



Naval Postgraduate School's 12th Annual Acquisition Research Symposium

Panel Discussion

Developing and Maintaining Critical Skills in the Acquisition Workforce

Ms. René Thomas-Rizzo

Director, OUSD (AT&L) Human Capital Initiatives

May 13, 2015

3:30 pm – 5:00 pm

Report Documentation Page			Form Approved OMB No. 0704-0188		
Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.					
1. REPORT DATE 13 MAY 2015		2. REPORT TYPE		3. DATES COVERED 00-00-2015 to 00-00-2015	
4. TITLE AND SUBTITLE Developing and Maintaining Critical Skills in the Acquisition Workforce				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Ofc of Under Secretary of Defense for Acquisition, Technology, and Logistics ,Human Capital Initiatives,3010 Defense Pentagon,Washington,DC,20301-3010				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution unlimited					
13. SUPPLEMENTARY NOTES					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT Same as Report (SAR)	18. NUMBER OF PAGES 15	19a. NAME OF RESPONSIBLE PERSON
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified			



Panel #9 Members

Theme: Developing and Maintaining Critical Skills in the Acquisition Workforce

Chair: Rene' Thomas-Rizzo, Director Human Capital Initiatives, Office of the Under Secretary of Defense (Acquisition, Technology & Logistics)

- **Improving Acquisition through Innovation in Workforce Incentives**
Mr. Venkat Rao, Defense Acquisition University
- **The Department of the Navy Systems Engineering Career Competency Model**
Clifford Whitcomb, PhD, Naval Postgraduate School
- **Discussant:** Mr. Craig A. Spisak, Army



Mr. Venkat Rao

- Serves as Professor of Acquisition Management and currently teaches Acquisition and Program Management courses for the Defense Acquisition University (DAU)
- Part of the faculty of the Midwest Region responsible for providing professional education and training to approximately 30,000 defense department personnel in the twelve states within the Midwest
- Site lead for the DAU-Midwest Sterling Heights office
- Broad program management and product development experience in the technology industry spanning 30 years



Clifford Whitcomb, PhD

- Professor and Chair of the Systems Engineering Department at the Naval Postgraduate School, Monterey, California.
- Previously the Northrop Grumman Ship Systems Endowed Chair in Shipbuilding and Engineering in the department of Naval Architecture and Marine Engineering at the University of New Orleans.
- Senior lecturer in the System Design and Management (SDM) program and an Associate Professor in the Ocean Engineering Department, at MIT.
- Earned his bachelors degree in engineering from the University of Washington.
- Masters degrees in both Naval Engineering and Electrical Engineering and Computer Science from MIT.
- PhD in Mechanical Engineering from the University of Maryland.



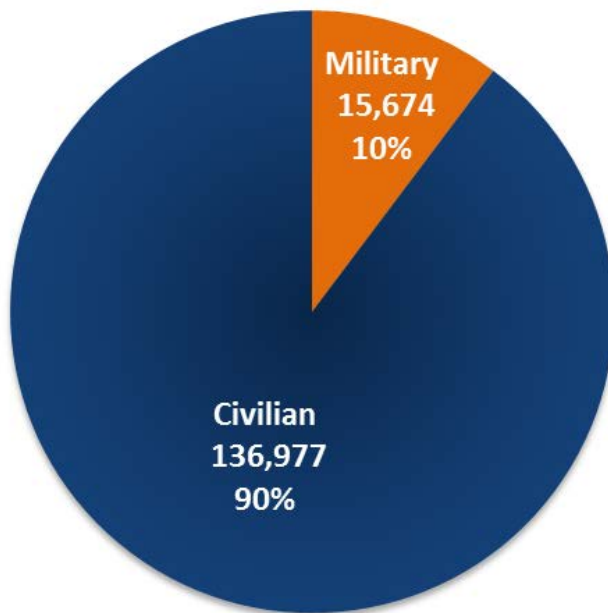
Mr. Craig A. Spisak

- **Served as Director of the U.S. Army's Acquisition Support Center (USAASC) since June 2005.**
 - Responsible for providing oversight of the Army Acquisition Corps (AAC) and the Acquisition Workforce.
- **Attended Senior Service College at the National Defense University (NDU). He has held various positions serving the U.S. Army for over 26 years.**
- **Graduated with honors from The George Washington University with a B.S. in Mechanical Engineering.**
- **Holds M.S. degrees in Information Science and Systems Management from the University of Southern California and National Resource Strategy from the Industrial College of the Armed Forces (ICAF) at NDU.**

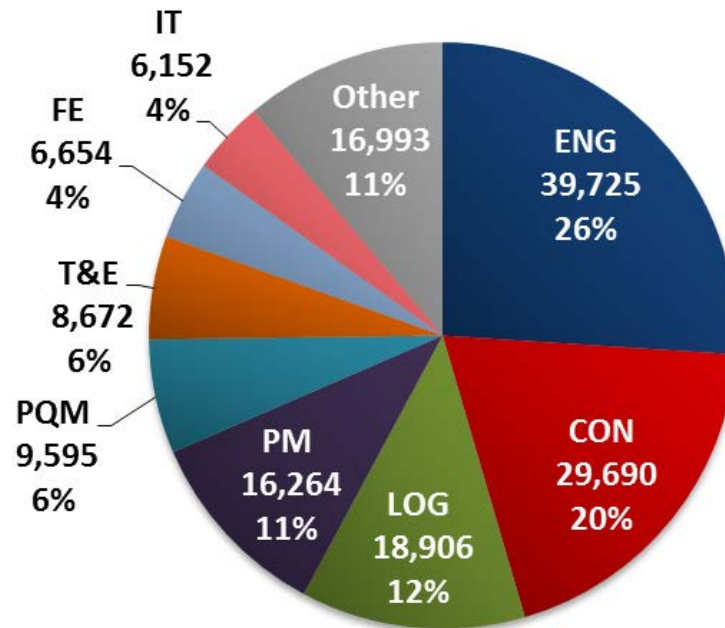


Department of Defense Acquisition Workforce

OVERALL



ACQUISITION CAREER FIELD



AWF Total = 152,651

***A HIGHLY
PROFESSIONAL AND QUALIFIED WORKFORCE***



Defense Acquisition Workforce Improvement Act (DAWIA)

