



**DEPARTMENT OF THE ARMY
PROGRAM EXECUTIVE OFFICE SOLDIER
5901 PUTNAM ROAD, BLDG 328
FORT BELVOIR, VA 22060-5422**

AUG 02 2019

SFAE-SDR

MEMORANDUM FOR Mr. Craig Spisak, Director, US Army Acquisition Support Center, 9900 Belvoir Road, Building 201, Suite 101, Fort Belvoir, VA 22060-5578

SUBJECT: 2019 Army Acquisition Executive's Excellence in Leadership Award for Acquisition Support Professional of the Year.

1. I am proud to endorse the nomination of Deborah G. Ward for the 2019 Army Acquisition Executive's Excellence in Leadership Award for Acquisition Support Professional of the Year.
2. Ms. Ward expertly provides acquisition staff oversight for more than 300 life-saving Organizational Clothing and Individual Equipment (OCIE) programs in various phases of the Acquisition Lifecycle in Project Management Office, Soldier Protection and Individual Equipment (PM SPIE). In this capacity, she advises the Project Manager (PM) on all matters associated with the technical and legal execution of a \$600M budget IAW DoD 5000 and Title 10, USC. Moreover, she provides acquisition staff support to the Rapid Fielding Initiative (RFI), a program that provides state of the art clothing and personal protective equipment to more than 80K deploying Soldiers annually.
3. Ms. Ward is the consummate acquisition professional. She doggedly drives process improvement to more rapidly navigate bureaucracy and increase government efficiency. She creatively leveraged industry innovation to supply the latest technologies to Soldiers at a reduced cost to the Army in a compressed delivery timeline. Ms. Ward conscientiously works to identify and implement efficiencies across the Army community, as evident in her work in Total Life Cycle Management venues. She actively seeks every opportunity to increase the Army's buying power by establishing initiatives that create opportunities for the other Armed Services to get the best savings through economy of scale procurements.
4. Ms. Ward is current, or within the grace period, in her DAWIA acquisition career field certification and continuous learning points.
5. The point of contact for this nomination is Ms. Stephanie Jarrett at (703) 704-0726 or email: stephanie.j.jarrett.civ@mail.mil.

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**ANTHONY W. POTTS
Brigadier General, USA
Program Executive Officer Soldier**

*Assistant Secretary of the Army for Acquisition, Logistics, and Technology
2019 Army Acquisition Executive's (AAE) Excellence in Leadership Award*

Acquisition Support Professional of the Year

Nominating Organization:

Organization Name: Program Executive Office Soldier

Mailing Address: 5901 Putnam Road, Bldg. 328

City: Fort Belvoir State: Virginia Zip: 22060-5422

Primary Point of Contact:

Name: Andrew T. Clements

Title: Deputy Project Manager - Soldier Protection and Individual Equipment

Telephone: 703-704-3325

E-mail: andrew.t.clements.civ@mail.mil

Name, Grade, and Position Title of Nominee:

Name: Deborah G. Ward

Grade: NH04

Title: Operations and Acquisition Senior Analyst

E-Mail: deborah.g.ward.civ@mail.mil

Summary: Ms. Debbie Ward provided significant contributions to the United States Army and the Program Executive Office Soldier through her expert leadership and dedication as the Operations and Acquisition Senior Analyst for Project Management Office Soldier Protection and Individual Equipment. In this position, Mr. Ward is responsible for acquisition staff oversight for more than 300 life-saving Organizational Clothing and Individual Equipment (OCIE) programs in various phases of the acquisition lifecycle. In this capacity, she is responsible for advising the Project Manager (PM) on all matters associated with the technical and legal execution of a \$600M budget IAW DoD 5000 and Title 10, USC. Moreover, she provides acquisition staff support to the Rapid Fielding Initiative (RFI), a program that provides state of the art clothing and personal protective equipment to more than 80K deploying Soldiers annually. In the execution of her duties, Ms. Ward routinely engages with the PM's requiring activities and user representatives, Life Cycle Management Command (LCMC), Headquarters Department of the Army (HQDA) staff elements, and the PM's peer agencies in the Air Force, Marine Corps, Navy, and Coast Guard.

Ms. Debbie Ward championed the development of a new requirements process for Organizational Clothing and Individual Equipment (OCIE). She conducted a detailed analysis of the legacy requirements process and identified documentation, staffing, and approval milestones that were inefficient, ineffective or redundant. In coordination with the PM and PEO, Ms. Ward developed a new process that reduced requirements staffing from 24 to 10 months and reduced staffing documentation from over 100 pages to little more than a dozen. With extraordinary speed, the new requirements process received the endorsement of the Army Acquisition Executive and the approval of the Chief of Staff of the Army. Today, the new requirement document is formally recognized as the Organizational Clothing and Individual Equipment Production Document (OCIE-PD). As a testament to the Army's enthusiasm for the new document and its associated streamlined process, an OCIE-PD for the Parachute Oxygen Delivery System (PODS) was the first requirements document to formally enter the Army Futures Command approval process and GEN Murray signed it. Clearly, Ms. Ward's effort demonstrates her ability to tailor the acquisition process to achieve optimal programmatic results and deliver value at the speed of relevance.

