



DACM NEWS

DIRECTOR, ACQUISITION CAREER MANAGEMENT OFFICE

The Army DACM Office is responsible for talent management, career/leader development, Defense Acquisition Workforce Improvement Act certification, policy, and advocating for the professionals who are members of the Army Acquisition Workforce.

Hate the SRPE?

Here's why you should reconsider

By Shannon Potter and Wen Lin,
Army DACM Office

Let's be honest. Supervisors have a lot of administrative requirements and likely are not looking for more to fill their overflowing plates. So it's not surprising that the Senior Rater Potential Evaluation (SRPE) mandated in July 2015 for GS 12-15 Army Acquisition Workforce (AAW) civilians was met with mixed reviews. But here's something you might not know: What civilians didn't have (that the military has had for quite some time) was a tool to help identify and document individuals with future leadership potential—not performance. For the military, this is widely known as the most important part of an officer's evaluation, carrying significant weight in boards.

The AAW is made of 95 percent civilians. It's about time we have something in place that is more equitable with our military counterparts to help identify the potential of our future Army civilian acquisition leaders. It will take time to work through some of the growing pains of change while the SRPE tool is implemented widely across the community, so we've compiled a list of your most frequent questions.

Q: I already do a performance appraisal, why do I have to do another one?

A: The SRPE is not a performance evaluation tool, nor will it affect your annual performance appraisal rating. In contrast to existing personnel appraisal systems, the SRPE evaluates an AAW civilian's potential for future performance; while the Total Army Personnel Evaluation System and the various personnel demonstration projects evaluate current performance and contributions to the mission. So

what does that all mean? In short, the SRPE helps civilian acquisition professionals and their senior raters identify strengths, weaknesses and professional competencies from a leadership potential perspective. This, in turn, helps the civilian acquisition professional identify goals for growth and allows the supervisor and employee to devise a plan to get there. With an added bonus of informing the individual development plan (IDP), the SRPE can support an employee's future performance by illustrating a clear trajectory for growth.

Q: I don't have time for another administrative task and neither does my supervisor.

A: The administrative burden was the major reason a phased approach for SRPE implementation was adopted. This allowed supervisors to get through the growing pains with a smaller group before tackling the larger population. More importantly, however, the SRPE can facilitate conversations that are part of regular supervisor-employee interactions and help guide them to practical solutions and reinforcements. This, again, will help employees and supervisors develop and refine IDPs. As far as a time burden on those having the SRPE completed on them? There isn't one. The individual has no direct responsibility with regard to SRPE completion—other than to be receptive to the feedback they receive from their rater and senior rater.

Q: What does a SRPE get me?

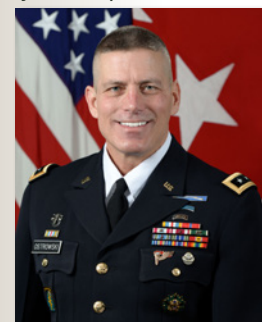
A: The SRPE is a tool to assess a civilian acquisition professional's potential to fill a position of increased responsibility or other training/leader development opportunities. Currently the SRPE is being used by the Army DACM Office to help determine which Army Acquisition Corps members best fit central-

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Welcome PMILDEP

Congratulations and welcome to **Lt. Gen. Paul A. Ostrowski**, who was confirmed March 27 by the Senate as the principal military deputy (PMILDEP) to the assistant secretary of the Army for acquisition, logistics and technology (ASA(ALT)) and the director of the Army Acquisition Corps.

To learn more about the PMILDEP check out his bio: <https://go.usa.gov/xNkfw>.



Lt. Gen. Williamson in retrospect

“What I'm proud about, is that for 15 years we've been in a fight, and our folks continue to deliver. And the budgets have gone up and gone down, but we're still delivering capability. It's not whether we built this or did this on this schedule. It's the fact that we have sustained our nation's warriors in a fight for 15 years non-stop. That's a really big deal.”



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ized selection list (CSL) positions as well as to select candidates for both the Competitive Development Group/Army Acquisition Fellowship Program and the Defense Acquisition University – Senior Service College Fellowship Program. In fact, last year the CSL board selected the most civilians ever for the GS-14/LTC level.

The SRPE also helps you have an honest conversation with your supervisor about strengths and weaknesses. It can give you a starting place to make a plan for your acquisition career.

Q: Why can't a senior rater (SR) with only two AAW employees give exceptional potential to both? This disadvantages the SR.

