



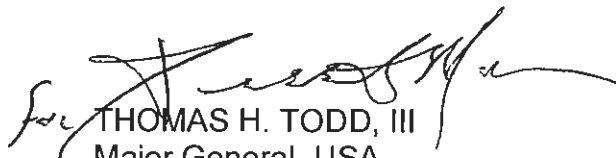
DEPARTMENT OF THE ARMY
PROGRAM EXECUTIVE OFFICE, AVIATION
5681 WOOD ROAD
REDSTONE ARSENAL AL 35898-5000

SFAE-AV

MEMORANDUM FOR Mr. Craig Spisak, Director, Acquisition Career Management

SUBJECT: Program Executive Office, Aviation Nomination of Mr. Michael Harris for the 2019 Excellence in Leadership Award Logistician of the Year

1. I am very pleased to nominate Mr. Michael "Scott" Harris, Product Support Manager, Aviation Turbine Engines Project Office for the 2019 Army Acquisition Executive's (AAE) Excellence in Leadership Award Logistician of the Year.
2. Mr. Harris' institutional expertise proved crucial in formulating the Product Support Strategy for the ACAT1C Improved Turbine Engine Program, while simultaneously designing the Project Office Intellectual Property strategy. His incredible dedication, aggressive planning, and extraordinary leadership helped set conditions for a successful Improved Turbine Engine Milestone B and Engineering and Manufacturing Development contract award ahead of schedule.
3. The Life Cycle Sustainment Plan and Intellectual Property programs Scott Harris developed are recognized for their outstanding quality at the highest levels within the Army and are a testimony to his unmatched expertise and exceptional leadership. His outstanding dedication is truly worthy of recognition.
4. Mr. Harris is current in his Defense Acquisition Workforce Improvement Act (DAWIA) acquisition career field certification and continuous learning points.
5. Point of contact for this nomination is Mr. Robert A. Sheibley at (256) 955-8768 or Robert.a.sheibley.civ@mail.mil.


THOMAS H. TODD, III
Major General, USA
Program Executive Officer, Aviation

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

2018 Army Acquisition Executive's (AAE) Excellence in Leadership Award

LOGISTICIAN OF THE YEAR

Administrative Information

Nominating Organization

Organization's Name: Program Executive Office, Aviation

Mailing Address: Building 5681 Wood Road

City: Redstone Arsenal State: Alabama Zip: 35898

Primary Point of Contact

Name: Raymond Nabors

Title: APEO, G-1

Telephone: (256) 313-4160

E-mail: raymond.nabors.civ@mail.mil

Name, Grade, and Position Title of Nominee

Name: Michael "Scott" Harris

Grade: NH-04 Title: Product Support Manager, Aviation Turbine Engines Project Office

E-mail: michael.s.harris38.civ@mail.mil

2019 Army Acquisition Executive's (AAE) Excellence in Leadership Awards Logistician of the Year Award Narrative

Specific Achievements: As the Product Support Manager for the Aviation Turbine Engines Project Office, Scott Harris provided exceptionally decisive leadership during the first year of the newest project office within the Program Executive Office for Aviation. His unwavering leadership and institutional expertise proved crucial in formulating the Product Support Strategy for the ACAT 1C Improved Turbine Engine Program. His oversight in the development of this extremely detailed product support strategy, included the completion of DoDI 5000.02 documentation, and associated information artifacts, such as the Intellectual Property Strategy, Life Cycle Sustainment Plan, Computer Resource Life Cycle Management Plan, depot analyses, demil and disposal plan, IUID plan, life cycle cost estimates, and an analysis of product support alternatives. This demonstrated depth of knowledge was particularly invaluable in leading the development of the Improved Turbine Engine Life Cycle Sustainment Plan and Intellectual Property Strategy which were recognized for outstanding quality and thoroughness at the highest levels of the Army and specifically lauded as a model program by the Army Materiel Command's Executive Deputy Commander. Scott's contributions toward achieving a successful Improved Turbine Engine Program Milestone B decision and award of a \$500M+ Engineering and Manufacturing Development contract cannot be overstated. Concurrently, he continued life cycle management support of the current fielded T700 and T55 turbine engines, a daunting task on its own as there are more than 6000 T700 engines on wing throughout the Army's Apache and Black Hawk fleets, along with over 1000 T55 engines on wing in the Army's Chinook fleet.

