by PEO Subs Public Affairs Office

The Program Executive Offices (PEO) co-located with the Naval Sea Systems Command (NAVSEA) are responsible for the acquisition and life-cycle management for various Navy programs. PEO Submarines is one of the largest PEOs in the Navy, with an annual budget approaching $10B per year. Each of the 14 PEO SUBS program offices under the Assistant Secretary of the Navy for Research, Development & Acquisition (ASN (RD&A)) brings a unique challenge as every program faces a gauntlet of issues specific to their mission requirements.

The undersea domain is one of the most critical areas for our nation’s defense. Investments from our adversaries in undersea technology have increased heavily in the past decade and will continue into the future. Led by Rear Admiral Michael Jabaley and Mr. George Drakeley, PEO Submarines consists of two ACAT I programs, one ACAT II program and 11 ACAT III/IV programs, and is supported by a strong, talented and diverse team comprised of military, civilians and contractors.

PEO Submarines manages the design, construction, delivery and conversion of submarines and advanced undersea and anti-submarine systems. The mission of PEO Submarines is to keep America’s Navy #1 in the world by developing, acquiring, modernizing and maintaining the world’s best submarines and undersea systems. In addition to procuring attack and ballistic missile submarines at the best price for the American taxpayer, the office also oversees Special Operations Forces delivery systems; submarine rescue systems; torpedoes; towed acoustics sensors; and unique submarine sonar, fire control, imaging and electronic warfare systems. As a part of Team Submarine, PEO Submarines is integrated with the Commander, Naval Undersea Warfare Center (NUWC), Deputy Commander, Undersea Warfare (NAVSEA 07) and the Deputy Commander, Undersea Technology (NAVSEA 073), all activities under the command of NAVSEA. The alignment of these four offices unifies submarine-related commands and activities into a single "submarine-centric" organization with the goal of eliminating stovepipe structures and processes. The Team Submarine concept provides improved communication among the various offices that increases efficiencies in the submarine community and contributes to the overall success of the United States Submarine Force.

Focus areas for Team Submarine align with the CNO’s lines of effort and NAVSEA’s focus areas. For 2017, the focus areas are:

- Providing a survivable and effective Sea Based Strategic Deterrent,
- Fostering a culture of learning,
- Developing a talented workforce and
- Building stronger partnerships between industry and Navy

One of the most visible acquisition programs within Team Submarine is the COLUMBIA-class Program. As the current OHIO-class ballistic missile submarines reach the end of their operational life, the COLUMBIA-class submarines will replace them in order to meet the continuing mission requirements of U.S. Strategic Command. This program brings unique challenges as the ballistic missile submarine program is one third of our Nation’s nuclear triad.

Deep Dive into PEO Submarines

RADM Michael Jabaley

George M. Drakeley III

SUBS . . . Continued on page 3
For more than 70 years, the nuclear deterrent has provided the ultimate safeguard against strategic attacks on the United States and its allies. Since the 1960s, ballistic missile submarines (SSBNs) have deterred a nuclear strike from potential adversaries because of their stealth and assured second strike capability. As the most survivable leg of the nuclear triad, the SSBN is an essential part of protecting the homeland and allied territories from nuclear attack.

The current force of 14 OHIO-class SSBNs was conceived in the 1960s, designed in the 1970s, and commissioned between 1984 and 1997. The OHIO-class is reaching the end of its operational service life and must be replaced to meet the continuing mission requirements of U.S. Strategic Command. Following a life extension from 30 years to an unprecedented 42 years, the OHIO-class will begin to retire at a rate of one per year in 2027. Its replacement, the COLUMBIA-class, will have its lead ship authorized in FY21 and will begin patrols in FY31.

Building new or replicating OHIO-class submarines is not an option. The OHIO construction line was shut down in the 1990s and the methodologies used in the construction of the OHIO-class are no longer used today. In July 2008, a formal Analysis of Alternatives considered an OHIO-class production restart. Although rebuilding the OHIO-class would save on design costs, the resultant design would not have sufficient stealth to remain viable through the 2080s and would add costs through the inability to leverage technologies being used on other classes of submarines. Simply modifying the VIRGINIA-class submarine to create a new SSBN would require more than 12 ships to meet operational requirements, require refueling, increase personnel costs, and increase vulnerability to projected threats through the 2080s. A VIRGINIA-class based design would lead to a more expensive and less capable SSBN class. Therefore, it was determined that a newly designed SSBN submarine would be able to leverage the efficiencies and cost savings learned from the current OHIO and VIRGINIA-class submarines, reducing the total cost of the program.

The requirements for the COLUMBIA-class were developed using the disciplined Joint Capabilities Integration and Development System process. This process resulted in a stable design for the platform that meets the requirements of all stakeholders. The Navy carefully evaluated and balanced tradeoffs between capability, cost and performance. This ensured a force structure of 12 COLUMBIAs with 16 missile tubes (vice 14 legacy OHIOs with 24 missile tubes) that would have the proper maintainability and operational availability to meet STRATCOM operational requirements.

Since the 2011 Milestone A decision, the program has lowered procurement cost estimates by nearly 40 percent ($50B), resulting in the total acquisition cost of the COLUMBIA-class Program at $100B (CY17$). The COLUMBIA program has taken a wide variety of technical and programmatic actions to reduce cost for government and contractor non-recurring engineering, construction, and operation and support. To control costs, the Navy will focus on stable operational and technical requirements, high design maturity at construction start, detailed plans to ensure manufacturing readiness including robust prototyping efforts and synergies with other nuclear shipbuilding programs, and other aggressive cost reduction actions. In January 2017, the COLUMBIA-class Program achieved Milestone B (MS B) approval. This decision by the then-Under Secretary of Defense for...
Acquisition, Technology and Logistics (AT&L), the Honorable Frank Kendall, authorized the COLUMBIA-class to enter into the Engineering and Manufacturing Development Phase, permitting the transition from preliminary design to detail design.

The MS B approval process spanned over two years and required coordination with Strategic Systems Programs (SSP), responsible for the Trident D-5 missile system, and Naval Reactors (NAVSEA 08), responsible for the development of the propulsion plant.

To achieve the best value for the Navy in delivering the COLUMBIA-class, General Dynamics Electric Boat (GDEB) has been selected as the prime contractor with the responsibilities to design and deliver COLUMBIA-class submarines. Huntington Ingalls Industries – Newport News Shipbuilding (HII-NNS) will participate in the design and construct major COLUMBIA assemblies and modules, leveraging their expertise with VIRGINIA-class construction. The work share will be approximately 80 percent at GDEB and 20 percent at HII-NNS. Both shipbuilders will continue to deliver VIRGINIA-class submarines throughout the period with GDEB continuing its prime contractor responsibility for the program. Given that GDEB will deliver all the COLUMBIA-class SSBNs, it’s inevitable that some of the VIRGINIA-class submarine deliveries will shift to HII-NNS to evenly spread the workload over the next several decades while the Navy continues to build the attack submarine force.

