The Program Executive Office for Aircraft Carriers (PEO Carriers) is the Navy’s Acquisition Manager of the Aircraft Carrier Portfolio and is responsible for all of the programmatic functions relating to carriers. Covering everything from early stage design, to procurement, delivery, sustainment and disposal, PEO Carriers interfaces daily with industry partners, warfare centers, other PEO’s and Systems Commands who have cognizance of systems on aircraft carriers to complete the arduous tasks that allow the aircraft carrier to continue being the centerpiece of forward-deployed forces.

Led by Rear Admiral Brian Antonio, PEO Carriers comprises three program offices which include an in-service team responsible for the maintenance, modernization, refueling overhaul and inactivation of NIMITZ-class aircraft carriers; a CVN 78 team focused on the designing, building, testing and delivery of the Nation’s newest aircraft carrier, the GERALD R. FORD (CVN 78); and a future carrier program office responsible for the design, construction and delivery of the JOHN F. KENNEDY (CVN 79) and the ENTERPRISE (CVN 80), as well as a front office staff. Altogether, the command executes about $3B a year on the design, production, and modernization of today’s and tomorrow’s aircraft carriers.

Currently, there are 10 NIMITZ-class aircraft carriers serving as the largest warships in the world, each designed for an approximately 50-year service life with just a single mid-life refueling. USS NIMITZ (CVN 68), USS DWIGHT D. EISENHOWER (CVN 69), USS CARL VINSON (CVN 70) and USS THEODORE ROOSEVELT (CVN 71) have all completed their Refueling Complex Overhauls (RCOH) at Newport News, VA., with USS ABRAHAM LINCOLN (CVN 72) having commenced RCOH in 2013. The next generation of aircraft carrier, the GERALD R. FORD-class (CVN 78) was ordered in September 2008 and is slated to be delivered in 2017 as the force structure replacement for USS ENTERPRISE (CVN 65). With the delivery of CVN 78, PEO Carriers will return to maintaining the Congressionally-mandated force of 11 carriers.

The upcoming year will be monumental for PEO Carriers and their stakeholders. Not only will the team complete the availability to modernize, refuel, and complete necessary maintenance on the USS ABRAHAM LINCOLN (CVN 72) that will carry her through the rest of her service life, the team will also start RCOH on the USS GEORGE WASHINGTON (CVN 73). Along with several planned incremental availabilities on carriers in service, the PEO Carriers Air/Ship Integration Team (A/SI) will continue leading the integration efforts of new aircraft and unmanned systems to the fleet throughout the year. Of note, the team will continue to lead F-35-Carriers integration ahead of the Joint Strike Fighter Operational Test period set to occur in FY18. The A/SI team will also ramp up integration efforts of the CMV-22B, the aircraft that will be replacing the C-2 for Carrier Onboard Delivery (COD) logistics missions and will continue the work on unmanned systems. The first Unmanned Aviation Warfare Center installation was recently completed on CVN 70, and the installation on CVN 69 will begin later this year. Additionally, the in-service team will complete the defueling of the CVN 65 - the Nation’s first nuclear powered aircraft carrier inactivation.

Continued on page 17
PMS 379 flourishes under the new Design for Affordability Program

by PEO Aircraft Carriers Public Affairs

Established in 2012, the PMS 379 program office is led by Program Manager, Captain Doug Oglesby and Deputy Program Manager, Mr. Eric Ryberg. Their team comprises three military and 22 civilian employees responsible for the design, construction, and delivery of the second and third ships of the GERALD R. FORD Class, the JOHN F. KENNEDY (CVN 79) and the ENTERPRISE (CVN 80). Although the relatively small team has only been established for 4 years, they’ve made a big mark in the defense acquisition world. Heralded by OSD AT&L’s Director of Defense Pricing as “one of the best teams in the Defense Department,” PMS 379, in conjunction with stakeholders in many departments including Contracts (NAVSEA 02), Naval Systems Engineering (NAVSEA 05), and Naval Reactors (NAVSEA 08), successfully negotiated and awarded the CVN 79 Detail Design and Construction (DD&C) contract in June of 2015. Through numerous producibility improvements and the incorporation of lessons learned from the lead ship of the class, the DD&C contract represents an 18 percent reduction in production man-hours from CVN 78. CVN 79 will be the numerical replacement for USS NIMITZ (CVN 68) and construction will uniquely employ a two-phase delivery strategy to maximize affordability. The ship will complete Phase I in June 2022 with full propulsion, safe-to-sail, and aircraft launch and recovery capability. Completion of the remaining systems, including the installation of combat systems and the Enterprise Air Surveillance Radar, will be accomplished in Phase II scheduled to complete by September 2024. This schedule is well aligned with the planned inactivation of CVN 68. As of December 2016, the ship is 25 percent complete; 786 of 1107 structural units are constructed, and 123 of 447 erectable units are in the dry dock. These units are being erected with a high degree of outfitting completeness (95%) and the team is well on their way to effectively driving affordability and building CVN 79 far more efficiently than the first ship of the class.

Not only has the team been focused on efficiencies building CVN 79, they’ve also ensured that CVN 80 is off to a positive start. The team is leading various efforts ranging from the development of funding requirements and budget profiles, issuance of Requests for Proposals (RFPs), evaluation of labor and material contract proposals, obtaining Government Funded Equipment (GFE) cost estimates, managing external interfaces, and ultimately managing the construction of the ship. Each step in that process is being done with an eye on affordability and cost control without reducing ship capability. Many affordability initiatives will be borne out of a newly implemented Design for Affordability (DFA) program, by which targeted Research, Development, Test and Evaluation (RDT&E) investment is used to identify and mature producibility improvements expected to yield procurement savings in current and future carrier construction. The PMS 379 team strives for affordability at every turn. Cost reductions must continue to ensure the long-term viability of the program. While the CVN 79 DD&C contract set the bar high, PEO Carriers is confident that CVN 80 will reach new heights in the continued drive for sustained affordability of the FORD Class.

Joseph P. Kennedy III signs the keel unit before the CVN 79 Keel Laying Ceremony

CVN 79 takes shape as construction continues to progress.

All Photo Credit: HII-NNS
PEO Carriers uses ONR’s “NavyManTech” Program to institute New Ship Building Concepts

by PEO Aircraft Carriers Public Affairs

One of the key elements driving affordability within the Program Executive Office (PEO) for Carriers is the important work being done in the Research and Development (R&D) arena led by PEO Carriers’ Chief Technology Officer, Mr. Eric Pitt.

“Over the last four years, we’ve been able to identify over 80 cost-reducing technology ideas and have turned those into 60 initiatives, with about 80% having been funded to date,” Pitt explained.

While PEO Carriers partners with various offices on R&D efforts, a stand out relationship has been established with the Office of Naval Research’s Manufacturing Technology Program, known as “Navy ManTech,” as well as with the sole builder of the U.S. Navy’s aircraft carriers, Huntington Ingalls Industries - Newport News Shipbuilding. Together, the team has identified several cost saving initiatives.

One initiative being implemented on the future John F. Kennedy, (CVN 79), is referred to as “Vertical Build,” where additional pre-outfitting strategies are being incorporated to provide the benefit of delivering four completed spaces to the Navy prior to a superlift erect. This change in the build strategy has been estimated to result in a cost savings of nearly $4M per hull.

Another significant initiative is the “High Deposition Sub Arc Welding” project. This effort is investigating the use of new, alternative high-productivity welding procedures. Exploring such innovative, commercial welding processes for use on Navy ships should lead to an increase in the production rate, while reducing cost. This particular initiative, which still meets Navy specifications and technical requirements, is especially well-timed with the shipbuilder’s welding technology refresh. For those who have ever experienced the massive amount of welding required in shipbuilding, let alone an aircraft carrier, it should be apparent that this initiative will prove to be extremely beneficial in increasing shipyard productivity.