A: Simply put, not everyone can receive an exceptional potential (EP) evaluation. The two employees should be evaluated against each other, and the SR has to make the decision if both employees possess higher potential. Additionally, the SR does not have to give either one an EP if they are not demonstrating exceptional potential. There isn't a distribution rule that forces the award of a certain number of EP or high potential (HP) evaluations; however, the SR cannot exceed 49 percent EP ratings within each grade profile (i.e. GS-12, GS-13, GS-14, or GS-15 equivalent). If the SR does use the EP rating for one of the two employees this year, the next

year the SR cannot give another EP rating until he/she completes three more SRPEs in the same profile (2/5 = 40 percent EP). The SR should develop their own philosophy for what they consider to be EP, HP, potential (P) and marginal potential (MP). This is the time for an honest assessment of the employee's potential. Once missing elements to achieving potential are identified, additional training, projects or assignments should be sought out for the employee. Finally, use the IDP to document and set a plan to help bridge those gaps.

Q: Should only the employees who are interested in applying for product/project director boards receive an EP rating?

A: No. It is important that employees deserving of an EP should receive it, not because of an intention to apply for a position or training opportunity that requires a SRPE. Employees should be compared and rated against one another in the same profile group and in accordance with the senior rater's philosophy/expectations. An EP should be given to acquisition personnel who exhibit exceptional potential regardless of their future career aspirations or career goals. The SR should always use the SRPE as a tool to have an honest dialogue with an employee on their future potential. It may be a hard discussion to be had, but it is one supervisors owe to their employees and one that their employees need to hear.

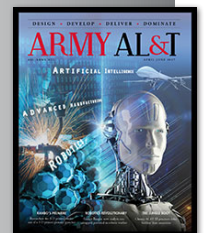
We've learned a lot over the last 20 months since the SRPE was mandated for GS 12-15 (or equivalent) AAW civilians. There are challenges ranging from technical hiccups coupled with the thought that this is just another administrative requirement. But this is about taking care of people. Our civilians deserve a better chance at competing for leadership opportunities on par with our military counterparts. Civilian evaluations are traditionally backward looking, highlighting past accomplishments. SRPE provides an opportunity to examine potential and future potential and a path forward. So, instead of looking at the SRPE as just another administrative requirement, look at it as the AAW's commitment to ensuring we that have the right people with the right skills at the right time to fill our future acquisition leadership positions.

To further facilitate completion of the SRPE, the Army DACM Office has released several instructional tools that can be accessed at <https://rda.altess.army.mil/camp/>. (Click on the CAPPMS tab, then the SRPE tab. For additional guidance regarding the SRPE, please contact Ms. Kelly Terry at the Army DACM Office via email: kelly.l.terry2.civ@mail.mil.)

Don't forget to visit the **Army DACM Office website** for a monthly breakdown of news, important dates and updates affecting the AAW. Hot Topics are published on the first Tuesday of every month.

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Lt. Gen. Williamson in retrospect

Lt. Gen. Michael E. Williamson spent the last three years of his military career leading the charge within the Army Acquisition Workforce as the principal military deputy to the ASA(ALT). We had the chance recently to sit down and get his perspective on the AAW of yesterday, today and tomorrow.



Army that's been at war for 15 years. ... Just do the math. We have not had a sustained war like this. We have equipped the Army."

"Not once have you talked about somebody's weapon exploding in their hands or jamming or not working in combat. Not once has somebody come back and said this vehicle is a

death trap, and I'm not going to ride. I'm not going to ride into combat with this. Not once has somebody talked about their uniforms not keeping them warm or cool or whatever or falling off. ... I don't have parents who are calling and saying you're not equipping my Soldier. ... So that's what I'm proud about, is that for 15 years we've been in a fight, and our folks continue to deliver. And the budgets have gone up and gone down, but we're still delivering capability. It's not whether we built this or did this on this schedule. It's the fact that we have sustained our nation's warriors in a fight for 15 years nonstop. That's a really big deal."

Lt. Gen. Williamson noted that all this drive has not been without its challenges. He'd like to have changed several things, such as supervisory training and knowledge/best practice sharing.

"I think we've got to do supervisory training earlier on with our folks. Additionally, we should also learn from each other more. There is nothing that happens in this organization that someone didn't know was going to happen. I'm convinced of it. Those are things that you should be learning and building upon all the way through. So I think that's something that I think there's a gap on that we have to work on."

Williamson's leadership and vision laid a strong foundation for the training, development and retention of the very best professionals within the Army Acquisition Workforce. The establishment of a robust talent management process ensures the Army has the right people with the right skills at the right time to lead our acquisition programs to support the Soldier throughout the 21st century.

From his first day as the principal military deputy in 2014, Lt. Gen. Williamson was the driving force behind much of the change within the AAW, and his legacy will continue to drive the workforce for many years to come. Williamson championed the ideals of realistic and relevant leader training and development for not only the military acquisition NCOs and officer corps, but most importantly for the civilian acquisition workforce. One of his first priorities was the development of a civilian talent management program that would identify, train and develop our high performing, high potential civilians to meet the requirements to fill future senior leader requirements.