A lower SSBN force structure during the class transition introduces additional risk but the Navy will be able to meet its operational requirements for this limited period of time. From 2029 to 2042 as the OHIO-class retires and COLUMBIA begins to join the fleet, no major SSBN engineered overhauls are required during this time, mitigating that risk.

To ensure our Nation’s most survivable leg of the nuclear triad remains healthy and effective, it is important that the COLUMBIA-class program receives adequate resources and stable, predictable funding to ensure on-time procurement. Any interruptions could cause a dangerous gap in at-sea strategic requirements, resulting in a vulnerability to U.S. national security.

The other shipbuilding program in the PEO Submarines portfolio is the VIRGINIA-class Program. As a 2014 David Packard Award winner, the highest award given out by the Under Secretary of Defense for Acquisition Technology and Logistics (USD(AT&L)), the VIRGINIA-class Program was recognized for its excellence in reducing life-cycle costs. The VIRGINIA-class Block IV contract inherently increased shipbuilding industrial base stability and decreased construction costs through economic ordering of material and increased output in the building yards. The team also made exemplary achievements in efficiency and productivity in defense spending through detailed labor hour analysis, driving changes in shipbuilder purchasing processes by negotiating at the subcontractor level, and independently evaluating every aspect of the prime shipbuilder’s (and major subcontractor’s) labor rates. These efforts allowed engineers to create a delivery schedule of 10 submarines at the rate of two per year for FY14 through FY18. The program office has earned previous David Packard Awards in 1996, 1998 and 2008 for their work on the VIRGINIA-class.

The success of the submarine construction programs go beyond the VIRGINIA and COLUMBIA-class programs. Acoustics, weapons, defensive warfare systems, tactical control, weapons control, electromagnetic systems and maritime surveillance systems are program offices in PEO Submarine that support the VIRGINIA, OHIO, LOS ANGELES and SEAWOLF-classes as well as the incoming COLUMBIA-class. Some of these programs also develop technology for surface ships and aircraft. Separating these systems into their own program offices allows each program to operate independently to manage their own budgets, but flexibly enough to work with other program offices in PEO Submarine and NAVSEA.

The United States has operated with unquestioned undersea superiority since the advent of nuclear powered submarines. This advantage is critical as submarines are often the only platform that can operate in certain contested areas with impunity. The conflicts of tomorrow will rely heavily on undersea dominance to maintain a competitive advantage against our Nation’s adversaries. The technology being acquired by the talented and dedicated acquisition workforce in PEO Submarines will give the fleet the tools necessary to complete the mission of tomorrow.
An Interview with a Naval Acquisition Development Program Intern

by PEO Subs Public Affairs Office

Veradie Ore is an intern with the Naval Acquisition Development Program (NADP) currently assigned to PEO Submarines. The NADP provides professional development to promote the growth of entry-level professionals in Business-Financial Management, Business-Cost Estimating, Contracting, Engineering, Facilities Engineering, Life Cycle Logistics and Information Technology, and is an important initiative to build the acquisition workforce. In an interview with us, Ore talks about what he is working on in the program and his path into Navy acquisition.

Where did you attend school and what is your area of study?
I received my undergraduate degree from the University of Maryland, Baltimore County (UMBC) and studied Financial Economics. I went to Webster University for MBA.

How did you find out about the NADP?
I began working as an intern in the Department of Navy (DON) Pathways program, with Sea 05P22, which was Submarines Structure Integrity. Then I switched my major and came back to work for PEO Subs International Programs and PMS 450 still under the DON Pathways Program. My (current) supervisor was looking for a person with a financial background to bring in under the NADP. She asked around and all of my previous supervisors mentioned how devoted and hard-working I was. She reached out to me and told me about the program.

Why did you choose to intern in PEO Submarines?
I have always worked with PEO Subs, since my days in the DON Pathway program. I can honestly say that I enjoyed every rotation I had while working here, so it was a no-brainer that I would choose an enterprise that made me feel at home from the start.

Did you do anything to prepare for this internship?
I don’t believe I did anything to prepare myself for the internship. But I did make a promise to myself that I would work even harder now that I have been afforded this opportunity.

How long have you been working for PEO Submarines?
I came into the NADP in August 2015, so that’s 18 months! I also worked for PEO Subs during my summer and winter breaks while in the DON Pathway program.

Where were you before you began working for PEO Submarines?
Before I came into the program, I was a contractor at BAE Systems supporting the DDG-51 program, and more specifically analyzing and reconciling current as well as canceled/expired funds.

What program office do you work for?
My homeport office is with Team Submarine’s Chief Financial Officer as a financial analyst, but I am currently rotating in the COLUMBIA-Class Submarine Program Office.

Name one exciting project you have worked on so far for PEO Submarines.
While in my first rotation with PMS 404 (Undersea Weapons Program Office) I was given the opportunity to handle the Torpedo Support Equipment (TSE) and ASW Targets lines. This was big for me because this was a hands-on experience working directly with Warfare Centers as well as contractors who support the TSE and ASW lines.

What do you enjoy most about your job?
I enjoy the challenge the most. This is where I can apply what I’ve learned to solve the problem at hand. It also gives me the opportunity to learn new methods and approaches as well. I also enjoy the people I work with. It makes work a lot more enjoyable when you have a great working relationship with your coworkers.

In the next 5 years, where do you see yourself?
I see myself in a management role where I can make efficient and effective decisions that help support the Navy’s goals.

Tell us about an experience that made an impression on you during your internship.
Honestly, I would say this interview! It’s an honor to sit with you and discuss my time here in NAVSEA. It makes me feel my hard work is recognized and appreciated.

What has been your biggest challenge so far with the program?
The biggest challenge for me is leaving a program office after a rotation. I have worked with some of the best PEO Subs has to offer. It’s hard going away from a program office after I’ve learned so much. But I also am aware that this allows me to learn more in other program offices, so I’m very appreciative.

What do you do in your spare time when you’re not interning for PEO Submarines?
I have a few things I do in my spare time here. The biggest is my weight loss journey. When I’m not working, I’m at the gym or walking my dog. Also, I am in the process of re-teaching myself to read music. I plan on teaching myself to play the saxophone. Lastly, I am a video gamer. I play a lot of Call of Duty!

Any advice for future interns?
This is an amazing opportunity! But getting into the program is just half the battle. The more involved you become the more you will understand. Also in my experience you will receive more meaningful work. I would also say, find a mentor you can talk to; my mentors have provided me with amazing advice that has helped me a lot.
Navy use liquid amine scrubbers to remove CO₂ from the atmosphere while underway. This process has been used since the 1950s and is known to sometimes create a noticeable stench onboard a submarine that lingers on the Sailors.