Not all initiatives, however, are new construction based. The team has also been working on the “CVN 73 Reality Capture” project, which replaces the traditional in-service carriers shipcheck process with advanced laser scanning and design technologies to accurately develop engineering products with a 3D design environment. This new process led to $1.8M cost saving for its first use in the shipcheck evolution, not to mention the improved accuracy and post-shipcheck production capabilities. These examples not only reduce costs of follow-on ships of the FORD class, but also positively impact the price tag of other new ships during their construction and throughout their service lives. These initiatives provide affordability options to the in-service carrier fleet, and other existing platforms. To be sure, the partnership between PEO Carriers, Huntington Ingalls Industries-Newport News Shipbuilding, and Navy ManTech is a successful example of collaboration in the R&D arena to better support the mission of the PEO and the Navy in constructing and maintaining these national assets.
Additional traditional Asian female stereotypes include the idea that getting the job done without looking for specific recognition, stress strict respect for elders as well as a modest attitude, often just the metrics needed to measure progress towards achieving those goals.

She assessed her strengths and weaknesses and developed a plan to overcome her weaknesses. Phan says she knew a Senior Executive’s job required interpersonal and leadership skills, in-depth knowledge of the budgeting process, a thorough and comprehensive knowledge of how Congress, the President, and the Department (whether it is the DoD or Homeland Security) work together. It took more than 10 years to achieve her goal of becoming a Senior Executive for a major Acquisition program, but when accepting other jobs, she always kept her end goal in mind. As Executive Director, one of her key responsibilities is to help formulate strategic vision and goals for the PEO. Because she has spent her life focusing on formulating her own responsibilities is to help formulate strategic vision and goals for the PEO. Ms. Giao Phan is the Executive Director, Program Executive Office Aircraft Carriers (PEO (Carriers)) and has been a member of the Senior Executive Service since 2007. She has over 30 years of professional experience and has managed some of the largest programs in the DON and the Department of Homeland Security.

Born in Saigon, Vietnam, Phan fled South Vietnam in 1975 with her mother and seven siblings as North Vietnam was overtaking her homeland. Her father was an officer in the South Vietnamese Army at the time and stayed behind with his troops. For a brief time, Phan’s family was torn apart. Her mother brought her and her siblings to America where they waited to hear word from their father. Weeks later they finally received word their father had been safely airlifted out of Vietnam to a US Navy ship in the Pacific on the day of the surrender. Soon, the family was reunited and settled in Northern Virginia.

Both of Phan’s parents emphasized the importance of education and hard work as the keys to success. They worked many jobs to get the family on their feet and America began to become exactly what they were told it would be: the land of freedom and opportunity. As eight of the nine children in the family did, Phan worked hard to become an engineer. She graduated from Virginia Tech with a degree in Civil Engineering and went to work for a couple of years in the private sector in the nuclear power industry before entering the Federal Government as a GS-9 working airborne mine countermeasure acquisition engineering and program management. Looking back on the influences that have guided her career, Phan believes there are four important steps that have driven her toward success. They are: Setting Goals, Overcoming Stereotypes, Being Involved and Mentoring and Networking.

First: Setting Goals. Setting a goal means figuring out what the endpoint is. Phan’s ultimate career goal was to be in a Senior Executive position for a major acquisition program. She assessed her strengths and weaknesses and developed a plan to overcome her weaknesses. Phan says she knew a Senior Executive’s job required interpersonal and leadership skills, in-depth knowledge of the budgeting process, a thorough and comprehensive knowledge of how Congress, the President, and the Department (whether it is the DoD or Homeland Security) work together. It took more than 10 years to achieve her goal of becoming a Senior Executive for a major Acquisition program, but when accepting other jobs, she always kept her end goal in mind. As Executive Director, one of her key responsibilities is to help formulate strategic vision and goals for the PEO. Because she has spent her life focusing on formulating her own goals, she has been able to capably co-lead PEO Carriers in establishing both the goals that serve to guide the organization’s daily efforts and the metrics needed to measure progress towards achieving those goals.

Second: Overcoming Stereotypes. Traditional Asian cultures often stress strict respect for elders as well as a modest attitude, often just getting the job done without looking for specific recognition. Additional traditional Asian female stereotypes include the idea that women should be quiet and reserved, oftentimes staying in the background and not drawing attention to themselves. When she was navigating her own career, she felt she had to overcome these stereotypes to achieve her goals. Phan explains, “I want to encourage anyone that might be battling any type of stereotype, to keep pressing forward…no matter who you are and wherever you come from, always strive to be your best self. Don’t be afraid of hard work, don’t shy away from the challenges, and commit yourself to work excellence. Don’t let others define you, you define you. If you do all of these things, others will begin to seek you out from the crowd.” Her ability to look past things that appear to define a situation has been instrumental in sustaining the ability of a small cadre of very capable and talented professionals to positively shape the outcome of DoD’s highest acquisition efforts. The PEO Carriers workforce believes in themselves for this reason, and they have continued to perform at a remarkable level in the face of almost overwhelming challenges to their programs.

Third: Being Involved. She explains, “Always seek training and professional development opportunities to build and hone your skills but don’t overdo it so that your primary job suffers. Join and support volunteer organizational activities, special events, and high visibility opportunities. This is a great way to help ‘get your name & face out there,’ gain some exposure, and network up, down and across the organization. Don’t be afraid to make mistakes, everyone does, but take responsibility for the level of quality of your results and the effectiveness and impact of your work, especially if it’s off the mark, and fix it.” Every person in PEO Carriers workforce knows that if they can find an opportunity to expand their horizons through a rotational assignment that Phan will support them in that endeavor. Likewise, she encourages program leaders to offer rotational assignments to personnel from across the Navy’s acquisition workforce. By doing so, she has nurtured an environment that embraces new ideas and diversity, and grows stronger each day because of that diversity.

Finally, last but certainly not least, Mentoring and Networking are essential when it comes to advancing in the workplace. “I’ve always had a mentor,” explained Phan, “my mentors offered me tremendous career insight, recommendations and perspectives that helped me to continue to move forward in my career. Now, as an SES, I try to carve out time on my schedule to mentor others in the hopes that I can impact their career development as my mentors have done for me.” Over the past several years, Phan has championed and personally led “speed mentoring” sessions for not only the PEO Carriers workforce but also for NAVSEA and other commands at the Washington Navy Yard. Every program leader understands and fully believes in the value of mentoring and being mentored. The exceptional productivity and success of PEO Carriers can be attributed, in large part, to the environment where leaders share their knowledge and experience and truly believe in “growing their own relief.”
Marine Corps Systems Command selects Mr. William S. Williford III as their new Executive Director

Mr. Williford was named Executive Director, Marine Corps Systems Command, in December 2016. In this position, he serves as the senior civilian official responsible for leading and directing daily business operations for the Command.

Prior to reporting to Marine Corps Systems Command, Mr. Williford served as the Director, Integrated Warfare Systems Engineering responsible for oversight of $10 billion annually of Command, Control, Communications, Computers, Combat Systems, and Intelligence systems (C5I) research, development, delivery, certification for deployment, and life cycle support for the United States Navy ships. In that capacity, he was the Deputy Warranted Technical and Certification Authority for Navy Integrated Warfare Capability.

Mr. Williford’s previous Senior Executive assignment was the Director, Integrated Combat Systems, Program Executive Office, Integrated Warfare Systems responsible for systems engineering to develop world class integrated Combat Systems for the United States Navy. In this assignment, he was responsible for Surface Ship and Submarine Combat Systems including Aegis for Destroyers/ Cruisers, and Ship Self Defense System for Carriers and Amphibious Ships. In addition, he was responsible for combat systems that included Total Ship Computing Environment for DDG 1000, the Littoral Combat Ship, and a multitude of sensors, electronic warfare systems, missiles, guns, ammunition, launch systems, and countermeasures encompassing 150+ programs with annual budget authority of $6.4 billion.

