



DEPARTMENT OF THE ARMY
PROGRAM EXECUTIVE OFFICE
COMMAND, CONTROL AND COMMUNICATIONS-TACTICAL
6010 FRANKFORD STREET
ABERDEEN PROVING GROUND, MD 21005-1848



REPLY TO
ATTENTION OF:

SFAE-CCC-CSP

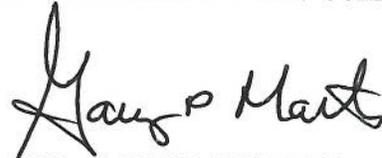
16 September 2015

MEMORANDUM FOR Director, U.S. Army Acquisition Support Center, ATTN: Ms. Vicky DeGuzman USAASC, 9900 Belvoir Road, Suite 201, Fort Belvoir, VA 22060.

SUBJECT: Nomination of Veronica Ewing for the 2015 Secretary of the Army Business Operations Professional of the Year Award.

1. It is with great pride and enthusiasm that I endorse Veronica Ewing, Director of the Business Management Division for Program Executive Office Command, Control and Communications-Tactical (PEO C3T), for the Assistant Secretary of the Army for Acquisition, Logistics, and Technology 2015 Army Acquisition Executive's Excellence in Leadership Award for Business Operations Professional of the Year.
2. Ms. Ewing's commitment, direction and vision to the improvement of PEO C3T business practices and concepts is without pause, having successfully led the organization to meet emerging fiscal challenges and embrace new acquisition approaches.
3. Ms. Ewing developed a cash flow analysis process that protected resources required for the successful Full Rate Production decision of the Army's first on-the-move tactical communications network, Warfighter Information Network-Tactical (WIN-T) Increment 2.
4. Ms. Ewing's expert guidance in overseeing the PEO C3T Continuous Performance Improvement program led the organization to realize more than \$677 million in financial benefits, including cost savings and avoidance through fiscal year 2015 to 2021.
5. Ms. Ewing is current in her Defense Acquisition Workforce Improvement Act acquisition career field certification and continuous learning points. I am proud to nominate this extraordinary leader for this prestigious award. More details of her outstanding accomplishments are enclosed.
6. The point of contact is Mr. Paul Mehney, PEO C3T's Director of Public Communications at 586.770.3438, Paul.d.mehney.civ@mail.mil.

Encl


MR. GARY P. MARTIN
Program Executive Officer

Assistant Secretary of the Army for Acquisition, Logistics, and Technology

2015 Army Acquisition Executive's (AAE) Excellence in Leadership Award

Business Operations Professional of the Year

Nominating Organization: Program Executive Office Command, Control, Communications-Tactical (PEO C3T); PEO C3T, ATTN SFAE-CCC 6010 Frankford Street, 3rd Floor, Aberdeen Proving Ground, MD 21005-1848; POC - Mr. Paul Mehney, Director of Public Communications for PEO C3T, Cell: 586.770.3438; Paul.d.mehney.civ@mail.mil

Nomination Submission POC: Deborah R. Hicks, PEO C3T HQ BMD-HRO; 443-395-8795 Deborah.R.Hicks2.civ@mail.mil ; PEO C3T, ATTN SFAE-CCC 6010 Frankford Street, 3rd Floor, Aberdeen Proving Ground, MD 21005-1848.

Name, Grade, and Position Title of Nominee(s):

Veronica Ewing, NH-04, Director Business Management Division, Program Executive Office Command, Control and Communications-Tactical

Nominee Employing Organization (Command/Unit/Organization or Activity):

Program Executive Office Command, Control and Communications-Tactical

Nominee Business Address:

PEO C3T Headquarters, ATTN SFAE-CCC 6010 Frankford Street, 3rd Floor, Aberdeen Proving Ground, MD 21005-1848

Army Acquisition Executive's (AAE) Excellence in Leadership Award for:

Business Operations Professional of the Year

Summary

As the Program Executive Office for Command, Control and Communications-Tactical (PEO C3T) Director of the Business Management Division (BMD), Ms. Veronica Ewing is responsible for establishing the business practices of an organization comprised of more than 1,100 Soldiers, Department of Army civilians and contractors that support 28 key acquisition programs. These programs develop, acquire, field and support the Army's tactical communications network – a critical Army modernization priority that brings information dominance to current and future Soldiers.

Ms. Ewing's direction, leadership and vision as BMD director significantly contributed to the mission of PEO C3T, the Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASA[ALT]) and the U.S. Army and Department of Defense (DoD). Due in large part to her expertise, and dedication, PEO C3T has successfully transitioned to meet emerging fiscal challenges and embraced new acquisition approaches by streamlining initiatives and enacting smart policy changes.

Ms. Ewing provided extraordinary support coordinating, integrating and synchronizing the organizational efforts of PEO C3T, while expertly managing a Fiscal Year (FY) 2015 budget of more than \$2 billion. Ms. Ewing advances the efforts of PEO C3T, which includes overseeing programs that develop, acquire and field a diverse range of products including the Army's tactical network and the software command and control applications, radios, computers, servers and integrators that allow all the systems and components to function seamlessly. She has effectively overseen the business operations of an organization that enables Soldiers and Department of Defense to fulfill a vast range of missions and has given the Soldier on the battlefield a technological advantage over the enemy. Due in large part to her expertise, guidance and dedication, PEO C3T has also successfully transitioned to meet emerging fiscal challenges by streamlining initiatives and enacting smart policy changes.