The ACRU is the first new CO₂ technology since the inception of the nuclear submarine fleet. It has a 40 percent higher CO₂ removal rate using the same footprint as the legacy CO₂ removal system. The 21st Century technology, called SAMMS, for Self Assembled Monolayers on Mesoporous Supports, is a dry self-contained system that uses hybrid nanoporous materials to capture carbon dioxide from the air during shipboard purification. The SAMMS consists of a formulation of silica covered with tiny pores, each filled with molecules that selectively pull CO₂ out of the airstream. The pores create a vast surface area that allows a small amount of the material to soak up an incredible amount of CO₂. With heat, this process is reversible, opening the molecule back up and releasing the CO₂. SAMMS eliminates the burdens of corrosion, maintenance, and special storage of liquid amine all while being more environmentally friendly for disposal.

The SAMMS technology was originally developed at the Pacific Northwest National Laboratory (PNNL) in Washington State for removing mercury and other heavy metals from contaminated groundwater. After surveying competing technologies, SAMMS technology was selected for further investigation by the Navy. PNNL began working with Naval Surface Warfare Center’s Carderock Division, Ship Systems Engineering Station and NAVSEA on developing a system for use onboard a submarine. In 2012, the Federal Laboratory Consortium awarded an Interagency Partnership Award for creating an entirely new, environmentally friendly method of air purification.

A qualification unit contract was awarded to Hamilton Sundstrand in September 2016. Phase II operational testing began in 2017 along with the unmanned operations testing occurring 24 hours a day on the ACRU Prototype. Due to the difficulty of removing and replacing existing CO₂ removal systems, the ACRU technology will first be incorporated into the design of future COLUMBIA submarines as they join the fleet. Research is underway exploring the possibility of deploying this technology in existing OHIO, SEAWOLF, LOS ANGELES and VIRGINIA-Class submarines.
The Navy League’s global maritime exposition

Honorable Sean Stackley highlighted the value of partnership and innovation by remembering the Doolittle Raid of World War II. "It would serve as the model for ingenuity and partnership for the watershed of innovation that would follow during the war," said Stackley. "As we talk this week of the need for urgency and innovation, as we look back upon the Doolittle Raid, it's fair to ask, could we pull this off today?"

Stackley noted the constrained budget and the highly complex and competitive security environments today, and reiterated that the Navy must meet these challenges by continuing to rebuild the fleet and reform the Department of the Navy's business model to be more effective, capable, and cost-efficient.

Speakers at the exposition also highlighted the importance of interoperability through better information and operations as a means to be more competitive.

"We have to get more competitive," said Director of Naval Warfare Systems Rear Adm. Michael Manazir during the naval warfare integration and interoperability panel. "We have to compete in this competition against high-end competitors who are chasing technology just like us."

"Information is the coin of the realm," Manazir continued. "You have to be able to move information around the battlespace faster than your opponent. You have to think faster than your opponent. You have to act faster than your opponent. We have to have agility in the electromagnetic environment."

Rear Adm. Nancy A. Norton, director of warfare integration for information warfare and deputy director of Navy cybersecurity, stressed that continued innovation is required to provide joint and international forces with the freedom to maneuver in the physical and virtual domains, as well as the cognitive domain.

"You can understand how important that interoperability across our forces - joint and coalition forces - is for that kind of shared situational awareness," said Norton. "That's across the electromagnetic spectrum and across cyberspace operations."

Norton painted the digital future of warfare by illustrating the need for a combination of both conventional and futuristic
methods to include man-machine teaming, artificial intelligence and learning algorithms. Methods such as these, "enable us to rapidly do that kind of integration for our censored data for our ability to fuse all of that information," said Norton.

Interoperability across other land- and sea-based operations was also highlighted, with Director of Expeditionary Warfare Maj. Gen. Christopher Owens noting that the Marines are now refocusing on full integration aboard ships after a decade and half of primarily land-based operations. "The Navy and Marine Corps have been working on interoperability and integration since 1775 ... but the things that we will need the Navy and Marine Corps to do together are far different than they were in the early years," said Owens. "We are now executing distributed operations of our expeditionary forces like never before. We are working at developing the agility that we facilitate by retaining landing force command-and-control afloat, rather than always assuming we'll phase ashore, and of course integrating new equipment [like] when the F35-B comes to mind."

The exposition gave sea service leadership the opportunity to directly interact with industry representatives to discuss and debate maritime interests and concerns. More than 100 flag officers, senior executive leaders and official representatives from 68 countries, including six top international Navy leaders participated in the event.

For more information, visit www.facebook.com/usnavy or www.twitter.com/usnavy. Originally published on Navy.mil

"The King of Battle today is information"
Mr. William Williford, ED MARCOR SYSCOM
@SAS2017

"Securing our borders is an away game."
ADM Paul Zukunft, USCG
@SAS2017

Advanced cockpit system for the F/A-18 Super Hornet & EA-18G Growler.

Underwater innovation: Boeing’s Echo Voyager can explore undersea for months and stay connected.

Photo Credit: Liquid Robotics

Liquid Robotics’ Wave Glider, a wave-propelled autonomous vehicle instrumented with a variety of oceanographic and meteorological sensors.
STACKLEY STRESSES GOVERNMENT ‘SENSE OF URGENCY, COMMITMENT’

by OTTO KREISHER, 
Seapower Special Correspondent

NATIONAL HARBOR, Md. — Acting Navy Secretary Sean Stackley warned April 5 that unless the government rapidly improves its ability to meet the national security challenges the nation is facing, “we will lose the competition” with our potential adversaries.

Addressing the 2017 Secretary of the Navy Luncheon on the final day of the Navy League’s Sea-Air-Space Exposition, Stackley cited the example of the bold 1942 Doolittle raid on Tokyo, in which a combined Navy and Army Air Corps force in less than 100 days designed and pulled off an unprecedented operation.

“It is fair to ask, could we pull it off today?” he said.

“There is no doubt in my mind that our warfighters could, and regularly do, pull off such achievements today,” Stackley said. “Our men and women in uniform regularly and routinely demonstrate the innovation and initiative to execute missions that just months ago were drawn up.”

“I’m concerned, however, that our organizations and process at home do not match that same sense of urgency, that same measure of commitment,” he added.

An illustration, he said, was the fact that in the third quarter of the fiscal year, the military is operating again on a continuing resolution, that threatens to slow modernization and further erode readiness.”

Stackley noted the congressional hearing that day in which “our service chiefs, sitting side by side,” expressed the necessity of breaking the cycle.

And he quoted Defense Secretary Jim Mattis’ demand that the military must work simultaneously to rebuild and reform.

“We are today, the most capable fighting force in the world,” he said. But the confused budget situation and the high operating tempo are putting stress on the force, reducing the size of force and threatening its ability to meet the future threats.

Stackley described what the Navy is doing to rebuild, seeking to grow from the current 275-ship fleet to 305 or more, building the Columbia-class ballistic missile submarines, more littoral combat ships and a future frigate, the Arleigh Burke Tier III destroyers, the new Lx(R) amphibious ship and the F-35 strike fighter.