Mr. Williford was appointed to the Senior Executive Service in March 2012. He has 30 years of service with the Department of Defense on active duty, with industry and as a Federal Civilian. Previous assignments include Executive Director, Joint Program Executive Office, Integrated Air and Missile Defense; Director, Enterprise Management, Joint Program Executive Office, Integrated Air and Missile Defense; and Director, Acquisition Management, Joint Program Executive Office, Single Integrated Air Picture with the responsibility of developing a Joint Integrated Fire Control solution with the Services and Missile Defense Agency and the stand-up of the first Multi-Service Systems Engineering Team in the Department of Defense. Mr. Williford’s most recent recognition is the Navy Meritorious Civilian Service Award.

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Naval Sea Systems Command selects new Executive Director, Jim Smerchansky

Mr. James Smerchansky was appointed to the Senior Executive Service in August 2006 and is currently the Executive Director of the Naval Sea Systems Command (NAVSEA). As NAVSEA’s senior civilian, Mr. Smerchansky leads and directs daily business operations for a command comprised of more than 72,000 military and civilian personnel responsible for the technical authority, development, acquisition, and lifecycle support of U.S. Navy Ships and Integrated Warfare Systems. Mr. Smerchansky’s duties also include development and execution of NAVSEA’s long-term strategies business strategies.

Prior to coming to NAVSEA, Mr. Smerchansky served as Executive Director, Marine Corps Systems Command from 2014 to 2016. In this position, he served as the senior civilian official responsible for leading and directing daily business operations for the command.

From 2009-2014, Mr. Smerchansky served as Chief Engineer of the Marine Corps and Deputy Commander, Systems Engineering, Interoperability, Architectures and Technology leading Marine Air Ground Task Force systems engineering and integration efforts and ensuring Marine Corps systems interoperate with coalition and Joint Forces.

Prior to reporting to Marine Corps Systems Command, Mr. Smerchansky served as the Director for Above Water Sensors and the Director of Technology Development and Transition in Program Executive Officer, Integrated Warfare Systems.

Mr. Smerchansky began his career at the Naval Sea Combat Systems Engineering Station in Norfolk, Va., as an in-service engineer on Submarine Combat Systems. In 1989, he transferred to NAVSEA where he held various engineering and program management positions. From 2002 - 2004, Mr. Smerchansky was the science and technology advisor to the Commander, U.S. Pacific Fleet in Pearl Harbor, Hawaii, where he assisted and advised the Commander in the identification of technologies having a critical impact on combat readiness.

Upon returning to Washington, D.C., in 2004, Mr. Smerchansky became the Deputy Executive Director for Undersea Technology at the Naval Sea Systems Command. He was responsible for identifying opportunities to merge evolving technologies into the development of ongoing or planned programs, and to assess and implement initiatives for applications of technological innovations into existing fleet operational platforms.

Mr. Smerchansky holds a Bachelor of Engineering Degree in Electrical Engineering from Youngstown State University and a Masters in Engineering Management from Old Dominion University.

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Putting Diversity Awareness Plan into Action

by Natalie Dunbar, DACM Staff

The DACM office is the focal point in Department of the Navy (DON) for the management, development and sustainment of the Acquisition Workforce (AWF) and is the direct advisor to ASN (RD &A) on all matters pertaining to the education, training, and career development of the AWF. I am pleased that leadership in the Director, Acquisition Career Management (DACM) office not only “talks the talk,” but also “walks the walk” when it comes to diversity initiatives. It is great to see that DACM leadership ensures initiatives are enacted in-house. This helps us understand the extra effort necessary for AWF members to participate in activities such as ASN (RD &A) All-hands, Annual Block Training and Diversity events. It may seem to intrude on an employee’s workload, however the impact of involvement in such events greatly improves members’ knowledge, vigilance, teamwork and dedication to service and excellence.

The DACM office staff serve a DON AWF of approximately 60,000 members. Our workload is pretty robust and demanding, however we recently participated in a diversity event. We took a strategic pause to tour the National Museum of African American History and Culture (NMAAH&C) in downtown Washington, DC.

The purpose of this event was to gain a better appreciation of the richness and diversity of the African American experience, and to explore what it meant to our lives. Additionally, this event was to better enable us to understand why diversity is so important and to support our ongoing efforts to become better team members by viewing the museum exhibits from the perspectives of being a member of the African American culture.

I spent the majority of my time viewing the History Galleries. I started on C3: Slavery and Freedom (1400-1877), and moved through C2: Defending Freedom, Defining Freedom: The Era of Segregation (1876-1968) to C1: A Changing America (1968 and beyond). I’m African American so my plan was to view the exhibits through the lens of another culture. However, after taking a massive 40-50 person elevator down to the bottom floor and upon the door opening to a small and already crowded space designed to simulate being in the bowels of a slave ship, I found that impossible. After viewing and listening to piped-in music and oral historical narratives of the horrible shipboard condition, I could not help but wonder could I have been one of the lucky ones to survive the trip from my home of origin, wherever that may have been, only to live a life in captivity, working from dawn-to-dusk, day-after-day? I was immediately on sensory overload and came close to tears several times thinking about the stamina, courage and resilience my forefathers endured to make my life possible. As I walked from Slavery and Freedom to the other exhibits I kept being bombarded with a kaleidoscope of memories. I could not help but remember squandering precious opportunities to receive oral history lessons from my maternal-great-great-grandmother concerning the life of her mother who was a slave. The city of Lakeland, FL’s Historical Society has photos of Grammy Graham on her porch in 1937 at the age of 108. The homes on display in the museum reminded me of her house in the picture and my maternal-great-great-grandmother. A lot of the memorabilia from the Jim Crow era exhibits reminded me of early childhood. I grew up in the segregated south of Wilmington, NC. The items flooded my memories; signs distinguishing separate drinking fountains, bathrooms and “Colors” sign signifying where to sit on bus or train. Over the years until my museum visit, I had not thought much about those events. As an adult I understand now why when we traveled anywhere especially in the south from North Carolina to Florida, my dad never wanted to stop. When we did stop it was very quick. Once he finished pumping gas, you had to be in the car. We never ate at any of the roadside restaurants. My mother always packed a boxed meal, which usually was fried chicken, a slice of white bread, Wise potato chips and a can of Pepsi. As my visit to the museum was rapidly coming to a close, I tried to speed up, but as I met co-workers on their own journeys through the exhibits and found that their trip had been as slow as mine, I decided to just see as much as I could until it was time to go.

I felt energized and excited about my museum experience, walking up each level from “Slavery and Freedom” to “A Changing America,” from hopelessness to infinite possibilities, I left the museum wanting to be a “Game Changer” as some of the African American athletes exhibited on level L3: Community Galleries, Sports: Leveling the Playing Field. I looked forward to sharing my tour sentiments, and perspective with DACM leadership and my peers.

Afterwards, we assembled as a group to discuss our cultural perspectives and to ascertain lessons learned to improve upon future events. We reflected on the trip at a staff roundtable, and later in small group and one-on-one discussions. I feel our office diversity event at the museum was an enormous success. In our group discussions, we talked about everything from the museum’s architectural design and the significance of its exterior ironwork, the building’s site location and observation overview of the city. We discussed items on exhibit such as the slave cabin, civil rights lunch counter, Ku Klux Klan robe and belt, segregated railroad car, skin whitener, art, music, singers, civil rights activist, and athletes. All of our discussion left me thinking and feeling that everyone gained a better perspective of another culture by viewing history and truly understood the significance of the museum.
A Fond Farewell

This year the DACM office said goodbye to one of its longest serving team members, Ms. Jean Szutenbach.

Jean provided outstanding support to the Department of the Navy (DON), the 60,000 members of the DON Acquisition Workforce (AWF) and most importantly, our men and women in uniform for the last 26 years. The support she provided the Office of the Director, Acquisition Career Management (DACM) and all previous DACMs, as both a government employee and contractor support, has been phenomenal.

As a resident expert, she assisted Congressional staffers in the development of the Defense Acquisition Workforce Improvement Act (DAWIA) that serves as the bedrock for how we develop and manage the AWF. Additionally, she expertly helped create the DAWIA policies and programs that were implemented within the DON.