This year, Ms. Ewing developed a cash flow analysis process to support Program Objective Management (POM) development, Congressional mark appeals, and re-phrasing of acquisition programs to support execution of requirements. Specifically, she briefed PEO C3T's Project Manager Warfighter Information Network-Tactical (PM WIN-T) Increment 2 cash flow analysis to ASA(ALT), defending the resources required from FY13 through FY20. The briefing included a rephrasing of the funding, proposed excess available for withdrawal, and an inventory analysis to support the production requests based on a successful Follow-on Operational Test & Evaluation (FOT&E) and Full Rate Production decision. This key, strategic step enabled WIN-T Increment 2 to receive its Full Rate Production decision in June, paving the way for deployment of the Army's first on-the-move tactical communications network backbone. WIN-T Increment 2 is a critical part of the Army's tactical network modernization strategy and the backbone of its network capability sets. Combat vehicles integrated with WIN-T Increment 2 provide the on-the-move communications, mission command and situational awareness, which commanders need to lead from anywhere on the battlefield. This enables deployed Soldiers, down to the company level operating in remote and challenging terrain, to maintain voice, video and data communications while on patrol, with connectivity rivaling, which is found in a stationary command post.

Ms. Ewing then took that WIN-T Increment 2 cash flow analysis to form the basis for analyzing the organization's Network Game Plan, which lays out the master schedule and resourcing for advancement tactical network enhancement efforts where requirements exist. This analysis format created by Ms. Ewing served as a synching mechanism for all programs across PEO C3T to show how programmatic advances aligned with funding schedules, successfully paving the way for an integrated, coordinated approach to building the Army's network of the future. The analysis was adopted by other PEO C3T projects including the Handheld, Manpack, Small form fit radios (HMS), Mid-tier Networking Vehicular Radios, PM WIN-T's Enroute Mission Command Capability, the Joint Battle Command-Platform/Mounted Computing Environment and Command Post Computing Environment. This concept

was successfully briefed to the Army Military Deputy and Product Support Managers (PSMs) in defense of the FY15 congressional marks. Briefings were constructed from both the budget and program staff elements, ultimately utilized at all staff levels, including project manager, program executive offices and ASA(ALT), as well as being easily understood at the three-star level.

Within PEO C3T Ms. Ewing leads the Continuous Performance Improvement (CPI) Program, which develops a culture of constant improvement of reliability, process cycle times, reduced resource consumption, quality and productivity for gained efficiencies throughout the Army. Through her expertise is overseeing the program and promoting its importance, PEO C3T realized more than \$677 million in financial benefits (cost savings and avoidance) through FY15 to FY21. Of significant note is a \$447 million reduction within PM WIN-T's commercial-off-the-shelf license costs and a \$123 million reduction resulting from negotiated unilateral priced reductions and economies of scale for common hardware purchases. FY15 cost savings were used to buy down approved unfunded requirements. Ms. Ewing is now leading the CPI program to focus its lens on improving the efficiency of acquisition by reducing the timeline and institutional costs from need to field.

To create closer team alignment, Ms. Ewing directly facilitated the creation of the PEO C3T monthly program status charts into a consolidate "Smart Book" to provide a one-stop shop that enables a quick response to questions and informed the Below Threshold Requirement/Above Threshold Requirement decisions to keep programs executing their missions. The Smart Book incorporates unfunded requirements (UFRs) and excess as well as their status, data, PEO-level execution data and project manager-level execution data. The Smart Book provides a holistic overview within PEO C3T and better enables analysis from a programmatic perspective of what may be of risk within a specific program, how that may affect another program, any schedule issues and fiscal concerns. The Smart Book codifies PEO C3T schedules, milestones, achievements and risk in a user-friendly concept. This practice heightened team communications across BMD so each analyst is not stovepiped into one functional area of expertise but instead is aware of other programs across the organization.

Additionally Ms. Ewing successfully utilize the Army's new acquisition approach known as the Information Technology (IT) Box. This concept allows several requirements documents to work together holistically for greater flexibility in advancing capabilities. The IT Box model allows approval for an overarching requirement – in this case for the Project Manager Mission Command Pocket Sized Forward Entry Device or PFED – then requires capability package drops instead of a full blown milestone decision. The intent of the IT Box approach is to provide agility and flexibility. Ms. Ewing embraced this model from the start, navigating the PFEDs program expertly through the acquisition model, which served as the first PEO C3T program to utilize the new concept. The final approval decision was executed in FY15 and PFEDs, which gives forward observers GPS capability to use during artillery fire direction and target missions, is now moving through the construct successfully. Other PEO C3T programs are in line to utilize the Army's new IT Box construct.

Ms. Ewing's commitment to the improvement of PEO C3T business practices and concepts is without pause. She maintains the highest standards of professionalism and integrity, and is widely recognized throughout the organization as an invaluable resource. Her constant pursuit of excellence not only inspires her colleagues but also brings out the best in the PEO C3T workforce.