But they also need to reform, by reducing the price and time of new delivering new systems, demonstrating to Congress “we are being prudent in using the resources entrusted to us” and proving to the warfighters the government can meet their needs, he said.

“Sec. Stackley delivers his keynote address at the Secretary’s lunch at Sea-Air-Space 2017.”
MANAGING YOUR CAREER

by Mark Deskins, Director, Acquisition Career Management

There are many schools of thought about how to plan and manage your career. One thing is certain; there is no one single way. Over the years, I have looked at the various paths that senior leaders (including CNOs, SES leaders, PMs and DPMs) have taken. However, the constant in all of their careers is that they were passionate about something other than their careers. Some were passionate about serving. Some were passionate about the product. Some were passionate about making others succeed. All of them focused on something other than themselves. They saw themselves as an enabler for someone or something more. That said, they also took time to manage their career and seek the advice and mentorship of others.

In the military, much of a person’s career is mapped out. Community managers plan for an individual’s education at various schools and training events. Detailers work with the individual and plan positions that will build upon one another. In the civilian world, that kind of career planning rarely happens.

We are working on a Career Navigator to help you understand and manage your career. However, I want each person reading this to understand that you are responsible for your career. It takes work. It is not given to you on a silver platter. That means you need to work with your supervisor and have mentors to be successful.

The What Leaders Look For in PMs & DPMs list is something that I put together over the past couple of years after sitting on many slating panels and listening to Secretary Stackley, Ms. Stiller and VADM Johnson talk about what they look for in prospective PMs and DPMs. It is not meant to be a definitive list or a checklist to make sure you get the next job. It is meant to serve as something for you to think about while you manage your career.

WHAT LEADERS LOOK FOR IN PMs & DPMs

- Demonstrated leadership under pressure with positive results
- Knowledge of and the ability to work with congress, pentagon, industry, products and the warfighter, civilian and military personnel, the budget and colors of money
- Demonstrated technical problem solving
- Communicator
- Ability to make the complex simple
- Perseverance and toughness
- Smart risk taking
- Political savvy
- Dedicated service and passion
- Team player, team builder and mentor
- An understanding of the organizational culture
- Courage, accountability and responsibility
- Integrity
- Positive attitude
- Ability to work hard and play hard
Naval Undersea Warfare Center Division Newport
receives new commanding officer

Capt. Michael Coughlin (left) reports to RADM Moises DelToro (center), commander of the Naval Undersea Warfare Center, NUWC Newport's parent command, that he has relieved CAPT Geoffrey deBeauclair (right) as commanding officer, NUWC Division Newport, in a ceremony on March 17.

Photo by David Stoehr, ICI Services

By Jeffrey Prater, Public Affairs Officer
NEWPORT, RI -- Capt. Michael R. Coughlin relieved Capt. Geoffrey G. deBeauclair as commanding officer of the Naval Undersea Warfare Center (NUWC) Division Newport during a change of command ceremony on Friday, March 17.

A naval submariner, Coughlin is a 1990 graduate of Northwestern University with a Bachelor of Science degree in chemical engineering. He also holds a master’s degree in engineering management from Old Dominion University. He received his commission from the Naval Reserve Officer Training Corps at Northwestern.

Coughlin has served aboard a variety of submarines and commanded the nuclear powered fast attack submarine USS Olympia (SSN 771). His shore assignments have included duty on the staff of Commander, Submarine Force, U.S. Pacific Fleet; Office of the Secretary of Defense for Program Analysis and Evaluation, and as deputy commander for Submarine Squadron Three.

Since entering the Navy’s Acquisition Corps, Coughlin has served in a range of program management assignments including major program management responsibility for undersea defensive warfare systems. deBeauclair reported as the commanding officer, NUWC Division Newport in June 2016 and led a diverse workforce through the deployment of numerous critical advancements in weapons, sensor, and launcher systems to the fleet on-time and on-budget. He championed new capabilities to secure the Navy's undersea dominance in the future, including autonomous air and undersea vehicles, and safely led the creation and testing of tactical development scenarios and numerous torpedo firings involving U.S. and allied units.

During the ceremony, Rear Adm. Moises DelToro, commander of the Naval Undersea Warfare Center, of which NUWC Newport is one division, said, “Geoff proved himself as an exceptional leader in every aspect of fiscal, technical, and personnel management.

“He routinely advanced the command’s focus areas through his engagements with industry, academia and other partners through industry day events and innovation forums,” said DelToro.

“I’m extremely humbled with the honor of closing out my active duty career commanding the Navy’s premier organization for research and development, testing, evaluation, and engineering for undersea warfare,” said deBeauclair during the ceremony. “The tremendous work of the more than 5,000 talented government employees, contractors and active duty Sailors is nothing short of eye-watering.”

Following the change of command, deBeauclair retired from the Navy after 30 years of service.

NUWC Newport is a shore command of the U.S. Navy within the Naval Sea Systems Command, which engineers, builds and supports America’s fleet of ships and combat systems. NUWC Newport provides research, development, test and evaluation, engineering and fleet support for submarines, autonomous underwater systems, undersea offensive and defensive weapons systems, and countermeasures associated with undersea warfare.

NUWC Newport is the oldest warfare center in the country, tracing its heritage to the Naval Torpedo Station that was established on Goat Island in Newport Harbor in 1869. NUWC Newport maintains major detachments in West Palm Beach, Fla., and Andros Island in the Bahamas, as well as test facilities at Seneca Lake and Fisher’s Island, N.Y. and Dodge Pond, Conn.
April Acquisition Workforce Summit

The semiannual DON Acquisition Workforce (AWF) Summit was held on April 19, 2017. The purpose of the AWF Summits is to provide a forum for DON Acquisition Leadership to come together face-to-face and discuss issues impacting the enterprise AWF. The meetings are co-hosted by Ms. Allison Stiller, the Principal Civilian Deputy (PCD) and VADM David Johnson, Principal Military Deputy (PMD), Assistant Secretary of the Navy for Research, Development and Acquisition (ASN (RD&A)), and attended by the Systems Commands (SYSCOMs) leaders, Program Executive Officers (PEOs), and Career Field National Leads (NLs).

April’s meeting included:

- Strategic Rebaselining of the Acquisition Workforce
- Implications of Sustainment and Readiness Trends
- AWF Tuition Assistance Policy
- DON AWF Talent Management System Requirements
- Hiring Freeze, Authorities and Strategy
- Defense Acquisition University (DAU) Initiatives and Strategic Direction
- National Leads Topics of Interest

In their opening remarks, Ms. Stiller and VADM Johnson stressed the importance of the meeting and the opportunity for our Acquisition Leadership to come together and discuss the initiatives impacting the AWF.

Each of the Systems Commands provided an update on the progress of their respective strategic rebaselining effort. Properly identifying, designating and coding AWF positions across our DON enterprise ensures we have the right people in the right places and they are properly trained to fulfill our mission. It also ensures we are using our training resources most effectively.