Her experience leading personnel and career management programs for the DON has ensured an AWF that is well trained and can be relied upon to deliver the products and services that our warfighters deserve. Her competence, selfless dedication and outstanding professionalism are deeply appreciated.

On behalf of all your DACM teammates and the DON Acquisition Workforce, we thank you for a job extremely well done and congratulations on your retirement.

We all wish you “fair winds and following seas!”

MCSC Marine supports 58th presidential inauguration

MARINE CORPS BASE QUANTICO, Va — On Jan. 20, Master Sgt. Alex Barros was in a unique position. As a member of Joint Task Force-National Capital Region, assembled to support the 58th Presidential Inauguration, Barros was one of the first people to see the president-elect enter the White House for the first time as President of the United States.

“The inauguration of the most powerful man in the world only happens every four years, and to be part of it—to be part of history—is really a privilege,” Barros said.

Barros is a project officer in Marine Corps Systems Command’s Expeditionary Power Systems, and was selected to serve as White House activities officer for the JTF in October. He is one of more than 800 members from across the military services responsible for ensuring Inauguration Day events went smoothly.

As activities officer, Barros is part of a two-person team that works for the White House Ceremonies and Special Events Office. Most of their work took place behind the scenes, coordinating the joint color guard and musical units, as well as the 40-member cordon that rendered honors to the new president as he headed to the reviewing stand. Barros’ team ensured all the ceremonial troops had transportation, food and anything else they needed on Inauguration Day.

“We [were] in the background with radios, coordinating movements, but we [were] there,” Barros said. “My day [started] at 5 a.m., and we [didn’t] shut down until the parade [was] over that evening.”

Leading up to the big day, Barros said there were numerous meetings to ensure all the teams—from those in charge of the
LCS delivers high velocity learning

by Alan Baribeau, Naval Sea Systems Command

The Littoral Combat Ship (LCS) program didn't get to the point of executing eight trials in six months by accident. Earlier this year, Chief of Naval Operations (CNO) Adm. John Richardson mandated accelerated learning as one of four essential parts to the Navy’s “Design for Maintaining Maritime Superiority” initiative. While many Navy commands continue to learn about this initiative, LCS program manager, Capt. Tom Anderson (PMS 501), responded to calls for increased naval power utilizing high velocity learning, and in turn, delivering ships to the fleet at a rapid pace.

“Some programs do [shipbuilding] trials once every four to five years, but over the past summer PMS 501 has been doing them once every four to five weeks,” said Anderson. “Aligning to the CNO’s direction, this compels us to expand and optimize our knowledge base so I can maximize the program’s efficiency.”

According to Richardson, such efficiency is necessary to optimize the Navy’s intellectual capital, which in turn maximizes effectiveness. It is also one of his objectives toward the Navy realizing high velocity learning.

High velocity learning, according to Dr. Steven Spear’s book “The High-Velocity Edge,” includes the use of four capabilities. See: Detect problems immediately. Swarm: Apply resources and solve problems to learn and build new knowledge. Share: Share new knowledge throughout the organization. Sustain: Embed new knowledge into our processes to continuously improve the performance of our work.

“The high velocity learning piece is a key component of learning. It’s not just learning, it’s learning faster than we’re learning today, so we can solve the problems we have faster, so we can go on to the next problem,” said NAVSEA Commander Vice Adm. Tom Moore. “That’s how you’re going to expand this advantage.”

Learning faster for the LCS program requires Anderson to apply each of Spear’s four capabilities.

See & Swarm: Seeing problems & applying resources to solve problems

Large displacement shipbuilding programs have production cycles up to five years. LCS production started at a rate of one ship approximately every two or three years as the shipbuilders ramped up production. Now, the builders for both ship variants are operating at six-month centers and delivering four ships per year. This means that during the course of a year, a single program office has to conduct four builder’s trials, four acceptance trials and four final contract trials. This is in addition to Full Ship Shock Trials (FSST) on two LCS variants this past summer, which validated the operational survivability of new construction ships after exposure to underwater shock.

The sheer volume of trials in a single year has required the LCS team to be creative and leverage Navy expertise across the NAVSEA enterprise to accomplish the task.

“We’re doing this by utilizing experts from Carderock, Philadelphia, Dahlgren, Bath, Gulf Coast, as well as NAVSEA’s engineering directorate in the trials and “swarming” multiple organizations to participate in the events that are designed to identify any open deficiencies. With first-hand knowledge of the shipboard situation, the cycle time from identification to resolution is shortened.” said Anderson.

Share: Sharing and sustaining the knowledge base

As the program manager, Anderson leverages his core group of engineers and specialists familiar with the LCS variants by bringing others under instruction into the testing process and cultivating them to become subject matter experts, especially with FSST.

“In the case of FSST, we realized two things: One, we were re-establishing the Navy’s proficiency in planning and execution of FSSTs, with the last shock trials being conducted in 2008 aboard USS Mesa Verde (LPD 19). Two, other shipbuilding programs would have a similar, steep learning curve, which impacts time and cost, if we didn’t capture and share our lessons learned,” said Anderson.

In addition to FSST, the rapid acceleration in ship completions has compelled the program office to build and expand its own infrastructure to support the ship tests. The spillover benefit is that individuals who will support the ships in service are being brought into new construction trials, allowing for experience under the tutelage of those who designed and built the ships.

“With both new construction and in-service program offices co-located under the same program executive office, there is near real-time sharing of information on
in-service issues being experienced and new construction improvements being tested,” Anderson said.

High velocity learning, according to Dr. Steven Spear’s book “The High-Velocity Edge,” includes the use of four capabilities. See: Detect problems immediately. Swarm: Apply resources and solve problems to learn and build new knowledge. Share: Share new knowledge throughout the organization. Sustain: Embed new knowledge into our processes to continuously improve the performance of our work.

Sustain: Embedding new knowledge
& continuously improving performance

For LCS, avoiding the status quo is essential to improving performance. Anderson cites the shipboard trials process as a prime example.

“Earlier, we were performing longer duration trials, and as a result, we were basically burning people out because there wasn’t enough support facilities onboard for such a large group of testers,” said Anderson, commenting on the expansion of the standard crew size of 98 to 200 during trials.

“Now we’ve transitioned from 3- to 4-day trials to more, shorter duration trials, which allow us to bring the appropriate number of personnel to execute the required tests without overloading facilities. We also have brought berthing/habitability modules with us to reduce the need for hot-racking. This has avoided burnout while broadening our base of knowledgeable personnel.”

Understanding personnel requirements is also important, especially for a ship that is only 388 or 422 feet in length. “Our cumulative experience with testing the variants enables us to reduce our personnel footprint as we go out to sea without compromising the right people to perform the tasks at hand,” said Anderson.

Anderson added having the right callback capability is also imperative.

“When the issues you didn’t plan for inevitably arise, it’s important to have the ability to quickly get the right resources to help you through those problems,” he said. “Now we have contingency plans in place with our industry partners to support us from shore with technical, logistic and service support as needed when we are trialing.”

“There’s been a lot of work to bring the entire enterprise to get smart on the ships so we have the bandwidth to execute at this operational tempo,” said Anderson.

“We’ve educated a large body of folks on what LCS is about and how it works, and they can take that to the fleet to help maintain, deploy and support the ships.

**ACQUISITION LEADERSHIP CHANGES**

Welcome Aboard!

**ACAT I PMs:**

CAPT Jonathan Garcia (IWS 6.0) Cooperative Engagement Capability (CEC)

CAPT Brian Metcalf (PMS 317) San Antonio Class Amphibious Transport Dock Ship (CATDS)

CAPT Laura Schuessler (PMA 272) Integrated Defensive Electronic Countermeasures System ALQ-214
**From the DACM’s Desk**

**Why Do You Do What You Do?**

Why did you come to work today? Was it because you didn’t have anything better to do? Was it because it is your routine? Was it because you needed the money? While all of these may be somewhat true, there should be a deeper reason why you come to work. As noted by Ms. Stiller and VADM Johnson in our DON AWF Strategic Plan, “There is not a more noble mission than to support the men and women who are protecting and serving our nation.” Our mission demands our professional and technical excellence at all times.

