



DEPARTMENT OF THE ARMY
PROGRAM EXECUTIVE OFFICE SOLDIER
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JUL 28 2017

SFAE-SDR

MEMORANDUM FOR Mr. Craig Spisak, Director, U.S. Army Acquisition Support Center, 9900 Belvoir Road, Building 201, Suite 101, Fort Belvoir, VA 22060

SUBJECT: 2017 Army Acquisition Executive's (AAE) Excellence in Leadership Award Project Management/Project Director Office Team of the Year (06 Level)

1. I am pleased to nominate Project Manager Soldier Protection and Individual Equipment (PM SPIE) Team for the 2017 AAE Excellence in Leadership Award for Project Management/Project Director Office Team of the Year (06 Level).
2. PEO Soldier honors this 304-member team's superior support to Soldiers across a broad \$1.5B portfolio that encompasses over 420 individual items of clothing and individual equipment as well as protective equipment including helmets, body armor, eye protection, and parachutes. The PM SPIE workforce is deployed worldwide supporting operations in more than a dozen countries through hundreds of Programs of Record and the Rapid Fielding Initiative. This unique program office touches every Soldier in the Army as well as every Soldier in harm's way, supporting nearly 80,000 Soldiers deployed in Operations Inherent Resolve, Freedom's Sentinel, Spartan Shield, Atlantic Resolve, and other critical missions with the most advanced equipment available.
3. PM SPIE derives its success from a profound sense of teamwork and pride in mission accomplishment. This team enjoys the awesome responsibility of delivering thousands of innovative, life-saving, and mission enhancing capabilities to our combat formations on a near-daily basis. PM SPIE pays exceptionally close attention to its people, processes, and stakeholder relationships in order to remain adaptive and responsive to the Warfighter.
4. My point of contact for this action is Andrew Clements, (703) 704-3325 or e-mail: andrew.t.clements.civ@mail.mil.

Brian P. Cummings
BRIAN P. CUMMINGS
Brigadier General, USA
Program Executive Officer Soldier

Nomination 2017 Army Acquisition Executive's (AAE) Excellence in Leadership Awards

**Category: Project Management Office Team of the Year Award (06 Level)
Office of the Project Manager, Soldier Protection and Individual Equipment**

Nominating Organization:

Organization Name: Program Executive Office Soldier

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Name, Grade, and Position Title of Nominee:

Name: Project Manager, Soldier Protection and Individual Equipment

Team Grade: COL Title: Project Manager

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Award Narrative

Talent Management: Project Manager Soldier Protection and Individual Equipment (PM SPIE) promotes a culture of professionalism and teamwork to ensure the highest caliber of personnel are available to support mission-critical functions. This rich talent management environment ensured the right people were at the right place, at the right time to effect the best results for our Warfighters. Examples include:

- PM SPIE strives to enforce a uniform set of professional standards across the total workforce that consistently meets professional requirements in Defense Acquisition Workforce Improvement Act certifications, business and engineering credentialing, and quality assurance proficiency. The PM SPIE lead Quality Assurance (QA) took the initiative to leverage the Defense Acquisition Development Funds to resource an ISO 9001 Quality Management System Course for 20 QA professionals to ensure 100% of the QA team learned newly-published ISO standards and remained proficient in their domain.
- In two instances, civilian team members excelled as acting Assistant Product Managers (APM) when military service members were called to other assignments leaving the APM positions gapped for several months. One of our Quality Assurance Team leads effectively served as the APM for Airdrop systems while one of our Logistics Team leads served as the APM for the Soldier Protection system. These eager leaders performed superbly in their new duties as they broadened their skills and supported critical military product lines.
- In an effort to fully leverage all the opportunities presented from well-established relationships with key stakeholders, PM SPIE supported five 179-day developmental assignments. In three instances, PM SPIE shared talent by sending a logistics professional to ASA(ALT) DASA AP&L, a business manager to ASA(ALT) DASA PP&R, and an engineer to USSOCOM. In two instances, PM SPIE received engineers from the Army Test and Evaluation Command (ATEC). In every case, the developmental assignments were exceptionally productive and enriching experiences for all parties.

