



THE ASSISTANT SECRETARY OF THE NAVY
(RESEARCH, DEVELOPMENT AND ACQUISITION)
1000 NAVY PENTAGON
WASHINGTON, DC 20350-1000

JUN 19 2018

MEMORANDUM FOR DISTRIBUTION

Subj: ACQUISITION PROGRAM MANAGER AND DEPUTY PROGRAM MANAGER
SLATING PROCESS

Ref: (a) Acquisition Program Manager and Deputy Program Manager Slating Process dated 13
Jul 2017

1. The important jobs of our Program Managers and Deputy Program Managers across the Department of the Navy, require us to ensure we are consistently selecting high caliber individuals through the slating panel processes across the Systems Commands (SYSCOMs) and Program Executive Offices (PEOs). In order to standardize the processes, I am providing the following updated guidance which supersedes the reference.

Slating Requirements

a. All Acquisition Category I and II (ACAT I/II) Program Manager (PM) and ACAT I Deputy Program Manager (DPM) positions shall be slated.

b. These positions should normally be open to both civilian and military individuals. Any requirement to limit slating of a position to either military or civilian must be documented prior to advertising the opening.

c. All ACAT I PM and DPM selections, and any ACAT II PM selection where the primary candidate was not ranked #1 by the slating panel, must be forwarded to ASN(RD&A) for approval.

d. ACAT II PM and DPM selections will be forwarded to ASN(RD&A) for purposes of notification.

Slating Panel Membership

a. The slating panel chair and members shall be designated in writing by the SYSCOM Commander. The SYSCOM Executive Director (ED) shall be the chair or a member of all slating panels.

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- b. Slating panel core membership should include Flag and/or General Officers and members of the Senior Executive Service, and shall be published annually.
- c. The Panel Chair shall ensure diversity in panel core membership.
- d. Slating panel membership should also include the relevant Deputy Assistant Secretary of the Navy (DASN) (Ships, Air, C4I, E&LM) as a voting member, and the Director Acquisition Career Management (DACM) as an advisor.
- e. For individual PM/DPM jobs, the supervisory PEO/PEO ED, or SYSCOM Commander/Deputy should be added as voting members for that slating discussion. Additional membership may be added for a job if the slating panel chair determines there are additional equities that should be represented.
- f. Resource sponsor participation on slating panels is welcome and encouraged.

Applicants

- a. Positions to be slated will be broadly announced. Applications should be considered from all qualified candidates regardless of current assignment. The slating call should be promulgated to the DACM and the Principal Civilian Deputy, ASN(RD&A), to assist in widely advertising these positions.
- b. Each applicant should express his/her interest to the applicable PEO/PEO ED or the Directorate/Deputy Directorate prior to submission of the application package. This will allow the PEO/PEO ED to familiarize themselves with the applicant pool prior to the slating panel.
- c. All qualified DON applicants should be encouraged to apply including PMs and DPMs who have completed their tenure agreements.

Panel Deliberations

- a. All qualified applicants for each job will be briefed by a slating panel member and then voted on. Briefs will discuss the individual's record including performance ratings, work experience, acquisition certifications, and leadership strengths/weaknesses. The slating panel should also evaluate how each individual would complement the sitting PM or DPM.

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- b. Each position will be sent forward in priority order with at least two candidates recommended. Waivers are strongly discouraged. A compelling argument must be presented for any recommended candidate requiring a waiver.
- c. If the selecting official is not ASN(RD&A) and the individual selected is not ranked as #1, then the selecting official must discuss the decision with, and obtain concurrence from, ASN(RD&A) prior to finalizing the selection.
- d. Positions should be slated in priority order, with active ACAT I position(s) taking the highest priority. In the event that one candidate is the primary selectee for multiple positions, the entire slating results should be forwarded together to ensure ASN(RD&A) concurrence. Interviews are encouraged but are completely at the discretion of the slating panel and may be conducted at the panel or PEO/PEO ED level.
- e. Slating panel members will be assigned to debrief all qualified non-selected applicants once a selection has been approved.

Documentation

- a. DACM will continue to work with SYSCOMs to ensure slating results are properly documented and processed to ASN(RD&A) within 10 business days.
 - b. Detailed guidelines, including required slating panel documentation, summary, metrics and candidate packages, are found in Attachments 1 through 4.
 - c. The DAWIA Operating Guide will be updated to include this guidance and any additional documentation requirements.
2. These new procedures shall be implemented upon receipt.