Starting with “Why” will help us understand the importance of our work. I recently read “The Truck That Saved My Life! Lessons Learned From The MRAP Vehicle Program.” I was struck by the following, “Throughout the program, everyone was painfully aware that delays would cost lives. About March 2007 Barry Dillon passed around a picture of an early MRAP truck that had been totally destroyed by an IED. Everyone was crushed…until Dillon added that every person inside the MRAP had walked away. The program was largely driven by the emotional attachment of those involved. Everyone saw pieces of destroyed MRAP vehicles signed by those they had saved: ‘This truck saved my life!’ This kind of personal involvement was extremely unusual in defense.”

I urge you to get connected to your product and the people you serve. Simon Sinek has a wonderful TED Talk on how great leaders inspire action. If you have not seen it, I highly encourage you to watch it, [https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action](https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action)

> “If you hire people just because they can do a job, they’ll work for your money. But if you hire people who believe what you believe, they’ll work for you with blood and sweat and tears.” — Simon Sinek

I have a dream that one day this nation will rise up and live out the true meaning of its creed: “We hold these truths to be self-evident, that all men are created equal.” I recently read “The Truck That Saved My Life! Lessons Learned From The MRAP Vehicle Program.” I was struck by the following, “Throughout the program, everyone was painfully aware that delays would cost lives. About March 2007 Barry Dillon passed around a picture of an early MRAP truck that had been totally destroyed by an IED. Everyone was crushed…until Dillon added that every person inside the MRAP had walked away. The program was largely driven by the emotional attachment of those involved. Everyone saw pieces of destroyed MRAP vehicles signed by those they had saved: ‘This truck saved my life!’ This kind of personal involvement was extremely unusual in defense.”

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> “If you hire people just because they can do a job, they’ll work for your money. But if you hire people who believe what you believe, they’ll work for you with blood and sweat and tears.” — Simon Sinek

“**Human Family**

I note the obvious differences in the human family.

Some of us are serious, some thrive on comedy.

Some declare their lives are lived as true profundity, and others claim they really live the real reality.

The variety of our skin tones can confuse, bemuse, delight, brown and pink and beige and purple, tan and blue and white.

I’ve sailed upon the seven seas and stopped in every land, I’ve seen the wonders of the world not yet one common man.

I know ten thousand women called Jane and Mary Jane, but I’ve not seen any two who really were the same.

**Why does diversity and inclusion make a difference?** Because we are all Americans and,

“We are more alike, my friends, than we are unalike.” — Maya Angelou

Mirrors twins are different although their features jibe, and lovers think quite different thoughts while lying side by side.

We love and lose in China, we weep on England’s moors, and laugh and moan in Guinea, and thrive on Spanish shores.

We seek success in Finland, are born and die in Maine. In minor ways we differ, in major we’re the same.

I note the obvious differences between each sort and type, but we are more alike, my friends, than we are unalike.

We are more alike, my friends, than we are unalike.

We are more alike, my friends, than we are unalike.

[https://youtu.be/iab5VU6s83Y](https://youtu.be/iab5VU6s83Y)

There are also a couple of features in this month’s issue about diversity from the personal perspective of the DACM office’s Natalie Dunbar, Mr. Elliot Branch, DASN (A&P) and Gaio Phan, ED PEO (Carriers).
SHARE YOUR EXPERIENCE

by Elliott Branch, DASN A&P

During my career, the Navy has given me great opportunities to lead, manage and mentor across the Department, especially in the acquisition workforce. People I mentor often ask me what they need to do to have a successful career in Navy Acquisition. I tell them that while technical skills are important, there comes a time when the successful candidate for a particular job is the “best fit.” As we progress in our careers to more senior levels, we find our colleagues share many of the same professional experiences — advanced degrees, training at DAU and progressively more responsible work.

The more senior we are, the less technical competence becomes a distinguishing factor relative to our peers. This is where the concept of best fit comes in. Best fit means that of potential, equally-qualified candidates for a job from a technical perspective, there may be one or more candidates who have demonstrated a set of leadership skills or abilities that will enhance the candidate’s ability to perform. As an example, members of the Senior Executive Service must be technically qualified for the jobs they hold and they must also be competent in Executive Core Qualifications: Leading People; Leading Change; Business Acumen; Results-Oriented; and Building Coalitions. I’ll save the discussion for Executive Core Qualifications for a later time. Today, I’d like to share with you the six attributes I believe underlay the Executive Core Qualifications. I believe if you develop these six attributes, you’ll be more competitive for any position in the Department.

So what are the six attributes? Intellectual Curiosity, Critical Thinking, Mental Toughness, Flexibility, a Bias for Completion, and Imagination.

Intellectual curiosity: The Department of the Navy is a highly complex organization that does highly complex things. The Department’s success is based not only on the mastery of those highly complex things, but in an understanding of how they fit together. It’s not enough for you to have an intimate understanding of your field; you need to know how your contribution fits into the larger whole. That means having an interest in how the whole works and sometimes, that means getting out of your intellectual comfort zone. Moreover, the relationship of your field to the whole changes. Just consider how technology has changed the way you do your job in the last ten years. The mind is just like a muscle: it only gets stronger with use.

Critical thinking: I define critical thinking as a continuous quest to answer the following two questions: how does something work and what does something mean. Everything we do in the Department of the Navy has a context, whether that context is protecting freedom of the seas; preparing to deter conflict or if necessary, to fight at sea and win; or protect the taxpayer’s interests. Critical thinking means that we understand what actions to take, why we take them and why it matters.

Mental toughness: The jobs we do in acquisition are hard. Sometimes they take a long time. Progress is rarely either linear or easy. Mental toughness is the commitment to coming back day after day and using critical thinking to struggle with important questions and issues until we have developed the best possible solution.

Flexibility: At their essence physical and mental flexibility refer to the same thing — range of motion. Physical flexibility means a range of motion across ligaments and joints. Mental flexibility refers to a range of motion across situations involving people, places and events. Sometimes you may be the leader in the room, sometimes you may

Branch . . . Continued on page 19
NSWC Port Hueneme identifies cost efficient method to integrate Navy weapon capabilities

by Nichole Susanka, NSWC Port Hueneme Public Affairs and Congressional Affairs Office

Naval Surface Warfare Center, Port Hueneme Division (NSWC PHD) is researching the use of open architecture systems to integrate disparate combat weapon systems in an effort to quickly transfer increased capabilities to the fleet at a fraction of the cost. The requirement to rapidly prototype technology and transition new capabilities is a major thrust not only for the Navy but also the DoD, as stipulated by the Chief of Naval Operations’ Navigation Plan and DoD Better Buying Power initiatives. Federal agencies outside the DoD are also pursuing similar requirements, wanting to deliver more with less, which is why the Department of Energy (DoE) created a software program known as Raptor, a government-owned and maintained system that allows users to create plug-ins with additional capabilities.

Inspired by the DoE, Brian Hill, Asymmetric Warfare lead at NSWC PHD, believed the same architecture could be employed by the Navy. Using Raptor plug-ins, he and other PHD researchers integrated commercial-off-the-shelf sensors to reveal an unknown capability that was able to detect, identify, and classify a variety of maritime threats, including surface threats, periscopes, and small unmanned aerial vehicles. Because existing Raptor plug-ins were used, no integration costs were incurred.

“The uniqueness of this project is not only the immediate recognition of its potential to solve a fleet-identified gap,” said NSWC PHD’s Chief Technology Officer Kurt Schultz, “but also in how fast the capability could be deployed to fleet units as either a stand-alone or integrated capability.”