Team's leadership and knowledge transfer efforts to build the competencies of current and future leaders: PM SPIE's vast portfolio is efficiently managed through a network of closely aligned organizations from within the Project Management Office and across the Army and the Department of Defense. Subordinate leaders from across the PM are continuously engaged in IPTs and working groups with partners at Natick Soldier Research, Development and Engineering Center (NSRDEC), Tank and Automotive Command – Central Management Office (TACOM-CMO), Tank and Automotive Command – Logistics Support Office (TACOM-LSO), Defense Logistics Agency – Troop Support (DLA-TS), and the Maneuver Center of Excellence (MCoE). In every instance, PM SPIE's employees are empowered to exercise their expert knowledge and to challenge the status quo in support of Warfighters. Examples of best practices, knowledge transfer learning approaches include:

- PM SPIE sponsored or participated in several statutorily required knowledge transfer events that involved all the Services, OSD, and DLA-TS. The Joint Clothing and Textile Governance Board (JCTGB) and Cross-Service Warfighter Equipment Board (CS WEB) provided junior leaders and subject matter experts the opportunity to present innovative material solutions or process improvement initiatives to their Service counterparts from across DoD. PM SPIE deliberately rotates presentation content to ensure the broadest opportunity for junior leaders to share their best practices and grow as leaders. Similarly, the Joint Advanced Planning Brief for Industry (JAPBI) provides maximum exposure for junior

leaders to share their knowledge and expertise among hundreds of government and industry partners. Every government and industry participant in the Clothing and Individual Equipment enterprise attends this annual event with the expectation that they will gain a meaningful understanding of the government's strategic direction and priorities. The JCTGB, CS WEB, and JAPBI provided leaders at all levels a venue that challenges their strategic situational awareness and their technical expertise. Ultimately, the enormous extent to which key stakeholders attend these events inherently advances the PM SPIE mission.

- The PM SPIE "all-hands" and other less formal engagements and mentoring sessions provided the opportunity for employees to assist the leadership team in setting organizational priorities. One of the more impactful outcomes is a better understanding of the workforces' continuous learning challenges, frustrations, and expectations. With these insights, leadership can more effectively manage formal professional development opportunities and resources. In the last 12 months, PM SPIE's have seen a substantial increase in professional development training and education. Seven employees attended the Civilian Education System Advanced Course, Two employees attended the Joint Women's Leadership Symposium, One employee attended the Acquisition Leadership Challenge Program (ALCP) and the Inspiring and Developing Excellence in Acquisition Leaders (IDEAL) course. Finally, one of PM SPIE's junior leaders is enrolled in the Naval Postgraduate School. In every instance, PM SPIE's employees will return from these premier courses substantially better prepared to face mission challenges and confidently achieve mission success.

Support of ASA(ALT) priorities: PM SPIE routinely supports ASA(ALT) priorities in the conduct of its mission. This program office maintains close relationships with key stakeholders in the public and private sectors of the Science & Technology community, the test community, HQDA and OSD staff elements, USSOCOM, and the other Services in an effort to set the conditions for sharing innovative ideas and accelerating materiel solutions for the Warfighter:

- **AAE Strategic Objective 1 - Identify Process Gaps and Efficiencies & AAE Strategic Object 7 - Increase agility in requirement generation, acquisition, sustainment and contracting process to keep pace with the rapidly changing nature of war and advances in technology:** PM SPIE worked closely with the CSA, ASA(ALT), Army G8, and TRADOC to successfully develop an Organizational Clothing and Individual Equipment (OCIE) Streamlined Requirements Process. This innovative effort reduced the staffing process and documentation required in the Joint Capabilities Integration Development System (JCIDS) process; none of which were value added to obtain a validated OCIE requirement. The Army G8 approved these changes on 10 March 2017 with revisions to AR 71-9, Warfighting Capabilities Determination, expected imminently. This highly efficient process will reduce the timeline for OCIE requirements validation from more than 24 months to 4 months, reduce documentation from hundreds of pages to just 16 pages, and save many tens of thousands of dollars in staff work. Currently, the Army is addressing five capability gaps using the new process: the Ghillie Suit, the Parachute Oxygen Delivery System (PODS), the Military Altimeter, the Welder Individual Protective systems (WIPS), and the Law Enforcement Ensemble Kit (LEEK).