James F. Geurts

Attachments:

- 1. ACAT I/II Major Program Manager/Deputy Program Manager (MPM/DPM) Slating Panel Guidelines and Packages Contents
- 2. Selection Authority Slating Endorsement Memo Template
- 3. Slating Panel Summary Sheet

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Attachments:(continued)

4. Candidate Information Sheet

Distribution:

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ACAT I/II AND MPM EQUIVALENT PM/DPM SLATING PANEL GUIDELINES & PACKAGE CONTENTS

1. **Authority:** Systems Command (SYSCOM) Commanders retain the authority to convene Major Program Manager/Deputy Program Manager (MPM/DPM) slating panels.
2. **Equivalency:** For the purposes of these guidelines, positions designated by ASN(RD&A) as MPM Equivalent (MPM-Eq) shall be subject to the same slating panel procedures outlined here except experience requirements. Program Managers for MPM-Eq programs must meet Program Management (PM) Level III experience requirements.
3. **Required Membership:** The SYSCOM Executive Director (ED) should act as slating panel chair. On an annual basis, each slating panel chair shall publish a list of core panel members. Membership should include Flag/General Officers and Senior Executive Service members from the Program Executive Offices (PEOs), SYSCOM directorates, the responsible product Deputy Assistant Secretary of the Navy (DASN), and Navy Director, Acquisition Career Management (DACM). The panel chair should ensure diversity of gender, race and national origin among the membership to the maximum extent possible.
4. **Optional Additional Members:** For each job being slated for a specific PEO, the PEO or PEO ED (or DRPM) will be a voting member. Additionally, slating panel membership may include representatives from the requirements community, the resource sponsor and/or acquisition command. An observed best practice is to maximize participation by stakeholders from outside the Systems Command.
5. **Panel Chair:** The Panel Chair should be responsible for the following:
 - Designation on an annual basis (in writing) of core slating panel membership.
 - Document panel proceedings and metrics in a summary package for ASN(RD&A) (Attachments 2 and 3).
 - Ensure completed slating summary package is submitted to the DACM office within 15 business days of slating panel adjournment.
 - Ensure documents (applications, performance appraisals, etc.) are made available to panel members at least 10 business days prior to the panel convening date.
 - Request DACM verification of applicants' experience prior to convening the panel.
 - Ensure ASN(RD&A) has approved renewal of the MPM-Eq designation, where applicable.
 - Ensure references have been consulted prior to the slating panel, especially in those cases where applicants are not currently assigned to the SYSCOM/PEO/DRPM for the position(s) being slated.

**ACAT I/II AND MPM EQUIVALENT PM/DPM
SLATING PANEL GUIDELINES & PACKAGE CONTENTS**

- Ensure each applicant meets security requirements (SSBI, polygraph, etc.) for the position(s) to which he/she is applying.
 - Conduct classified portion of interview (if required) prior to convening the slating panel. Slating panel proceedings should be Unclassified.
 - Ensure assigned briefer for each applicant has reviewed and prepared briefing prior to panel convening date.
 - Assign a panel member to provide constructive feedback to each applicant within 30 calendar days of panel adjournment.
 - Endorse panel selection(s) for ACAT I PM/DPMs prior to submission to ASN(RD&A) for final approval (Attachment 3).
6. **Selecting Authority:** The Selecting Authority for all ACAT I PM/DPMs is ASN(RD&A). The Selecting Authority for all ACAT II and MPM-Eq PMs/DPMs resides with the responsible SYSCOM, PEO or DRPM, except in those cases where the selected candidate is not ranked #1. In those cases, ASN(RD&A) is the selecting authority. ASN(RD&A) shall be notified of all selections to ACAT II PM/DPM positions, as part of the Slating Panel Summary.
7. **Slating Timelines:** Whenever possible, all slated positions should be slated 6-12 months prior to position availability to allow lead time for selection approval and for the selected individual to obtain necessary acquisition training (i.e., PMT 401 and 402). SYSCOMs are required to submit a forecast of anticipated vacancies for the upcoming 12 months to the DACM by the 1st of October each year.
8. **Announcement:** The announcement for each slating panel should be available to all interested parties a minimum of 15 business days prior to the application deadline for that slating panel. The announcement should include, at a minimum, the following elements:
- Position Billets in the slate
 - Position Title
 - Program Name
 - Program Office Code
 - ACAT Level
 - Targeted Fill Date
 - DAWIA Statutory Requirements
 - Level 3 certified in Program Management (should be at time of slating but must be before assuming command)
 - Acquisition Corps Membership
 - Appropriate minimum experience
 - i. 8 years including 2 in a program office for ACAT I/IA PM
 - ii. 6 years including 2 in a program office for ACAT I/IA DPM
 - iii. 6 years for ACAT II PM
 - iv. 4 years for ACAT II DPM
 - v. PM Level III experience requirements for MPM-Eq PM/DPM