Value of Nominee's Contributions: Scott Harris was one of the first to truly recognize the significance of developing a comprehensive Intellectual Property Strategy to ensure material and intellectual assets belonging to the United States Government were properly safeguarded. He effectively directed the Intellectual Property Strategy development and formulated product support guidance for the Improved Turbine Engine Program, while assisting the newly formed Future Vertical Lift Project Office in standing up their own capability. His insight into the complexities of managing and asserting the Government's intellectual property rights provided the underpinnings for the overarching and comprehensive Intellectual Property Strategy. Scott devised a three pillar Intellectual Property approach consisting of identifying required data rights, challenging contractor data assertions, and training the workforce. This approach not only helped shape and support a robust Acquisition Strategy, but also included proper training to effectively implement and execute that strategy. Initial comprehensive evaluation helped identify the technical data that was truly needed to achieve the Government's Product Support strategy and then technical reviewers were trained to correctly preserve the Government's rights to that technical data to which entitled. Scott implemented a training program to train each Contract Data Requirements List reviewer on recognizing the proper document markings and understanding document construction to meet the intended technical data use within the Product Support strategy, as well as how to recognize the need to challenge data assertions.

Scott was also singularly instrumental in integrating a unique approach for evaluating proposed rights during the Improved Turbine Engine Engineering and Manufacturing Development source selection. OSD quickly recognized the value and effectiveness of this approach and is currently assessing prospects for incorporating the underlying program principals into training opportunities that benefit future programs. In addition, Scott developed and led the intellectual

property integration effort for the T700 and T55 engine product lines interacting closely with the AMCOM Logistics Center personnel to provide direct support to T700 and T55 engines.

Demonstration of Leadership: If his assigned duties were not enough, Scott Harris has taken the extraordinary next step in selfless service by voluntarily offering his time and skills to support the PEO Aviation mentorship program as a senior mentor, while continuing to provide career and acquisition process guidance to junior through senior level workforce professionals. Scott also supported the Defense Acquisition University South Campus as a guest advisor and participated on a regular basis at the regional logistics leadership round tables, PSM workshops, and maintenance forums. He is often sought out to support various other product support related activities through advisory roles or council memberships, which further illuminates the unmatched expertise and exceptional leadership of Scott Harris.

Through his incredible dedication, aggressive planning, and extraordinary leadership, Scott helped set conditions for a successful Improved Turbine Engine Milestone B and Engineering and Manufacturing Development contract award ahead of schedule. A true leader, Scott always leads from the front, spearheading these vital efforts while providing top cover and mentorship for his team.

Logistician Specific Criteria: Thinking outside the box, Scott Harris took the extraordinary initiative to conduct a continuing supportability analysis project for the Improved Turbine Engine Program. Using the Sandia Lab's System of Systems Analysis Toolset (SoSAT) logistics modeling to apply sensitivity scenarios to pre- Preliminary Design Review assumptions, he found a way to identify and help minimize program support risk. This approach affords leadership the opportunity to highlight any product design influence opportunities through evaluation of reliability, availability, and maintainability projections, before the system proceeds to Critical Design Review, and achieves a better system level product support outcome.

Scott has been a strong advocate for the Combat Capabilities Development Command Aviation & Missile Center Logistics Engineering Laboratory (LogLab), serving as a key member of the LogLab Advisory Council. In this capacity, he has served as an effective change agent for sustainment simulation and modeling advancement for conducting predictive analysis for the Improved Turbine Engine Product Support Analysis efforts. His contributions will continue to be realized, as the simulation efforts are an integral part of improving readiness for the Improved Turbine Engine Program and the future Aviation fleet.

Additionally, Scott provided the impetus to develop and build an Integrated Digital Environment (IDE) architecture for the newly formed Aviation Turbine Engines Project Office. The IDE established a single authoritative source of management information and serves as the primary program management decision support system for the Project Office regarding; data and content management, data alliance from and to other systems, configuration and change management, workflow management, audit and tracking, reporting, security and access control. His efforts not only provided a cost effective process to forecast the information technology hardware and software needs of the Project Office but it also significantly reduced the burdensome command and control needed to manage the enormous volume of data produced and received by the office.

Section III. Proposed Citation:

Mr. Michael Scott Harris is officially commended for his outstanding leadership and exceptional performance of duty while assigned as the Product Support Manager for the Aviation Turbine Engines Project Office. Through his incredible dedication, aggressive planning, and extraordinary leadership, Mr. Harris was markedly responsible for setting the conditions for the successful execution of the Improved Turbine Engine Program Milestone B and a \$500M+ Engineering and Manufacturing Development contract for one of the top Army Aviation modernization programs. Whether formulating the Life Cycle Sustainment Plan for the Improved Turbine Engine Program or designing the Project Office Intellectual Property Strategy, Mr. Harris always lead from the front while providing top cover and mentorship for his team. He embodies those qualities most revered in the Army – leadership and selfless service. His consistently outstanding performance of duty and uncompromising devotion to our Nation reflect great credit upon himself, the Aviation Turbine Engines Project Office, the Program Executive Office, Aviation, and the United States Army.