Using recent efforts within the Logistics community, there was an excellent discussion on improving overall readiness throughout the DON. The LCL National Lead discussed the need to move to data Analytics, to transition the AWF from a reactive posture, to more proactive and prescriptive readiness management.

AWF Tuition Assistance Policy (AWTAP) was discussed, as it is a very effective tool to support the educational requirements and development of the AWF. With consistency of application at the enterprise level, the goal is to have guidelines that maintain flexibility within the Commands, but ensure available funds for the greatest impact to DON’s AWF.

The DON Talent Management Requirements IPT provided an overview for the team’s efforts. While chartered to develop the list of requirements of a DON Talent Management System, the team was able to also complete a sources sought, evaluate top COTS and GOTS products and recommend a way ahead.

The Office of Civilian Human Resources (OCHR) provided a very timely review of the status of the DoD hiring freeze, the various hiring authorities available for use by the AWF, our effectiveness in using them, and other key topics including the time required to hire and onboard.

Mr. James Woolsey, President of the DAU, provided an informative lunchtime brief. He reviewed the new DAU mobile-ready website, many of its key features and the vision for how it will aid in more effectively supporting the AWF. He addressed specific questions from our leadership and emphasized their commitment to know their customers’ needs.

Other topics addressed included the strategic use of the Naval Acquisition Development Program (NADP) and key topics from each of the Career Field National Leads such as:

**BUS-FM and BUS-CE:** A proposal to lower experience requirements for certification

**CON:** Understanding the impact of Acquisition decisions on the workload of this career field

**FE:** Clarifying the scope of this career field

**IT:** Plans for a certified workforce, leveraging industry certifications, recertification and industry exchanges.

**OSBP:** Van Guard Award for DON’s commitment to Small Business Programs

**PM:** Leveraging Best Practices from the SYSCOMs’ PM Colleges

**T&E:** Increased certification!
Seize the Rotational Assignment Bull by the Horns

By Nga Do, SPAWAR 6.2

If an opportunity for a rotational assignment at the Pentagon arises, do everything you can to seize it. That was what I did, and a six-month assignment at ASN (RD&A)’s Director, Acquisition Career Management (DACM) office proved to be one of the best professional and personal development experience of my career. I was fortunate to have had the opportunity, and wish more of these developmental opportunities would be made available to DON/DoD employees.

Although I have worked on many projects and programs, and have held just as many positions in my 30-year-plus career, never before have I had the chance to work with DON employees from all six major System Commands. Nor have I had access to senior DON leadership like I did during my assignment at the DACM office. If you were to ask what I had hoped to gain from my decision to move across the country – leaving sunny San Diego to spend the winter months in Arlington, Virginia – I would have said my primary goal was to experience the Pentagon working environment and become familiar with navigating through that environment. Not only did I get to experience how work is completed in the Pentagon, but I gained so much more. I hope it was a positive return on the investment for the DON as well. During my assignment, the Individual Product Team (IPT) I led successfully completed and delivered a specification for a Talent Management System that captured the requirements of all six SYSCOMs who participated in the effort. The specification and the IPT’s recommendations are expected to provide the basis for the acquisition or development of an IT solution which will allow the DON to effectively manage the training and development of its workforce. This will ensure the DON has personnel with the skills, knowledge and ability to achieve and accomplish its mission for years to come.

By having my performance objectives for the rotation clearly established prior to my arrival, I was able to complete work to support an ASN (RD&A) strategic initiative. More importantly, I was able to establish new professional contacts with senior DON leadership inside and outside the building. I was also able to establish professional and personal relationships with the DACM staff and personnel from the six SYSCOMs (Systems Commands) with whom I had the privilege to work – relationships that I am sure I will cherish for years to come.

If you consider a rotational assignment, in the Pentagon or elsewhere, I recommend you do the following to ensure a positive and rewarding experience.

- Have SMART goals written for the assignment prior to your arrival. This ensures you have a focus to direct your efforts, and have specific accomplishments when your assignment concludes. By having SMART objectives written prior to my arrival, I was able to be productive on day one.
- Challenge yourself with a task in a new domain area, this will force you to extend beyond your current competencies to learn and acquire new knowledge, skills and abilities.
- Reach out to as many people as you can while you complete your assignment, from individuals at the working level to senior executives and flag officers. Despite their busy schedules, every SES I contacted set aside time to meet with me. Their perspectives, at times differing, gave me insights into the factors and priorities our senior leadership considers in their decision-making process – insights I was able to use to develop my own perspective.
- Work hard but allow yourself time to appreciate your environment. I've always been awed by the Pentagon itself – considering that it is where decisions on the defense of our nation are made every day. But I never appreciated the fact that it is also a wonderful museum...
until I worked there. Smithsonian-quality exhibits line the walls of every corridor and ring. I made an effort to explore one corridor each week so that I could learn about U.S. military history and how the DoD affected people’s lives around the world past and present.

On one of those exploring walks I took on December 20, 2016, I stumbled upon a ceremony celebrating the Pentagon’s newest exhibit – the 50-year Commemoration of the Vietnam War. Ashton Carter, the then Secretary of Defense, was presiding over a ribbon-cutting ceremony to mark the grand opening of the exhibit. The Vietnam War exhibit at the Pentagon provides the most comprehensive account of U.S. involvement in the Vietnam War that I have ever seen. It was there that I learned about Operation Passage of Freedom, the operation that evacuated refugees from North Vietnam to South Vietnam in 1954. My parents were among those evacuated. I was amazed to learn that Operation Frequent Wind, the operation that evacuated Vietnamese refugees when South Vietnam fell in April 1975, was only a two-day operation. My family was evacuated on the second and last day of the operation. We were extremely lucky! I was so impressed with the information provided by the exhibit that I asked one of the people in the crowd – who appeared to be assisting attendees – if I could speak to someone to express my appreciation and provide feedback on the exhibit. She asked me to wait, and after several minutes returned with three historians who had worked on the exhibit. It was at this chance meeting with the historians that I was invited to share my experience with the Vietnam War and my experience as a refugee. Subsequently, my husband, who was also a Vietnamese refugee, and I provided oral accounts of our experiences in interviews conducted by historians working on the 50-year Vietnam War Commemoration Project. We’ve been told our stories, once edited, are to be made available at the Project’s website and to be archived at the Library of Congress. This incredible experience would never have happened if I hadn’t been open to a rotational assignment at the Pentagon.

It took the support of many people to bring my rotational assignment to fruition. I am lucky and grateful to have had the support of SPAWAR leadership and of the DACM who afforded me the opportunity to broaden my professional experience.

Welcome Aboard!