ACAT I/II AND MPM EQUIVALENT PM/DPM SLATING PANEL GUIDELINES & PACKAGE CONTENTS

- Completion of PMT 401 and PMT 402 within 6 months of assuming duties
 - In addition to the statutory requirements, 2 years of program office experience is required for Department of the Navy ACAT II PM/DPMs.
- Screening criteria specific to each position such as technical, business and statutory factors.
 - Other considerations related to position fit, such as:
 - Specialized knowledge or experience in the specific domain of that program
 - Balancing PM & DPM to create a cohesive leadership team
 - Specific experience relevant to current program life-cycle phase
 - Strength of the program team
 - Leadership ability
9. Panels should have a minimum of three applications to slate a position. Applications should reflect a diversity of candidates representative of the qualified pool at large. If fewer than three candidates apply, the Slating Panel Chair should brief extenuating circumstances to ASN(RD&A).
10. Slating panels are expected to submit one primary nominee and two alternates to ASN(RD&A) for each slated position. If unable to provide two qualified and capable alternates, the Slating Panel Chair should document the extenuating circumstances as part of the Slating Panel Summary submitted to ASN(RD&A).
11. All slated positions included in the Slating Panel Summary will be added to the DACM MPM Database for tracking and reporting consistency.
12. The Principal Military Deputy will coordinate slating panel packages with the Vice Chief of Naval Operations (for Navy programs) or the Assistant Commandant of the Marine Corps (for Marine Corps programs) prior to ASN(RD&A) approval.
13. Serious consideration should be given to slating positions at least a year in advance of the incumbent's rotation vice on an as needed basis. This allows for any training such as PMT 401 or the Program Manager's Workshop, or if the selectee is not PM level III qualified to finish up the requirements for certification before assuming command.
14. For guidance on assessing acquisition experience, refer to the DON DAWIA Operating Guide.
15. **Slating Panel Selection Package:** The following is a list of contents (at a minimum) that each package forwarded to ASN(RD&A) via DACM should contain and the proper order. For each slated position, information should be provided for both the primary nominee and the two alternates.
- Selection Authority Slating Endorsement Memo (Attachment 2):

**ACAT I/II AND MPM EQUIVALENT PM/DPM
SLATING PANEL GUIDELINES & PACKAGE CONTENTS**

- Slating Panel Results Memo, including signature page signed by all panel members
- Contact Information (include PEO, DPEO, Slating Panel Chair, Chief of Staff, and Selectee)

- Position Description, Announcement, and Organizational Charts (both PEO and Program)
- Slating Panel Summary (Attachment 3)
- Candidate Packages (In rank order, Primary first)
 - Candidate Information Sheet (Attachment 4)
 - Biography/Résumé (picture not required)
 - DAWIA Transcript (<https://www.atrs.army.mil/channels/navyedacm>)

Selection Authority Slating Endorsement Memo TEMPLATE

Ser
DD MMM YY

MEMORANDUM

From: (Commander, XXX)(Program Executive Officer, XXX)
To: Assistant Secretary of the Navy, Research, Development and Acquisition
Via: (1) Director, Acquisition Career Management

Subj: SELECTION OF (DEPUTY) PROGRAM MANAGER, (PROGRAM XYZ, PEO XXX)

Ref: (a) (XXSYSYSCOM) Slating Panel Memo, dtd (DD MMM YY)

Encl: (1) Slating Panel Summary & Metrics
(2) (Candidate 1) Package (*package order found in attachment 1-guidelines*)
(3) (Candidate 2) Package
(4) (Candidate 3) Package

1. In accordance with the reference, the slating panel for (Deputy) Program Manager (D/PM), (Program XYZ, PEO XXX) convened on (DD MMM YY). This program is an (ACAT X Major Program)/(designated MPM-Equivalent Program), thus this position slating requires ASN(RD&A) approval. The slating panel summary and metrics are annotated in enclosure (1).

2. The slating panel determined the following primary nominee and two alternates (in order) as the best qualified candidates:

- a. (Candidate 1)
- b. (Candidate 2)
- c. (Candidate 3)

3. Among a group of qualified candidates, (Candidate 1) stands out as the best fit for this position. (He/She) brings the strongest blend of leadership, technical and programmatic expertise. More importantly, his/her skills, knowledge and experience best fit with the current state and lifecycle phase of (Program XXX).

4. Specifically, (Candidate 1) brings:

- a. Programmatic ability and relevant functional experience

(1) List successes in managing program budgets including ACAT Levels of programs, major achievements, and outstanding performance in relevant tours.

Subject: Selection of (Deputy) Program Manager, Program XYZ (PEO XXX)

(2) Successful achievement of Acquisition Milestones and Gate Reviews. List successes in each Milestone and Gate Review.

(3) Broad experience and success in contracting. List contract successes and budget estimates for programs.

b. Technical ability and leadership experience

(1) List experience with related acquisition programs that would facilitate expert knowledge in MPM Position and related technical degrees and certification.

(2) List successful management of major technical/design reviews.