- In 1990, Congress adopted the Defense Acquisition Workforce Improvement Act:
 - Created the legal foundation for the central management, planning, and development of today's acquisition workforce (AWF)
 - Outlined general authorities and responsibilities of the Under Secretary of Defense for Acquisition, Technology & Logistics
 - Established functional career fields/paths
 - Established career field certification requirements
 - Designed three certification levels – based on education, experience, and training





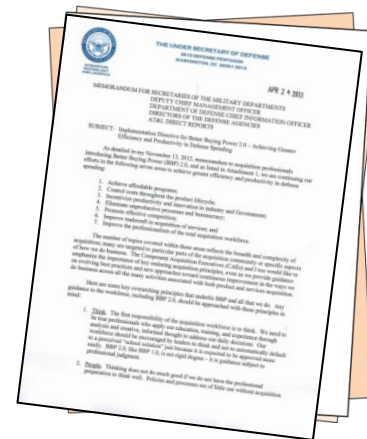
Better Buying Power Workforce Initiatives

BBP 2.0

Establishing Higher Standards for Key Leaders

- Key Leadership Position (KLP) Memo Implementation
- Implemented KLP qualification boards
- Strategic Communication and Recognition
- Acquisition Workforce Qualifications Initiative (AWQI)

2.0

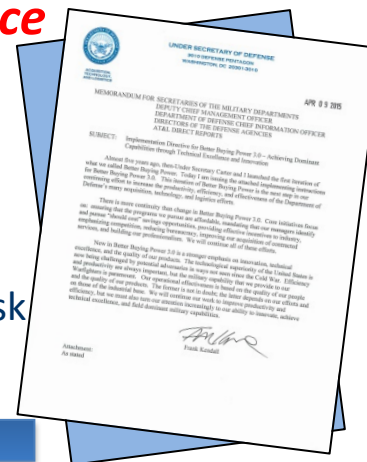


BBP 3.0

Achieving Dominant Capabilities through Technical Excellence and Innovation

- Technical Workforce Focus
 - Strengthen organic engineering capabilities
 - Ensure the DOD leadership for development programs is technically qualified to manage R&D activities
 - Improve our leaders' abilities to understand and mitigate technical risk
 - Increase DOD support for Science, Technology, Engineering and Mathematics (STEM) education

3.0





Today's Discussion

- Warfighting systems are becoming more and more complex
- DoD must recruit, hire and retain a technically competent acquisition workforce to manage warfighting system procurements
- Recognition of AWF Employee Excellence is fundamental to attracting and retaining top performers
 - What recognition methods are the most successful in attracting and retaining the top performers?
 - How do we measure good performance?
- Systems Engineering is an essential skill in the DoD AWF and must be defined by consistent and correct competency requirements
 - How do we identify on-board Systems Engineers?
 - Do we need a Systems Engineers' competency model?



Back up



Improving Acquisition through Innovation in Workforce Incentives

- **Problem:** The acquisition system has delivered superior weapon systems with leading edge capabilities, providing a military advantage, but has a less-than-impressive track record for cost-effectiveness and on-schedule performance.
 - This paper proposes a model for altering the compensation structure of the acquisition workforce, tying it to the cost, performance, and schedule achievement of the programs to which the workforce is assigned.
 - The underlying premise is that introducing an economic incentive and thereby a sense of ownership in acquisition outcomes to the workforce is critical to achieving efficiencies.



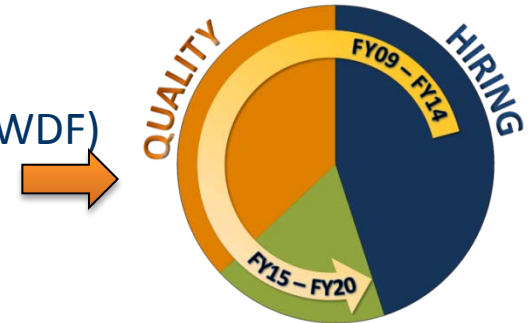
The Department of the Navy Systems Engineering Career Competency Model

- **Problem:** There is currently no professional engineering occupational code (08XX) for systems engineers.
 - The systems engineering competency career model (SECCM) is a multi-year project funded by the Deputy Assistant Secretary of the Navy (DASN) for Research Development Test and Evaluation (RDT&E).
 - Competency is defined as “an observable, measurable pattern of skills, knowledge, abilities, behaviors and other characteristics that an individual needs to perform work roles or occupational functions successfully” (Office of Personnel Management (OPM)).
 - Competency modeling is defined as the activity of determining the specific competencies that are characteristic of high performance and success in a given job.



AWF Strategy & Goals

- **Responsibly sustain a highly professional and qualified workforce**
 - Address workforce trends
- **Strategic path ahead**
 - AWF Incentives
 - Defense Acquisition Workforce Development Fund (DAWDF)
- **Professionalize and Develop (BBP)**
- **Governance Structure**
 - Workforce Management Group (WMG)
 - Senior Steering Board (SSB)
 - Functional Integrated Product Teams (FIPTs)
 - Services/Components
- **Communications plan and better branding**
- **Hiring authorities**
 - How can we keep the workforce we have?
 - Direct authority to recruit from college campuses







AWF Strategy