The introduction of a centralized civilian-only board for the selection of our GS-14 and GS-15 equivalent product and project directors was the foundation of the talent management program. It created a means by which to identify talent and provide leadership opportunities much like the longstanding DA Secretariat CSL Product/Project Manager best qualified boards. Standardization of program management position nomenclature provided a clear path for PM position progression from GS 12-15. And the mandate of the civilian Senior Rater Potential Evaluation provided a means to compare and evaluate leader potential of civilians in a common language with that of their military counterparts.

Williamson recognized that the professionals within our acquisition workforce have fought through the challenges in recent years, and he spoke often of his pride at what the AAW has achieved:

"I think we have a tremendous workforce. I'm convinced that all of our success for delivering programs is tied to people. And so we're an

Back to the basics: WHAT and WHY DAWIA?

By *Stephanie Watson*

Let's get back to basics for a minute. What is the Defense Acquisition Workforce Improvement Act (DAWIA) and why is it important?

In 1985, DOD reviewed the education and training functions of its acquisition workforce. During that same time, President Ronald Reagan called for a review of the management of DOD. The results were not good. The reports concluded the acquisition workforce was undertrained and inexperienced, and DAWIA, as part of the National Defense Authorization Act Fiscal Year 1991, was established.

DAWIA was enacted to improve the effectiveness and professionalism of acquisition military and civilian personnel. DAWIA requires all acquisition personnel to be certified in their current position, meet specialized education and training requirements, and continue to remain current over the course of their acquisition careers. The DOD acquisition workforce manages numerous contracts and works with all primary acquisition functions disbursed across 14 acquisition career fields, such as program management, contracting, and business-financial management.

As an acquisition workforce member, you must maintain an updated individual development plan (IDP) and earn DAWIA certification for your respective acquisition career field and at the level required within 24 months of being in the coded acquisition position. The IDP helps you track and plan your required acquisition training and update your acquisition career objectives so you can successfully achieve your acquisition position certification and pursue opportunities to remain as a relevant acquisition professional. DAWIA certification requirements for each acquisition career field can be found on Defense Acquisition University's [iCatalog site](#). New AAW members should check out the [Career Navigator column](#) for DAWIA certification details.



Army acquisition FY17 product & project director slate results

Congratulations to the incoming product and project directors for the summer of 2017. These 15 individuals were selected from a pool of 47 highly competitive civilian acquisition professionals.

The product and project director's board is a civilian-only centrally selected board and is one of the Army DACM Office's priority talent management initiatives, providing an opportunity to select high-performing acquisition civilians with high leadership potential.

FY17 Product Director Assignment/Slate:

- Benjamin Corrigan**, product director, Combat Armaments and Protection Systems, Program Executive Office (PEO) Ammunition, Picatinny Arsenal, New Jersey
- Kevin Curry**, product director, Integrated Personnel and Pay System - Army Increment II, PEO Enterprise Information Systems (EIS), Fort Belvoir, Virginia
- Danny Mahan**, product director Aviation Logistics, PEO EIS, Fort Belvoir, Virginia
- Daniel Kitts**, product director, General Fund Enterprise Business System - Development and Modernization, PEO EIS, Fort Belvoir, Virginia
- Zina Kozak-Zachary**, product director, Combat Recovery Systems, PEO Ground Combat Systems (GCS), Warren, Michigan

- Willie Jackson**, product director, Electronic Attack, PEO Intelligence, Electronic Warfare and Sensors (IEW&S), Aberdeen Proving Ground (APG), Maryland
- Devin Lyders**, product director, Synthetic Training Environment, PEO Simulation, Training and Instrumentation (STRI), Orlando, Florida
- Kathleen Lytle**, product director, Production and Variant Management, PEO GCS, Warren, Michigan
- Margaret Patton**, product director, Common Systems Integration, PEO Aviation, Redstone Arsenal, Alabama
- Craig Besaw**, product director, Aviation Ground Support Equipment, PEO Aviation, Redstone Arsenal, Alabama
- Craig Riedel**, product director, Light Tactical Vehicles, PEO Combat Support and Combat Service Support (CS&CSS), Warren, Michigan
- Sherman Spencer**, product director, Tube-Launched, Optically Tracked, Wire-Guided Missile System, PEO Missiles and Space, Redstone Arsenal, Alabama
- Chad Stocker**, product director, Army Watercraft Systems, PEO CS&CSS, Warren, Michigan
- John Womack**, product director, Constructive Simulation Support, PEO STRI, Orlando, Florida

FY17 Project Director Assignment/Slate

- Christian Keller**, project director, Sensors-Aerial Intelligence, PEO IEW&S, APG, Maryland

Selectees announced for DAU Senior Service College Fellowship (DAU-SSCF)

Congratulations to those selected for the upcoming DAU-SSCF cohort. These individuals were chosen from a particularly robust candidate pool of civilian acquisition professionals.