- **AAE Strategic Objective 2 - Foster a Fiscal Environment Where Resources are Committed and Provide Stability, flexibility and agility to efficiently execute Army Acquisition Strategies & AAE Strategic Object 7 - Increase agility in requirement generation, acquisition, sustainment and contracting process to keep pace with the rapidly**

changing nature of war and advances in technology: On 16 September 2016, the HQDA G-8 directed ASA(ALT) to provide a brigade combat team with a jungle combat boot capability with unique attributes: puncture resistant soles, perforated drain holes, new generation insoles, improved drainage and ventilation, and improved moisture management. Though a boot that met all requirements was not readily or commercially available, the PM SPIE team worked with RDECOM, contracting, and industry partners to facilitate an open competition to meet the Army needs. Demonstrating unparalleled flexibility, agility, and acquisition acumen; PM SPIE responded to the HQDA Directed Requirement, developed a unique Jungle Combat Boot capability, and fielded over 6000 boots to the 25th Infantry Division in March 2017 - an unprecedented 9-month achievement.

- **AAE Strategic Objective 3 - Maintain and Leverage Robust Relationship with Industry and Government R&D:** PM SPIE worked with OSD to secure \$35M in Defense Production Act Title III funding to partner with industry to establish a \$100M factory to support Next Generation Kevlar. This partnership substantially expands and improves the domestic industrial capacity to produce high-strength, inherently fire-resistant fiber technologies for PEO Soldier and other Army and Department of Defense programs. Title III programs are exceptionally unique with only a few programs approved annually. Moreover, their distinctive nature and direct link to the industrial base require the President of the United States' endorsement.
- **AAE Strategic Objective 5 - Lead and conduct the Army activities associated with exports and cooperation to further U.S. Nations security policies and objectives:** As the Army and OSD's subject matter expert on all technical and business aspects of personal protective equipment, PM SPIE assisted other Services, departments, and agencies with source selections, technical evaluations, and First Article Testing (FAT). PM SPIE routinely provided technical support to Foreign Military Sales of protective equipment sold to foreign customers including reviewing and scoring ballistic testing for 35 lots of SAPI plates and 28 lots of IOTVs produced for USASAC Foreign Military Sales contracts. Notably, PM SPIE provided Soldier Plate Carriers to the Czech Republic in support of a struggling FMS case that threatened to undermine substantial future FMS sales. In fulfilling this relatively small USASAC requirement of 1,000 systems at a cost of \$349,200; the Army demonstrated good faith and secured a multi-million dollar aircraft sale to the Czechs.
- **AAE Strategic Objective 6 - Establish and improve process to better inform the acquisition lifecycle with the latest intelligence to ensure overmatch throughout all acquisitions:** PM SPIE leveraged combat data and close partnerships with the Office of the Director, Operational Test and Evaluation (DOT&E), the Army Research Lab's (ARL) Survivability/Lethality Analysis Directorate (SLAD), ARL's Weapons and Materials Research Directorate (WMRD), and the Joint Trauma Analysis and Prevention of Injury in Combat (JTAPIC) initiative to update several test requirements and protocols for personal protective equipment. Most substantially, the VCSA changed the Back Face Deformation (BFD) Requirement for Hard Armor from 44mm to 58mm. This change provided industry with the opportunity to significantly reduce the weight of body armor. Similarly, the Army eliminated the BFD Lot Acceptance Testing (LAT) requirement for helmets. Ultimately, PM SPIE's efforts to leverage the latest intelligence derived from combat data will assist in substantially reducing the Soldier's load by 20-25% in the protective equipment portfolio.
- **AAE Strategic Objective 8 - Rapidly identify, procure and field material solutions to**

address immediate, near-term, and mid-term emerging threats and capabilities through rapid prototyping initiatives that enable Soldiers to decisively engage in contested environments: PM SPIE collaborated with the Natick Soldier Research, Development, and Engineering Center (NSRDEC) to rapidly prototype a military helmet using breakthrough new material (PE film) developed cooperatively with industry partners. Preliminary ballistic data from the PE film effort shows the new material will defeat the most prevalent threat in theater without increasing the helmet weight.