Acquisition Leadership Changes

Mr. Victor Gavin
DASN C4I

Mr. Jimmy Smith
DASN E&LM

PEO Changes

Ms. Ruth Youngs Lew
PEO EIS

Mr. John Garner
PEO Land Systems

ACAT I PMs

Dr. Regan Campbell
Frigate Program Office (PMS 515)

CAPT Kurt Rothenhaus
Tactical Networks Program Office (PMW 160)
DON’s Small Business Enterprise Strategic Plan and New Rotational Excellence Program

by Emily Harman. DON DOSBP

In the current environment of shrinking budgets, escalating costs and need for affordability, small businesses represent a significant value that should be embraced. When I became the Director of the DON Small Business Programs (DON OSBP), I established a vision to create a culture of small business inclusiveness across the DON. In order to achieve this end, we needed a road map that codifies our values, defines our mission and gives direction to our efforts. Through the hard work of my headquarters office, the DON OSBP Associate Directors and their staffs, and Small Business Professionals across the DON, we captured the road map in a DON Small Business Enterprise Strategic Plan. This plan will allow us to cultivate a DON-wide community that is inclusive of small business throughout the acquisition lifecycle. Our motto, “Small Business - The First Option” is not just a slogan, it is the very essence of everything we do as acquisition professionals by “tapping into” the advantage, innovation, agility, responsiveness and competition that small businesses bring to the fight.

In looking at both our short and long-term objectives, we carefully chose our vision, mission, motto, strategy, focus areas and values that address both the current and future direction of the enterprise. In an effort to create a culture of Small Business inclusiveness across the DON, I established a Rotational Excellence Program (REP). The REP is designed to afford developmental opportunities for leadership-minded individuals to support the various programs that fall under the purview of the DON OSBP. Selectees will be provided targeted assignments under the guidance of an OSBP mentor. Rotational assignments will support the DON OSBP in areas such as workforce development, building partnerships in the acquisition process and optimizing communications. The rotational assignment is intended to broaden an individual’s knowledge of the DON’s Small Business Program while enabling the DON to foster an enterprise-wide culture that meets the challenges of tomorrow by leveraging Small Business as a strategic advantage.

Rotations should be a minimum of three months, but can last up to one year. Interested candidates should contact your OSBP Associate Director for more information, including how to apply.

We believe that small business inclusion is, and will continue to be, an integral part of the acquisition process. This strategic framework ensures a successful mission for DON OSBP and will help create a culture that weaves small business into the fabric of the DON across the requirements definition phase and the acquisition lifecycle to provide better, faster, innovative, and more affordable solutions.

I want to hear your thoughts and ideas on how we can make “Small Business - The First Option” a reality. Contact me at (202) 685-6487 or Emily.Harman@navy.mil. Please stay in touch by connecting with the DON OSBP via twitter @DON_OSBP and on Facebook at https://www.facebook.com/NAVYOSBP.

FY2017 DON Defense Acquisition Workforce Development Fund

by NACC Staff

The DON FY17 DAWDF $121M plan submitted in August was constructed to execute according to our acquisition workforce strategic priorities. DON leadership committed to communicate and execute these funds through the Acquisition Career Council, the PEOs and SYSCOMs. $61M was allocated to Labor and training of new employees. $60M was allocated to retention and non-labor training of the existing workforce. In February, SYSCOMs had an execution rate of greater than 70% and requested an additional $24M for emergent needs. However, on 3 March, DON was informed the DAWDF was taking a 30% cut. For DON that was from $121M to $84M, a $36M cut. This cut has caused significant churn and DON is taking unprecedented actions to absorb the cut.

One of the major purposes of DAWDF is to help reshape the workforce. Therefore, the DON plan was to hire 600 people (~1% of the AWF) through the centralized Naval Acquisition Development Program (NADP). This included power engineers to support the new electric technologies used aboard ships. SECNAV approved the continued hiring through the NADP program. However, due to the cut, DON immediately stopped hiring. Only 246 new hires will be brought onboard this fiscal year. Additionally, the NADP employees have been notified that funding for rotational assignments and career field technical training courses has been cut in order to meet salary requirements. The NADP employees can still seek command funding or find no cost local rotations, if available. DAU and Leadership training will continue to be available for NADP employees to utilize.

SYSCOMs and National Leads planned to develop the professional and technical excellence of the acquisition workforce in all career fields. This included training and development, repayment of student loans and tuition assistance. The cut causes cancellation of almost all planned training which requires travel for the rest of the year. Navy Leadership is working hard on the plan for FY18 and securing the necessary funding to train and sustain the DON Acquisition Workforce.
The Department of the Navy’s Office of Small Business Programs recently released a Small Business Professional Career Guidebook. The purpose of the Guidebook is to arm the Department of the Navy’s Small Business Professionals (SBP) with tools to make informed choices about their career. The Guidebook contains information on how the Department of the Navy will implement the new Small Business Career Field (SBCF) and assist the workforce in identifying the necessary training to obtain SBCF certification. In addition, the Guidebook provides knowledge to anyone desiring to learn more about the competencies and behaviors needed to be a SBP. What are the benefits of the Career Guidebook? The Guidebook provides an understanding of the knowledge, skills, abilities, training, and developmental assignments necessary to be successful in the Acquisition Field of Small Business.

Whether new to the SBCF, a seasoned professional, or a member of another acquisition career field, the Guidebook will enhance your professional growth and enable you to make a positive difference in the success of the Department of the Navy’s Small Business Program. What are the major portions of the Career Guidebook? You will find the Small Business Functional Competency Framework and Career Roadmap illustrated below in Figure 1. The guidebook also defines 36 competencies along with up to five levels of proficiency and associated knowledge, skills, and abilities for each competency. In addition, the Guidebook provides recommended learning opportunities that will sharpen your skills and enhance your career development.

Small business inclusion is, and will continue to be, an integral part of the acquisition process. This Career Guidebook will help increase Small Business mission support capability and readiness by contributing to a trained workforce with the necessary communication, team skills and business acumen. It provides information to professionals from various Occupational Series who may want to consider cross-functional acquisition workforce opportunities by providing insight into Small Business training and resources. The Guidebook can be accessed through OMB MAX, a cloud based collaboration tool available only to government employees to provide secure access to Small Business Program resources including training, best practices, mentoring and leadership resources.

To gain access to OMB MAX, visit the OMB MAX website at www.Max.gov to register for an account. Once access is granted, email Ms. Alyse Bullock at alyse.bullock@navy.mil to request permission to access the DON OSBP Community site.

In the DON, the SBP is the primary catalyst for building a culture of inclusiveness for Small Business. However, with only 76 full time SBPs in the Navy and Marine Corps, we can’t do it alone. The DON needs a cadre of supporters who can educate and advocate for Small Business. Together we can build a new culture that will achieve the DON OSBP’s vision of small business inclusiveness across the DON. We hope you use this Guidebook to further your professional career and understanding of the SBP Career Field.