To further identify its multi-use potential, NSWC PHD is partnering with Naval Air Warfare Center Weapons Division (NAWCWD) Point Mugu to determine if existing passive electro-optics and infrared capabilities could be combined with signals intelligence systems aboard a surface vessel—all using existing Raptor plug-ins.

Lynne Clarke, Joint Electronic Attack and Compatibility Office director at NAWCWD, first learned of the software in 2010 and believed it could be used in addressing mission planning obstacles experienced by operational forces.

“We heard loud and clear from the operational forces that they needed to be able to do their planning and execution all in one interface,” she said. “Raptor was the clear technology to provide what the Marine Corps needed due to the fact that it’s government-owned, enables rapid integration of new capabilities, and allow us to take advantage of other government investments.”

The plan is to continue research throughout fiscal 2017 to demonstrate a complete passive detect-to-engage system on an asea platform, and further demonstrate the suitability of Raptor as an extensible architecture for Navy use.

The potential for cost savings is unlimited, depending on how widely adopted Raptor becomes throughout the DoN. According to Hill, using the open architecture platform to integrate disparate systems immensely benefits the warfighter, and is merely scratching the surface of its full potential.

“Fusing electro-optics and infrared capabilities with signal intelligence is really just the tip of the iceberg when it comes to demonstrating what could be done with Raptor,” he said. “The Air Force, Marines, Navy, and a variety of other agencies within and outside the DoD are utilizing it already, and the more it’s briefed the more traction it seems to get.”

“I am a major proponent of using existing, mature, government-owned solutions, as are others throughout the Navy enterprise,” Hill added. “The biggest challenge is raising awareness of its existence.”

NSWC PHD is a field activity of Naval Sea Systems Command and provides the global United States Navy fleet with integration, test and evaluation, life-cycle logistics, and in-service engineering for today’s and tomorrow’s warfare systems. Located at Naval Base Ventura County, Calif., NSWC PHD employs more than 2,000 personnel.

Similar to Android, Raptor utilizes a plug-in architecture, as depicted in the above graphic. Utilizing plug-ins allows for rapid expansion of capabilities, efficient re-utilization of existing developments, and integrated efforts within and outside DoD, resulting in faster and more cost effective capabilities delivered to the Warfighter.
Navy Understanding Industry Course at the Darden School of Business

by Dennis Heeren and Noam Oz

Navy DACM office hosted its first Navy Understanding Industry Course (NUIC) held at the Darden School of Business, September 11-23, 2016. The class was attended by 50 outstanding Navy/Marine Corps Acquisition Work Force students from Marine Corps Systems Command (MARCORSYSCOM), Naval Air Systems Command (NAVAIRSYSCOM), Naval Sea Systems Command (NAVSEASYSCOM), Space and Naval Warfare Systems Command (SPAWAR), and Strategic Systems Programs (SSP).

The intent of the course was to deliver a concentrated business curriculum to enhance the student’s awareness of industry vitality (structure and strategy), financial metrics, corporate culture, decision-making drivers and processes, and collaboration and business management techniques to improve their ability to interact with corporations as the students execute their DOD programs.

The course’s design provided students with education and training in current and cutting-edge business practices sufficient to allow them to recognize business risks and opportunities and to anticipate potential changes in the business world and, ultimately, coordinate and implement anticipatory responses. The curriculum’s 2-week time period permitted this program, to be rigorous and provide students a comprehensive education, which captures the core competencies of a full MBA curriculum.

In short, the students upon completion should be equipped to understand the broad assessment, evaluation and decision-making skills required in American business today. This course also maximizes the academic gain. It’s Navy DACM’s intent that a dedicated learning environment, one which preempts outside influences and serves to focus the students on learning similar to seminar or Executive MBA programs offered in the commercial sector, be provided.

Participants for this course were AWF O-5/6 officers and GS-13/14/15 (or equivalent) civilians in Program Management Contracting, Engineering, Logistics, and Financial Management (Cost Estimating) & Business Financial Management.

Upon graduation, 80 Continuing Education Credits were earned by each student as well as receiving a custom course certificate and class photo in a portfolio. They will also receive a letter of certification of Certified Educational Units and Certified Professional Education Units (CEUs/CPEs) awarded for attending the course.

The next course offerings are scheduled for: 19 February 2017 - 3 March 2017 and 30 July 2017 - 11 August 2017.

The new course name will be: Darden School of Business: Insight into Industry Management Course (IIMC). This course will fulfill the requirements of ACQ 315 Understanding Industry (Business Acumen). Registration requires the following: 1) First Line supervisor approval, 2) Commitment for the 2 weeks of the class, no leave will be authorized, 3) Current DAWIA Certification.

There will be 52 seats in each offering. Tuition, lodging, and meals are paid for by the Navy DACM Office. Travel is paid for by the student’s
The 2016 Sarkis Tatigian Award is presented to Fleet Logistics Center, Norfolk, Naval Supply Systems Command.

The 2016 Secretary’s Cup Award is presented to Naval Supply Systems Command.

The 2016 Oreta B. Stinson Small Business Advocate Award is presented to Mr. Evan Littig, Deputy Program Manager, Surface Ship Modernization Program Office, Naval Sea Systems Command.

The 2016 Small Business Team Award is presented to Multiple Award Contract-Multi Option (MAC-MO) Acquisition Team, Surface Ship Modernization Program Office, Naval Sea Systems Command.

The 2016 Oreta B. Stinson Small Business Advocate Award is presented to Ms. Holli Galletti, Deputy Program Manager, H-60 Program Office, PEO Air Anti-Submarine Warfare, Assault and Special Missions Programs.

The 2016 Navy Competition Excellence Acquisition Team of the Year Award is presented to the LHA-8 Affordability Team, Amphibious Warfare Program Office, PEO (Ships).
The recipient of the 2016 Rear Admiral Wayne E. Meyer Memorial Award is Mr. Michael Gutermuth, Director, Shipbuilding Contracts Division, Naval Sea Systems Command.

The 2016 Acquisition Field Activity Award is presented to Supervisor of Shipbuilding Gulf Coast, Naval Sea Systems Command.

The 2016 Dr. Al Somoroff Acquisition Award is presented to the E-2/C-2 Airborne Tactical Data System Program Office (PMA 231), PEO Tactical Aircraft Programs.

The 2016 Ron Kiss Maritime Technology Transition Award is presented to the Family of Field Medical Team, Marine Corps Systems Command.

The 2016 Department of the Navy Acquisition Professional of the Year Award is presented to Ms. Carrie Bender, Contracts Department Head, Naval Undersea Warfare Center Division, Keyport, Naval Sea Systems Command.

The 2016 Department of the Navy Program Manager of the Year Award is presented to CAPT Michael Ladner, Program Manager, Surface Ship Weapons, PEO Integrated Warfare Systems.

The 2016 Innovation Excellence Acquisition Team of the Year is the Model-Based Systems Engineering Team, Undersea Integration Program Office, PEO Command, Control, Communications, Computers and Intelligence.
The 2016 USD (AT&L) Workforce Development (Small Organization), Silver Award was presented to Airborne Anti-Submarine Systems Engineering Division, Naval Air Warfare Center-Aircraft Division-4.5.15. Receiving the award were (l to r) Luis Fortuño, Director, Airborne Anti-Submarine Warfare Systems Engineering Division, Dr. Mary Eileen Farrell, Karen Frech, John Joseph.

The 2016 USD (AT&L) Individual Achievement Award for Financial Management was presented to Ms. Denise Mallett by the Honorable Frank Kendall, Undersecretary of Defense for Acquisition, Technology and Logistics, far left, the Honorable Robert O. Work, Deputy Secretary of Defense, and Gen Paul J. Selva, Vice Chairman of the Joint Chiefs of Staff, far right.

The 2016 USD (AT&L) Individual Achievement Award for Production Quality & Manufacturing was presented to CAPT Joseph M. Tuite by the Hon. Frank Kendall, Undersecretary of Defense for Acquisition, Technology and Logistics, far left, the Hon. Robert O. Work, Deputy Secretary of Defense, and Gen Paul J. Selva, Vice Chairman of the Joint Chiefs of Staff, far right.