Ms. Ward is leading a highly innovative effort to "repurpose" legacy body armor. As the Army transitions to the Modular Scalable Vest (MSV) as the Soldier's primary hard and soft armor carrier, the program office initiated an effort to address a divestment plan for more than 1 million sets of legacy Outer Tactical Vests (OTVs), Improved Outer Tactical Vests (IOTVs), and their associated soft armor packages. Working closely with PM Soldier Protective Equipment (PM SPE), the Maneuver Center of Excellence (MCoE), and Army Test and Evaluation Command (ATEC); Debbie synchronized an expert team of engineers, testers, and quality assurance professionals to establish a Third Party Logistics contract that will recycle the soft armor packages from the legacy OTVs and IOTVs for use in the latest MSV Generation II (GEN II) carrier. As a result of this effort, the Army will field twice the number of MSV GEN IIs than previously planned in one third the time. Moreover, the Army will achieve more than \$50M in cost avoidance. Finally, the repurposing effort resulted in a universal body armor system that is designed to accept legacy soft armor, newly developed soft armor, or any emerging soft armor that may serve as a Preplanned Product Improvement (P3I).

Ms. Debbie Ward also developed and implemented a Total Life Cycle Management process that accurately monitors Science and Technology (S&T) transitions and aligns them with 6.4/6.5 RDTE requirements identified in the POM. By facilitating key relationships in the S&T community, Ms. Ward ensured an unprecedented level of consonance between the PM's planned funding, S&T transition dates, and validated requirements documents. Moreover, closely monitoring S&T efforts ensures that program requirements are proactively informed. Ms. Ward also implemented a Total Life Cycle Management process for OCIE items in sustainment. Much like her efforts with the S&T community, Debbie worked closely with the PM's LCMC and the Defense Logistics Agency (DLA) to identify inefficiencies across the clothing and textile portfolio. This effort developed a comprehensive and well-coordinated process that substantially reduced the residual costs of legacy items as new equipment is introduced into the Army inventory. Her efforts in Total Life Cycle Management and moving programs through the acquisition framework promote data informed decision-making and accelerate the fielding of critical equipment to Soldiers at a reduced cost to the Army.

Debbie routinely demonstrates that she can independently define, direct, or lead highly challenging projects as the resident acquisition expert within PM SPIE. While she is universally recognized for her expertise within the PEO Soldier community of interest, she recently expanded her reach outside the Army and became a senior mentor to the United States Air Force (USAF) clothing and textile material enterprise. Over the last 12 months, Ms. Ward has been working with the US Air Force (USAF) to establish a new OCIE organization, much like PM SPIE, that will support the USAF Ground Airmen. In coordination with USAF acquisition and logistics entities, she led an IPT comprising key Army stakeholders, including HQDA G4 and the United States Army Tank-automotive and Armaments Command (TACOM) Central Management Office (CMO), to develop an integrated and comprehensive approach to OCIE management. The IPT created an MOA to formalize the relationship between the USAF and PEO Soldier. In the next few months, the USAF will embed 6 personnel with PEO Soldier to enhance common best practices and assist in developing common OCIE. The results have been unprecedented as the USAF moves toward adopting the Army's camouflage pattern and uniform items. The cost avoidance from economy of scale procurements will allow both Services to spend additional funds on a broader set of modernization priorities. Moreover, the cooperation between the Army and USAF aligns with the Secretary of Defense's desire for the Services to move toward common OCIE.

Ms. Debbie Ward tirelessly mentors newly assigned APMs to ensure they have a proper understanding of the acquisition framework as well as the statutory and fiscal standards they are expected to enforce as acquisition professionals. She readily provides them direction, guidance, and reference materials to ensure new leaders understand their mission and the associated requirements and acquisition documentation that provides program legitimacy. Debbie is also integral in developing PM SPIE's Strategic Portfolio Analysis Review (SPAR), Weapons System Review (WSR), and Program Objective Memorandum (POM) documentation. Early in their acquisition careers, she ensures APMs, budget analysts, and acquisition support professionals receive an indoctrination into the business processes that govern Army Senior Leader decisions. As a result, APMs routinely "graduate" from PM SPIE with an outstanding programmatic baseline.

Award Citation

For outstanding achievement, Ms. Debbie Ward, Operations and Acquisition Senior Analyst for PM Soldier Protection and Individual Equipment, for the period 1 August 2018 through 31 July 2019. Ms. Ward expertly advised the Project Manager and guided critical efforts that delivered mission-enhancing and life-saving capabilities to Soldiers deploying in harm's way. She doggedly drives process improvement to more rapidly navigate bureaucracy and increase government efficiency. She creatively leveraged industry innovation to supply the latest technologies to Soldiers at a reduced cost to the Army in a compressed delivery timeline. Ms. Ward conscientiously works to identify and implement efficiencies across the Army community, as evident in her work in Total Life Cycle Management venues. She actively seeks every opportunity to increase the Army's buying power by establishing initiatives that create opportunities for the other Armed Services to get the best savings through economy of scale procurements. Ms. Debbie Ward is the consummate acquisition professional who sets the example for others to follow. Her achievements reflect great credit upon herself, the Program Executive Office Soldier, the Office of the Assistant Secretary of the Army (Acquisition, Logistics, and Technology), and the United States Army.