Contact me at Emily.Harman@navy.mil Please stay in touch by connecting with the DON OSBP via twitter @DON_OSBP and Facebook https://www.facebook.com/NAVYOSBP.
Online ASN (RD&A) PM Workshop Courses

by Dennis Heeren, DACM Staff and King Dietrich (GDIT)

The Navy DACM Office is pleased to be able to offer the exciting and informative ASN (RD&A) Program Manager’s Workshop taught by the General Dynamics Information Technology (GDIT) and Strategic Insights, Ltd. (SI) Team as a DON-only Defense Acquisition University (DAU) Continuous Learning online series of courses. They are easily accessible via eDACM Continuous Learning. To register for the courses log in to eDACM at https://www.atrrs.army.mil. Click on the heading “MANAGE CAREER,” scroll down to “TRAINING,” search for and click on “DAU TRAINING.” One or two new screens will pop up, click on either. You may order by Course Title or Course Number (RECOMMENDED). Search for NCL 001 through NCL 006, click on “CONTINUE.” In the new screen click “SUBMIT REQUEST” (off to your Supervisor it goes for approval). Remember to follow-up with your supervisor for approval to take course.

It’s really is that easy…even I can do it and I’m a lifetime member of the technically challenged club.

Below are short summaries of the online courses. Feel free (literally) to take one or take them all…get smarter…get continuous learning points! These e-learning courses are designed for members of the Navy Acquisition Work Force, and are part of a series of six courses, which when taken together, make up the Program Manager’s Workshop. They can be taken sequentially or independently for those who do not desire or are unable to attend the entire Workshop. The Navy DACM Office hopes you enjoy the courses!!!

NCL 001
Program Managers Workshop: Main/CGX Course (Main); 8 hours and 8 CLP

The Main/CG(X) War Room considers numerous dimensions and conditions that the CG(X) shipbuilding program faced during its brief existence. It will view the national security environment at the time, perceived vulnerabilities and dangers to the nation, and the spectrum of national military strategies. It also examines how these influenced the type of Navy that was required, its roles, missions and composition, and the planning needed to engineer and build the type of Fleet required. Finally it looks at the numerous factors needed to execute that planning including program organization, financing and tasking, and the means to gain the required technical and programmatic expertise.

NCL 002
Program Managers Workshop: Evolution of the Navy (EON) Course; 4 hours and 4 CLP

The EON Course examines the history of the Navy since 1775 by exploring five major themes that have affected the composition of the Fleet: 1) General versus Special Purpose warships, 2) “Joint” vs. “service -unique” warfighting capabilities, 3) Force Structure size and composition, 4) Threat, and 5) critical and essential role of the Shore Establishment. A comparison with the Royal Navy of the 19th century during Pax Britannica is also briefly drawn.

NCL 003
Program Managers Workshop: Organization of the Navy (ORG) Course; 4 hours and 4 CLP

The ORG War Room course examines the Navy’s history from an organizational perspective: the evolution of the organizations formed, and respective chains of command, to (1) maintain the Navy, (2) mobilize the Navy, and (3) operate and fight the Navy. These organizations have changed dramatically over more than 200 years, and have frequently been in tension with one another, both within the Department of the Navy and the Department of Defense.

NCL 004
Program Managers Workshop: Material & Acquisition Course (M&A); 4 hours and 4 CLP

The M&A War Room course examines changes in the Navy Material Establishment over the last 240 years in the context of the environment of the time. It reviews the evolution of the: 1) Science & Technology Base, 2) Development and Manufacturing Base, 3) In-Service Support Base, and the methods for connecting them into a “material establishment” including a) Organization and People, b) Contracts and Financing and c) Infrastructure and Executing Activities. In particular, it examines the key forcing functions, inflection points and organizational models from different eras.

NCL 005
Program Managers Workshop: Program Managers Course (PM); 5 hours and 5 CLP

The PM War Room course captures the history, lessons and beliefs that led to three of the Navy’s most successful programs: AEGIS, POLARIS and F/A-18 E/F. It also examines a number of less successful programs in the same terms and includes an additional module on the challenges of Cybersecurity and Program Protection for today’s program managers.

NCL 006
Program Managers Workshop: Shipbuilding & Modernization Course (S&M) 5 hours and 5 CLP

The S&M War Room course addresses the unique challenges of a shipbuilding program/deputy program manager and staff, as well as the challenges of developing weapons and other naval systems. It provides a detailed look at how warships are constructed, converted and modernized, including studies of past and contemporary ship classes that acquisition professionals may find useful in their own programs.
DACM Office unveils LEAP Workshop for SYSCOMs & PEOs

by Danielle Kretschmer, Transformation Systems, Inc.

In support of executing the DON Acquisition Workforce (AWF) FY 16-22 Strategic Plan, and the vision of world-class acquisition professionals for today and tomorrow that are energized, focused, responsible and accountable, the DACM office has partnered with Transformation Systems, Inc. (TSI). TSI is a Management Systems Engineering consulting firm specializing in leadership development and performance excellence strategies. With this expertise, TSI is currently providing tailored workshops, collectively called: “Inspiring Leaders, a Naval Acquisition Workforce Excellence Initiative.”

Three different workshops are being offered:

**Leadership Effectiveness and Potential (LEAP) workshops**
Senior-level (PEOs and SYSCOMs) workshops are focused on boosting workforce engagement with strategies to increase personal, interpersonal, organizational, and motivational agility.

**Define, Measure, and Improve Workforce Productivity, Innovation and Excellence**
Workshops for the DON National Leads and their Career Field leadership teams are focused on promoting performance excellence by defining, measuring, and increasing productivity, innovation and excellence.

**Acquisition Workforce Excellence: Bringing it All Together**
This is a practicum workshop for Acquisition Leaders that builds on the two above. Insights and initiatives identified in the first two courses are integrated into a cohesive framework with AWF management tools like requirements models, workload forecasts, and AWF health measures. Participants practice problem solving with new insights and a more robust set of tools.

The **Leadership Effectiveness and Potential** workshop provides participants with valuable insights from science and industry through a combination of experiential learning, individual development and action planning. These workshops help leaders to transform, energize and engage employees to reach new peaks of performance. LEAP workshops are based on extensive research indicating that individuals with strong personal, interpersonal, organizational and motivational acumen tend to advance to the leading edge of performance. LEAP advanced training workshops are tailored to suit the specific needs of each organizational audience, and build personal and interpersonal mastery as well as organizational and motivational mastery.

Twenty PEO Ships employees have already attended LEAP workshops. Participants’ feedback noted that the workshops provided useful content and helped them re-energize and re-engage with their work. Some participants even expressed that all leaders, at all levels, should be exposed to the workshop and the LEAP framework.

To learn more, please contact Dr. Sharon Flinder, Transformation Systems, Inc. sf@transformationsystems.com.
The Department of the Navy is all about putting weapons systems in the hands of Sailors and Marines around the world and giving them the confidence to do their jobs. For the professional acquisition workforce that translates to having the right people, in the right job, at the right time to execute and deliver the finest warfighting capability in the world at an affordable price. That capability, however, comes with extraordinary technical challenges that require extraordinary skills and continuous investment.