The fellowship is conducted by DAU at Aberdeen Proving Ground, Maryland; Huntsville, Alabama; and Warren, Michigan; with the purpose of preparing acquisition civilians for senior positions including product and project manager, program executive officer and other key acquisition leader positions.

Selectees for SSCF 2017-2018 by DAU location are:

ABERDEEN PROVING GROUND

- Lisa Bell**, PEO Command, Control and Communications - Tactical (PEO C3T)
- John Gillette**, PEO C3T
- Michael Hedley**, PEO C3T
- Victor Hernandez**, PEO EIS
- Jerry King**, U.S. Army Contracting Command (ACC)
- Betsy Kozak**, ACC
- Robert Vik**, PEO C3T
- Jack Wilson**, U.S. Army Research, Development and Engineering Command (RDECOM)

HUNTSVILLE

- Mildred Blackshear**, U.S. Army Materiel Command
- Daniel Bryant**, U.S. Army Test and Evaluation Command (ATEC)
- Bryan Cleve**, PEO Aviation
- Corry Cox**, ATEC
- Kevin Crumlish**, U.S. Army Space and Missile Defense Command (SMDC)
- Christine Dedrick**, PEO Missiles and Space (M&S)
- James Hallinan**, PEO M&S
- Bryon Manley**, SMDC
- Timothy Sweeney**, PEO Aviation

WARREN

- Harsha Desai**, U.S. Army Tank Automotive Research, Development and Engineering Center
- Andrew DiMarco**, PEO GCS
- Michael Dunne**, PEO GCS
- Lisa Gronowski**, PEO GCS
- John Hufstedler**, PEO CS&CSS
- Michael Sawyers**, PEO CS&CSS
- Munira Tourner**, PEO CS&CSS



IDEAL pilot program launches in Huntsville

By Kristine Faria

In March, 25 Army acquisition professionals from organizations across the AAW gathered in Huntsville, Ala., for the pilot offering of Inspiring and Developing Excellence in Acquisition Leaders (IDEAL), the Army DACM Office's new leader development pilot program for AAW members at the GS-12 and GS-13 level. The program is facilitated by Dale Carnegie Training and consists of two three-day sessions. On March 14-16, the Huntsville students took part in IDEAL session one. In May, they returned to Huntsville for the second session.

During session one, the Huntsville students focused on interpersonal competence, leadership styles, communication and critical thinking. In small groups, participants practiced skills such as disagreeing agreeably, presenting evidence and contributing ideas. They also completed self-assessments to better understand their listening skills, external awareness and personal tendencies. When the students return for session two, some of the topics they'll cover will include effective meetings, presentations, time management and employee engagement.

Feedback from students attending the pilot program is critical to enable the Army DACM Office to assess IDEAL, make improvements and of-



fer leadership training that is effective, relevant and valuable. For FY17, IDEAL is also being piloted at Aberdeen Proving Ground, Maryland, and Warren, Michigan. Quotas have been allocated to organizations based upon command AAW size at the pilot sites. Acquisition career management advocates at the sites are responsible nominating participants.

Human Capital Strategic Plan rolling out

By Marko Nikituk

The FY17-21 Army Acquisition Workforce Human Capital Strategic Plan (HCSP) is the blueprint for Army acquisition leaders and organizations to work together to enhance the readiness of our AAW now and into the future. It focuses on strengthening AAW capabilities through development in five critical areas: workforce planning, professional development, leadership development, employee engagement, and communication and collaboration. This plan and its accompanying implementation is based on input from the AAW that leverages and builds upon the programs, tools and training currently available to our



workforce and will identify, refine and continually mature these capabilities in the future. This will allow our AAW and our formations to adapt to changes in workforce requirements, changes in demographics, changes in technology and changes in threats to better enable us to Support the Fight, Improve the Force and Build the Future. Your engagement and active participation will ensure our collective success through a deliberate and thoughtful approach to enhancing our ability to develop the people that develop the very best materiel solutions for our Army. More information can be found at <http://asc.army.mil/web/hcsp/>.

Army DACM Office Highlights

- ▶ USD(AT&L) awards an opportunity to highlight successes
- ▶ Army acquisition pre-command course prepares students for future roles
- ▶ Ground Truth: Talent Management in Lean Times

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