Project Management/Director specific criteria: Faced with numerous time-sensitive challenges, PM SPIE's diverse and high-performing workforce navigated ambiguous requirements, managed a complex community of stakeholders, read the direction of an ever-changing strategic environment, and delivered superb capabilities to our Warfighters:

- The Rapid Fielding Initiative provided 3,085,517 pieces of life-saving and mission support clothing and individual equipment at a value of \$304,750,605 to approximately 80,000 Soldiers deploying to Operations Inherent Resolve (OIR), Freedom's Sentinel (OFS), Spartan Shield (OSS), Atlantic Resolve (OAR), and other critical missions. RFI also conducted HQDA-approved sustainment shipments to support OAR including 101,092 items of equipment at a value of \$12,634,965.
- PM SPIE executed a CSA Directed Requirement to procure and field the new Jungle Combat Boot (JCB) and Organizational Clothing and Individual Equipment (OCIE), to the 25th Infantry Division at Schofield Barracks, Hawaii. The team successfully issued 20,952 items of equipment to over 3,512 Soldiers from two Brigade Combat Teams (BCT) within the Division requiring the shipment of over 900 pallets of product.
- PM SPIE also supported multiple OCIE assessments across the Army: the MOLLE 4000 Airborne Rucksack LUE fielding of 9,144 systems to the Airborne Community at Fort Bragg, Fort Richardson, Hawaii and Fort Benning; 165 Female Flame Resistant Army Combat Uniforms (FRACU) FUE at Ft Bragg; and 624,491 Multi-Purpose Hydration Systems for the Active Army, National Guard and the Reserves.
- In addition to dozens of CONUS New Equipment Training (NET) events, PM SPIE demonstrated impressive global reach in supporting numerous NET events OCONUS: RA-1 Jumpmaster/Rigger NET for 896 trainees in England, Japan, Korea, and Germany; MC-6 NET for 17 trainees in Bulgaria and Tunisia; and Soldier Protection System (SPS) Human Factors Evaluation (HFE) NET for 135 trainees in Panama and Alaska.
 - PM SPIE conducted 5 Personal Protective Equipment (PPE) returns to active duty Soldiers who were involved in combat engagements where their protective equipment defeated enemy direct fire. These events often bring closure to Soldiers and provide a public statement of confidence in the Army's commitment our Soldiers and their families. Additionally, the PM SPIE led an effort to ensure the PPE return program supports all Soldiers to include National Guard, Reserve and Retirees. As a result, the FY18 NDAA contains language that expands the PPE program to all categories of combat veterans.
 - Finally, PM SPIE developed a comprehensive Total Lifecycle Management process for all of the end items in the PM's portfolio. In coordination with ARL and NSRDEC, PM SPIE is well-postured to manage the transition of 6.1 - 6.3 S&T efforts. Similarly, the PM is well-positioned to work with DLA in determining the optimal times to execute new purchase orders based on Engineering and Material Change Orders. This collaborative planning also allows for the effective drawdown and divestment of legacy assets for which the Army is responsible.

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Citation:

Project Manager Soldier Protection and Individual Equipment is an exceptional team of dedicated professionals who provide superior support to Soldiers across a broad \$1.5B portfolio that encompasses over 420 individual items of clothing and individual equipment as well as protective equipment including helmets, body armor, eye protection, and parachutes. The PM SPIE workforce is deployed worldwide supporting operations in more than a dozen countries through hundreds of Programs of Record and the Rapid Fielding Initiative. This unique program office touches every Soldier in the Army and every Soldier in harm's way, supporting nearly 80,000 Soldiers deployed in Operations Inherent Resolve, Freedom's Sentinel, Spartan Shield, Atlantic Resolve, and other critical missions with the most advanced equipment available. PM SPIE derives its success from a profound sense of teamwork and pride in mission accomplishment. This team enjoys the awesome responsibility of delivering thousands of innovative, life-saving, and mission enhancing capabilities to our combat formations on a near-daily basis. PM SPIE pays exceptionally close attention to its people, processes, and stakeholder relationships in order to remain adaptive and responsive to the Warfighter.