The 2016 USD (AT&L) Chairman’s Award was presented to CAPT John Bailey by the Honorable Frank Kendall, Undersecretary of Defense for Acquisition, Technology and Logistics, far left, Gen Paul J. Selva, Vice Chairman of the Joint Chiefs of Staff, center right and the Honorable Robert O. Work, Deputy Secretary of Defense, far right.

The 2016 Packard Award was presented to Next Generation Jammer Increment (NGJ INC 1) Team PMA 234 by Mr. Bob Work, Deputy Secretary of Defense, (far left) and the Honorable Frank Kendall, Undersecretary of Defense for Acquisition, Technology and Logistics (far right). Accepting the award was (l to r) Thomas D. Ball, Joanne M. Heilmeier, Louis J. Kollar, CAPT John W. Bailey, PMA 234 Program Manager, Karen L. Caffery and Kyle W. Richmond.

The 2016 USD (AT&L) Workforce Development (Small Organization), Silver Award was presented to Airborne Anti-Submarine Systems Engineering Division, Naval Air Warfare Center-Aircraft Division-4.5.15. Receiving the award were (l to r) Luis Fortuño, Director, Airborne Anti-Submarine Warfare Systems Engineering Division, Dr. Mary Eileen Farrell, Karen Frech, John Joseph.

The 2016 Should Cost and Innovation Award was presented to Joint Program Office, Joint Light Tactical Vehicles (JPO JLTV) by Mr. Bob Work, Deputy Secretary of Defense, (far left) and the Honorable Frank Kendall, Undersecretary of Defense for AT&L (far right) Accepting the award was (l to r) Daniel Germony (Cost Team), Michelle Scott (USMC Finance Lead), Andrew Rodgers (PM LTV, USMC), Michael Sprang (Joint DPM), Shatell Edwards (Cost Lead) and Scott Davis (PEO CS/CSS).
While the in-service team ensures that the fleet is successfully supported and new aircraft integrated, the CVN 78 team will deliver the first new aircraft carrier design in 40 years. With the exception of the hull, the Ford class is a total redesign of the Nimitz class, incorporating advances in technology such as a new reactor plant, propulsion system, electric plant, electromagnetic catapults, advanced arresting gear, machinery control, and integrated warfare systems. The class also brings improved warfighting capability, quality-of-life improvements for our sailors, and reduced life-cycle costs. Once delivered, CVN 78 will transition to the in-service team’s portfolio to manage.

Finally, the Future Carrier program office will continue construction and planning for the follow on ships, CVN 79 and CVN 80, with a plan to award the Detailed Design & Construction Contract (DD&C) for the CVN 80. Surpassing each of these milestones will be challenging in the upcoming year but the right team is in place to get the job done.

Darden School . . . Continued from page 13
command. Defense Acquisition Workforce Development Funds (DAWDF) are authorized to pay for travel.

Noam O’z (NAVSEA 05V3; NAVSEA Commanders Executive Fellows Program) was a student in the September class. These are his words about his experience at Darden: Program Managers, “NAVSEA, contract specialists, logisticians, SPAWAR, engineers, Marine Corps, NAVAIR and business-financial managers. This isn’t a random list; it’s the eclectic composition of the Navy Understanding Industry Course. Oh, did I mention it’s taught at Darden School of Business (University of Virginia)-one of the top business schools in the world? Unlike other development courses, you won’t take any tests or even sit in the same seat every day. You won’t be in a single team or have a final project. You will, however, learn.

Through reading, analyzing, and discussing several case studies, you will be exposed to perspectives that are too often overlooked or dismissed by preconceived notions. This two-week executive learning course is facilitated in exemplary fashion by Darden’s faculty and guest speakers. You will benefit from lessons learned and insights from chief officers in the defense industry. You’ll learn how to decipher companies’ annual reports and what questions to ask your industry partners and, most importantly, you’ll collaborate with some of the brightest minds across the DON SYSCOMs.

On Sunday, September 11, 2016, 50 Navy personnel--active military and civilian--met for dinner with Darden faculty and staff and Mr. Elliott Branch, Deputy Assistant Secretary of the Navy for Acquisition and Procurement (DASN A&P), to kick off the inaugural offering of this course. Among the opening remarks, Mr. Branch emphasized two key components of the course. This course is an investment, and students should recognize it as a great opportunity. The return on investment comes when students bring back and implement lessons learned at their respective commands. Mr. Branch also emphasized the importance of networking among classmates. Perhaps the most impressive characteristic of this course is how well it’s brought to life. If the case studies and class discussions are the big rocks you’ll bring back to your command, then the exceptional accommodations by the Darden staff are the grains of sand that fill the gaps between those rocks. Just a few hundred yards from class, you’ll stay in the comfort of the Darden Inn. Don’t worry about snacks or meals. The onsite restaurant’s objective is to fill your stomach while the professors fill your mind—and the staff accomplishes its mission at breakfast, lunch, dinner, and during class breaks. In the same general area, there is a recreation center with a gym, pool, and racquetball courts. There’s also access to walking/jogging trails, a shopping center, and the main UVA campus within walking distance.

These accommodations enable students to focus on the content of the course material and discussions. And make no mistake about it; you’ll need that focus as you engage in case study readings in the evenings to prepare for class and team break-out sessions.

Undoubtedly, the diverse mix of students’ commands and specialties enriches the learning experience and networking opportunities. After two weeks of analyzing costs, CEO and shareholder priorities, and methods that can be leveraged to promote a positive-sum (or win-win) partnership between the Navy and its suppliers, the course was capped off with special guest visits and remarks from Mr. Mark Deskins, Director, Acquisition Career Management (DACM) and keynote speaker Ms. Gloria Valdez, Deputy Assistant Secretary of the Navy (Research, Development & Acquisition), (DASN (Ships)). If you’re seeking a way to broaden your perspective on Navy-Industry relationships, engage in thought-provoking discussions with peers and chief officers, and give back to your command, consider the Navy Insight into Industry Management Course (IIMC) at Darden School of Business.”
who manage the integration and modernization of infantry equipment, also analyzed human performance factors and provided critical data to inform Marine Corps requirements. The MERS team will combine information gathered during this evaluation with data from previous IEC events.

“This event built off of the industry integration workshop we did during Modern Day Marine [in September] and an IEC event we had with Marines in November,” said Mark Richter, MERS team lead. “The data and analysis from the evaluation will give [MCSC] project officers and engineers a potential starting point that may lead to abbreviated acquisition programs, or contribute to attributes needed during the requirements generation process.”

Over the next 15 months, the IEC team will evaluate a wide range of gear MCSC fields to Infantry Marines. The nearest upcoming events will examine lightweight ammunition and lighter-weight batteries that may help reduce the Marine combat load.

“Infantry Marines are out there, on the edge, in some of the toughest environments,” Karcher said. “All they have with them is what they can carry. Getting Infantry Marines the most capable gear for whatever environment they may face is what drives MCSC and the IEC.”

For more information about upcoming IEC events, or to share feedback about Infantry Marine equipment, visit www.marcorsyscom.marines.mil/infantryequippingchallenge.

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**Infantry Equipping Challenge drives toward leaner, more lethal gear for Marines**

**by MARCOR SYSCOM PAO**

MARINE CORPS BASE QUANTICO, Virginia— Marine Corps Systems Command and the Marine Corps School of Infantry–East teamed up Dec. 5-8, to evaluate gear designed to make Marines leaner and more lethal on the battlefield.

The evaluation was part of MCSC’s Infantry Equipping Challenge, an ongoing effort that began in September to leverage new and emerging technologies from industry to enhance the capability of Infantry Marines. SOI-E Marines tested government-issued gear against commercial-off-the-shelf counterparts to inform future equipment requirements.