When the DON began implementing the Defense Acquisition Workforce Improvement Act (DAWIA) in the early 1990s Acquisition Workforce (AWF) members were identified by their position, their career field and the level of certification required. The AWF member was then required to take the requisite training. Over the years, more people have been added to the acquisition workforce. Today we have approximately 60,000 people identified as part of the AWF.

The current numbers show we currently have over 38 percent of our positions at Level III. However, the number of ACAT I & II programs is only 102. There seems to be a mismatch. On Feb 9, 2017, Ms. Stiller and VADM Johnson signed out the Acquisition Workforce Rebaselining FY17 memo.

The strategic rebaselining will include a review and assessment of position coding, waivers, and training fulfillments. Ensuring we have properly coded AWF positions is the beginning of identifying the requirements for training which will support better use of our resources. It will also strengthen our ability to perform succession planning and talent management.

Certification standards provide the enterprise with the training, education and experience required for acquisition assignments. Continuous learning provides a framework for keeping those qualifications current. Together these provide the foundational acquisition knowledge and skills and the baseline upon which we build excellence. Waivers and training fulfillments should be the rare exception.

Our DON goal is to have 100 percent trained and certified workforce.

**Myths about Certifications**

**Myth #1** – Once I take the DAU courses, I am certified in a career field.

**False** – Certification is three pronged. To be certified, it takes a combination of education, training and experience.

**Myth #2** – Being Level III certified in a career field is more prestigious and where everyone should aspire to be.

**False** – Certification should be linked to the position. If you are working in the PM career field in an ACAT I program office, then it is likely you need to be Level III. It is not linked to your grade. If you are in the field, you could be a branch or division manager and only need Level I.

**Myth #3** – The more certifications the better.

**False** – Imagine someone receiving certifications in 5 career fields 20 years ago. If their position was engineering, how proficient do you think they are in logistics? Certification requires experience.

**Myth #4** – I can’t get into the DAU classes that I need.

**False** – Work first with your supervisor and your DAWIA Program Director. There are very few instances where someone was not able to get a class. However, it does take planning.

**Myth #5** – I will lose my certifications after strategic rebaselining.

**False** – After the strategic rebaselining in FY17, a person will be re-certified in the career field of their coded position if they maintain their 80 hours of continuous learning during the next two years.
MARINE CORPS BASE QUANTICO, Va. – The Marine Corps’ official data source to assess manpower and equipment requirements has reached the operations and sustainment phase, completing an eleven-year acquisition cycle.

Total Force Structure Management System (TFMS) is the service’s enterprise system that receives, processes, stores and disseminates force structure information for the Marine Corps. The information depicts how a specific unit is organized in terms of number, types of personnel and associated equipment in order to perform assigned missions. Data is then used by leaders at all levels to determine current and future strategic needs.

“TFSMS maintains records of what Marine Corps units need to perform operations and tasks in any environment,” said Timothy Brimhall, project manager for TFSMS at Marine Corps Systems Command. “For example, if the Marine Corps needs a tank capability, TFSMS will not only track the tank but also the billets for the operators, mechanics, logistics, etc. required to operate the capability.”

Before TFSMS there were multiple systems, managed by different entities. Today, it is an interconnected platform that provides data to perform manpower and equipment planning, as well as readiness evaluations.

The TFSMS software suite has two primary objectives: aggregating and monitoring the requirements inputted by users, and keeping track of all Marine Corps requirements—things like job billets and equipment, to name a few. This integration allows leaders at every echelon to see a more complete operational picture and make more informed decisions, and serves as a strategic planning tool for senior Marine leaders as well.

“The system is capable of projecting requirements up to 20 years into the future,” said Brimhall. “For example, TFSMS was a key tool used to determine the commandant’s Marine Corps Operating Concept for the future.”

The front-end of TFSMS works as an online portal, where user’s login and initiate requests. Once a request is approved, Marine Corps Combat Development and Integration aggregates the data to determine the most efficient way to fulfill the needs.

“If a leader at the squadron level puts in a request online for a billet change, it will go up the chain of command until it reaches CD&I and is approved,” said Chris Leubner, information technology specialist for Total Force Structure Division at CD&I.

Specifications of the request, such as a driver for a tank or a specific artillery gun, are sent to MCSC, Marine Corps Manpower and Reserve Affairs, or Marine Corps Logistics Command—depending on the mission of the command—to be fulfilled.

“CD&I will staff out the request to the appropriate organization,” said Leubner. “For example, if it is an equipment request it goes to MCSC, whereas manpower requests will go to M&RA.”

The first phase of TFSMS was initiated in 2005 by combining the functionality of two legacy systems—Table of Manpower Requirements for manpower requests, and the Logistics Management Information System for equipment requests—into one system. After two major increments and several smaller updates, the system was completed in 2016.

“When we launched the TFSMS project, we closed both legacy systems the same day,” said John Rudy, systems engineer for Total Force Information Technology Systems at MCSC. “From there, we pursued an evolutionary process of small milestones until we reached completion.”

The next step is to consolidate the large data centers that run TFSMS into smaller, virtual systems on the Marine Corps Enterprise Information Technology Services enterprise server. This will reduce the amount of office space needed to house large server machines and save the Corps in management costs.

“In IT you have to always look to the future,” said Brimhall. “As technology continues to change, we are making sure that we are continually delivering the best capability to the fleet both in terms of cost and footprint.”
Ms. Jennifer Moore with Marine Corps Systems Command, PEO Land Systems completed a month long developmental rotation with the ASN (RD&A) DACM office as a participant in the Executive Leadership Program (ELP) facilitated by the Graduate School USA. ELP is a nine-month program that includes four one-week residential training sessions, an experiential learning team and developmental assignments including interviewing executives, conducting shadowing assignments, completing eight hours of community service, and completing either one eight-week or two four-week developmental rotational assignments outside of the position of record. Mr. Mark Deskins, Director, Acquisition Career Management, partnered with Moore to craft an assignment that would challenge her critical thinking and communication skills. The assignment included researching the variety of Leadership Development Programs currently available to the DON Acquisition Workforce as well as meeting with many DON Career Field National Leads to discuss developing future DON Acquisition leaders. Moore shared that she had a meaningful assignment as she is leaving with a better understanding that while technical expertise can take you to great places, systems breadth will help you effectively lead. She has created a goal of capitalizing on her passion, delivering a technological edge to our warfighters, while developing her career path within the DON and Marine Corps. Lastly, she shared that while it was a bit intimidating her first day at the Pentagon, once she got lost the 4th time, it became easier to navigate. She found the walks from meeting to meeting very informative as the building is also a huge museum with interactive and static displays of all the amazing feats our military have performed and continue to perform to this day. Moore will return to her position of record as the Assault Amphibious Vehicle Foreign Military Sales Team Lead. Mr. Jeremy Worley with Marine Corps Systems Command will follow Moore completing his eight-week developmental rotation with ASN RD&A DACM. Worley is also a participant in the same ELP class as Moore. Worley and Moore will jointly brief the results of their research at a future Acquisition Workforce Summit.