(3) List understanding and involvement in S&T programs (if applicable)

(4) Annotate leadership skills

5. The Slating Panel determined (Candidate 1) to be the best qualified candidate. Subsequent Enclosures provide information on the three top qualified candidates.

6. I concur with the selection of (Candidate 1) as the Major Program Manager, Program XYZ (PEO XXX), and recommend approval.

Signed,
YYY PEO/Systems Command Flag Officer/SES

Slating Panel Summary Sheet

Slating Panel Date: _____

Slating Panel Selection Summary:

	Primary Candidate (Current Position)	Alternate 1 (Current Position)	Alternate 2 (Current Position)	Alternate 3 (Current Position)
Position 1 (D/PM, PMX XXX)				
SYSCOM/PEO/DRPM				
ACAT				
Tenure Start				
Position 2 (D/PM, PMX XXX)				
SYSCOM/PEO/DRPM				
ACAT				
Tenure Start				
Position 3 (D/PM, PMX XXX)				
SYSCOM/PEO/DRPM				
ACAT				
Tenure Start				
>>> Example <<<				
PM, PMA-231	Joe Schmoe	Jane Sailor	Mike Marine	N/A
PEO (T)	PAPM	DPM	DPM	
ACAT I	PMA-234	PMA-260	PMA-261	
May 2017				

Slating Panel Summary Sheet (Continued)

Diversity Metrics:

	Total Applicants	Qualified Candidates	Best Qualified Candidates Forwarded to ASN(RD&A)	Candidates Requiring Waiver
Mil				
Civ				
Male				
Female				
American Indian or Alaskan Native				
Asian				
Black or African American				
Hispanic or Latino				
Native Hawaiian or Other Pacific Islander				
White or Caucasian				
Multiple Race				

Definitions:

Qualified

- Fully meets all statutory requirements:
 - Level III certified in Program Management
 - Member of Acquisition Corps
 - Experience (total and program office, position dependent)
 - Completed, or can complete within 6 months of assignment, PMT 401 and PMT 402
- Proven on the job performance
- Relevant technical and/or operational experience
- Exceptional interview (as applicable)

Require Waiver

- Candidates that do not meet all statutory requirements listed above.

Candidate Information Sheet

Candidate: _____ Rank/Grade: ____ Designator/Series: ____

Slated Position Title: _____ ACAT: _____

Acquisition Corps:

Member (Y/N): _____ Acquisition Corps Member Date: _____

Education:

Year	Degree & Field	Institution

Acquisition Certifications:

Career Field	Certification Level			Date
	1	2	3	

Training:

Required training	PMT 401 or Predecessor (PMT 301 or PMT 302)	PMT 402 or Predecessor (PMT 303)
Complete (Y/N) Date completed		

Candidate Information Sheet

Experience: (list most recent experience first)

#	Dates	Assignment	Activity	*Functional Competency (i.e. FM, CON, SPRDE, LOGS, PM)	Months Acquisition Experience		
					Core	Program Office (Subset of Core)	Related
1	4/2011–4/2012	PMA 317	IPT Lead	PM	12	12	
2							
3							
.							
.							
.							
.							
Education (12 month max related experience)							
Experience Sub-total							
Minimum Requirement				ACAT I/IA	48	24	48
				ACAT II	36	24	36
Total (Core Acquisition + Related)					96 months – ACAT I/IA Minimum Total		
					72 months – ACAT II Minimum Total		

***Assignment:** (Provide narrative for each assignment identified above to demonstrate functional competency experience)

1. **IPT Lead, PMA 317:** Demonstrated expertise in Program Management through... [Provide justification.]

2.

3.

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Candidate Information Sheet

Experience Assessment Guidelines:

- **Core Acquisition Experience**
 - Core acquisition positions are *acquisition designated positions* in the following commands: Program Offices, PEOs, SYSCOMs, Developmental Test Commands, Warfare Centers, Contracting Field Activities, or Supervisor of Ship Building.
 - A minimum of 2 years program office experience is required for ACAT I/IA and ACAT II programs. This time counts as core acquisition experience.

- **Related Acquisition Experience**
 - *Acquisition designated* positions at commands not identified as “core” are considered related acquisition experience at 100% credit.
 - *Non-acquisition designated* positions that provide acquisition related experience: OPTEVFOR, Operations Test Commands, Maintenance Commands, and HQ Marine Corps are considered related acquisition experience at 50% credit.
 - Command tours (Commanding Officer time only) are credited a maximum of 18 months of related acquisition experience.
 - Acquisition education is credited a maximum of 12 months of related acquisition experience if one of the following applies:
 - A Masters Degree in hard sciences or business (e.g. Engineering, Computer Science, MBA)
 - Acquisition Related Education (i.e. ICAF [Acquisition Track], Nuclear Power training, Test Pilot School)