOCAL DAWIA POC**

**TO SIGN UP:**
- Log into eDACM
- Go to the DON CL Learning Module >> Program Manager >> DON Continuous Learning
- Search for DON CL Training in the Search Catalog
- Enter the Event Name: “Program Manager Workshop”
- Under Location select “Any Distance” and click Search. You should see a listing of multiple dates for this CL Event
- Click on the location Name: “Arlington, VA” on the date you wish to attend and the Event Information screen will populate
- At the bottom of the page, click “Submit Registration Request”
- Ensure your supervisor approves your request so it will be forwarded to the event POC for review and approval
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