“The MCSC commander assembled the IEC team to look at the gear we field to Infantry Marines and examine how we can make it better,” said Dave Karcher, director of Systems Integration at MCSC and IEC team lead. “As we field new equipment, we continually reevaluate to see if we can take advantage of new technologies or systems to increase capability to Marines.”

The SOI-E Marines evaluated gas mask carriers, knee and elbow pads, camouflage paint, helmet retention systems and night vision goggle lens filters. They also tried out a 3-D printed adjustable buttstock prototype and assembled their “ideal” rifle cleaning kits. Throughout the evaluation, the Marines provided feedback to the IEC team—from comfort and durability to compatibility with existing gear—to help determine whether the products would meet their needs in the field.

“It’s important to have Marines do the testing because they’re the ones who’ll be using the equipment,” said Staff Sgt. Joseph Martin, a SOI-E combat instructor. “If it’s going to be for the infantry, it will be important to get everyone—from privates to captains—to do what we’re doing so there’s a wider breadth of people to evaluate the equipment.”

Evaluating how well commercial products integrate with existing Marine gear requires more than feedback. MCSC’s Marine Expeditionary Rifle Squad Team, made up of engineers and experts

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**ART DIAZ AWARD CALL FOR NOMINATIONS**

On January 25th the DACM office released a memo calling for nominations of Naval Acquisition Development Program (NADP) candidates for the “Art Diaz Award.”

The Art Diaz Memorial Award for NADP Entry Level Employees is designed to honor the qualities that Arturo Alberto Diaz exemplified in his career as a team player and to recognize an NADP Entry Level employee annually who displays those qualities he held. Successful candidates for this award will be measured by the breadth and depth of their relationships they develop which are distributed across organization boundaries, across a global network of contacts, and with mentor relationships to senior leaders as well as his or her young peers. These future leaders are called upon to carry on with grace and passion, as befitting Art D'iaz' legacy, mentoring future entry level employees in turn. We hope they take to heart his abiding attributes for a great team and make them their own.

Command leaders have been asked to canvas NADP Career Field Managers (CFM’s) for potential NADP Entry Level employee candidates from Headquarters and Field Activities. Typical candidates will be employees who recently graduated or are graduating the NADP in FY 2017. Nomination packages should include significant accomplishments and demonstrate how the candidate meets the Art Diaz qualities of leadership and teamwork. Packages must be endorsed by a Flag or General Officer or a Senior Executive.

Additional information about the award or the nomination process can be obtained from the Naval Acquisition Career Center. Email your questions to nacc_career_management.FCT@navy.mil.
Telling the Untold Stories of America’s History

by Mark Deskins, Director, Acquisition Career Management

Over the weekend, my wife and I went to see the new movie “Hidden Figures.” It is absolutely one of the best movies I have seen in years. It is a must see and is totally engaging on many levels. It is a biographical drama based on the book of the same name by Margot Lee Shetterly about female African-American mathematicians at NASA. If you walk along the OSD Public Affairs hallway between the 10th and 9th corridor, you will see a poster of the movie. The reason I believe this movie is important for acquisition workforce members to see is because it is based on the real life story of three African-American women and it shows some of the issues that they had to overcome in their career. It also reminds those of us of a certain age of our childhood and how divided the country was. For those that are younger, it does a good job of portraying what professional and technical excellence looks like in the face of racism. The movie touches on the introduction of an IBM mainframe computer and how it replaced jobs. However, Dorothy Vaughan, a mathematician and the team’s informal supervisor, recognizes she and her team need to learn something new and she teaches herself and later her team FORTRAN so they can program the mainframe. Mary Jackson overcomes school segregation by going to court for the right to attend night school in Hampton, VA. She goes on to become NASA’s first African-American female engineer. Katherine Goble Johnson took her love for numbers and mathematics to new heights as a NASA mathematician. She is credited with verifying the calculations made by early electronic computers of John Glenn’s 1962 launch to orbit and the 1969 Apollo 11 trajectory to the moon. Johnson was awarded the Medal of Freedom in 2015. For more information about Katherine Johnson, please go to https://www.nasa.gov/feature/langley/former-langley-mathematician-to-be-awarded-presidential-medal-of-freedom.

According to a NASA article about Katherine Johnson, found at https://www.nasa.gov/audience/foreducators/astronomy/life/science-education/STEM века, these are the lessons she learned over her career, which I believe are applicable to all of us.

- Love learning.
- Follow your passion.
- Accept the help you’re given, and help others when you can.
- Follow new leads and don’t give up. Keep trying.
- Go beyond the task at hand; ask questions; be inquisitive. Let yourself be heard.
- Do what you love, and love what you do.
- Pay it forward and encourage the younger generation.
- You are as good as anyone in this town, but you are no better than any of them.

To learn more about Science, Technology, Engineering and Math (STEM) subjects please go to http://www.stemcoalition.org/

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be the follower. Sometimes, you may have all the resources you need at your disposal, sometimes you may be operating on a shoestring. Sometimes, you may be part of a flotilla, sometimes you may be independent ops. Your ability to be successful will be dependent on your range of motion across the spectrum of situations you may encounter. Successful people are usually very comfortable with discomfort.

Bias for completion: Ultimately, our job is to provide capability to the warfighter. That capability is represented by tangible things. Given the complexity of what we do, it’s easy to study the matter further, to wait until there are more resources, to get more leadership guidance. A bias for completion leads us to weigh risks and benefits to provide an answer that is useful when it needs to be.

Imagination: Jane Jacobs, an eminent 20th Century public philosopher once made a simple, but profound observation – human beings are the only species that trade and produce for trade. Trading only works if both parties believe the benefits of trading exceed the costs. The idea that both parties to the transaction walk away from a transaction believing they are better off is magic. Those of us who deal with the industry on behalf of the warfighter are responsible for making the magic happen. That requires the ability to see what does not yet exist and the path to get there.

As you advance in your career and think about what it takes to get the next job, don’t forget to take stock of yourself. You are not the summary of your professional experiences, your professional experiences are a summary of you. Make “you” what the selecting official sees in your resume and your interview. Do the things for yourself that will make you the “best fit.”

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

Mr. Branch graduated with a Bachelor of Science Degree in Economics from the University of Pennsylvania Wharton School and completed the Executive Program at the University of Virginia Darden School. He has received the Navy Distinguished Civilian Service Medal, the David Packard Excellence in Acquisition Award, two Presidential Rank Awards for Meritorious Executive, the Vice Presidential Hammer Award for Reinventing Government, and the 2012 Samuel J. Heyman Service to America Medal for Management Excellence.
swearing-in ceremony in the morning to the parade that afternoon—were on the same page and the transitions were seamless. The teams also ran drills and simulations, which culminated in a large, all-hands rehearsal days before the inauguration.

According to a JTF-NCR press release, the U.S. Armed Forces have participated in the inauguration of the president of the United States since April 30, 1789, when members of the U.S. Army, local militia units and Revolutionary War veterans escorted George Washington to his first inauguration ceremony at Federal Hall in New York City. Armed Forces participation traditionally includes musical units, marching bands, color guards, salute batteries and honor cordon. Military members like Barros also provide assistance to the Presidential Inaugural Committee and the Joint Congressional Committee on Inauguration Ceremonies.

On Inauguration Day, more than 5,000 service members participated in the 58th Presidential Inauguration ceremonies and other events.

“When plans work out well, that’s the benefit of all the hard work we’re doing,” Barros said. “Our goal [was] for everything to go as planned without any incidents. If we can do that—if we can assist in that—then our mission [was] accomplished.”

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**Calendar & Events**

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**Acquisition Events**

- 19 Feb-3 Mar: Darden, Insight into Industry Mgmt Course
- 20-24 Mar: ASN (RD&A) PM Workshop
- 24 March: PMT 401 Navy Service Day at DAU
- 19 Apr: AWF Summit

**Federal Holidays & Days of Interest**

- 16 Jan: MLK Jr.’s Birthday (Observed)
- 20 Feb: George Washington’s Birthday
- 12 Mar: Daylight Savings Time Begins

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

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