

Navy/U.S. Marine Corps Program Manager's Workshop

Assistant Secretary of the Navy (Research, Development & Acquisition) (April 30, 2015)

A four-day Program Manager's Workshop offers an educational opportunity that delves into much of what a Navy/U.S. Marine Corps program manager has to deal with on any major or ACAT Naval program, and the ideas and means to get the job done. To sign up, e-mail the DACM Acquisition Workforce Manager at dacm.desk.fct@navy.mil

PM Workshop Schedule

July 27-30, 2015

Sept. 21-24, 2015

November 16-19, 2015

age young people to go into science, engineering, and math because of the service they can provide to society, and because it's fun."

Kendall said the single-most important decision in his career was one he made in junior high school, when he elected to take honors math and science instead of honors English and history. That decision put him on a technical track that he's stayed on ever since, the undersecretary said.

Mid-career professionals in the defense workforce are outnumbered on either side by the very capable senior professionals who are close to retirement and personnel just starting their careers, Kendall said.

"We've really got a challenge to transfer the knowledge from those senior people to those younger people and develop them as quickly as possible," he said. "I'm a big fan of exchanges with industry ... [and] developmental assignments for people. I think you get an awful lot out of that. You can learn a great deal in a year or even six months in a different environment."

To do this, the Department is investigating adding flexibility to its hiring authorities, Kendall said. Defense Secretary Ash Carter also wants to attract young workers from fields that don't traditionally join the Defense Department, particularly tech workers, he said.

Technological Superiority

The quest to maintain American technological superiority is the driving force behind the third Better Buying Power initiative, the undersecretary said.

Kendall said that when he returned to government after a stint in private industry it became apparent that there were "some people out there who were challenging our technological superiority, and they're doing it very effectively." These challengers are making smart investments, particularly in anti-access/area-denial capabilities, he said.

The first Gulf War was a "dramatic demonstration of [U.S.] military power," the undersecretary said. No one was watching those events more carefully than the Chinese, Kendall noted, and the Russians weren't far behind. But, he said, "People have had over 20 years now to watch and learn from how the U.S. organizes, equips, and fights."

Better Buying Power 3.0

The three versions of Better Buying Power should be considered three legs of the same stool, Kendall said. "The third

Kendall: Workforce Development Needed to Sustain Tech Superiority

DOD NEWS, DEFENSE MEDIA ACTIVITY (APRIL 1, 2015)

Claudette Roulo

NAVAL AIR STATION PATUXENT RIVER, Md.—The Defense Department's top acquisition official yesterday made his third visit to Naval Air Station Patuxent River, Maryland, home to U.S. Navy Naval Air Systems Command, or NAVAIR.

Undersecretary of Defense for Acquisition, Technology and Logistics Frank Kendall spoke to members of the base's civilian and military workforce, many of whom conduct acquisition, testing and development work for several next-generation aircraft and weapons systems, including the Navy and Marine Corps variants of the F-35 Lightning II joint strike fighter and the MQ-4C Triton unmanned aerial vehicle.

Kendall outlined the importance of developing the next generation of engineers, scientists, and acquisition professionals to ensure that the nation maintains its technological superiority.

Workforce Development

"Science, technology, and math education ... I think is hugely important to the future of the country, not just the Department of Defense," he said. "I'm encouraging people to be engaged in that world and do whatever you can to encour-

edition of Better Buying Power ... is much more continuity than change," he added.

The emphasis of the first Better Buying Power was on efficiency and productivity, BBP 2.0 emphasized the importance of professionalism, the undersecretary said, and BBP 3.0 focuses on technical excellence and innovation.

"A lot of the things from the earlier versions we're still going to do—some of them I regard as core parts of Better Buying Power," Kendall said, noting that NAVAIR and other agencies have embraced these principles and are making significant progress toward achieving them.

Cybersecurity

One addition to BBP 3.0 is an emphasis on cybersecurity, the undersecretary said. "If we're giving away our designs we're giving up whatever advantage that they give to us. We're giving up money and we're giving up time and we're giving up capability," he said.

The nation's civilian and military networks are under cyberattack every day, Kendall said.

"We have lost, in particular, a lot of unclassified technical information through, basically, cyber espionage and we have paid a price for that," the undersecretary said. "We have paid a price in terms of technical lead and in terms of cost differentials that we were able to achieve. We have got to do a better job than this."

Cybersecurity is "a constant problem" in every phase of the acquisition and fielding process—from design to production to deployment—he said. Giving the problem the attention it needs will cost the nation some money, Kendall said, "but if we don't do it, we're going to have new problems and we're going to find out about those problems at a very inconvenient time."

Pilots, Combat Systems Officers May Be Eligible For Retention Incentives

SECRETARY OF THE AIR FORCE PUBLIC AFFAIRS (APRIL 1, 2015)

WASHINGTON—Eligible active-duty pilots and combat systems officers have until Sept. 30 to apply for the fiscal year 2015 Aviator Retention Pay Program, Air Force officials said April 1.



Undersecretary of Defense for Acquisition, Technology and Logistics Frank Kendall speaks to members of the U.S. Navy Naval Air Systems Command workforce at Naval Air Station Patuxent River, Md., March 31, 2015.

U.S. Navy photo by Noel Hepp

"The Air Force continues to expand previous ARP programs to decisively and deliberately shape and retain the rated force. External factors such as new Congressional Ken and a stabilized economy make these incentives vital to sustaining a predictable inventory of rated officers for the future," said Brig. Gen. Brian Kelly, the director of military force management policy.

This year, ARP provides specific eligible pilots and combat systems officers with monetary incentives in exchange for active-duty service commitments of five years for combat systems officers or until 20 years of aviation service for pilots. Additionally, pilots who entered into a fiscal 2014 agreement last year have the opportunity to extend their contracts from five years to until 20 years of aviation service, and pilots who did not accept an agreement in their initial year of eligibility have the opportunity to enter into an fiscal 2015 agreement at a reduced rate.

"This year's program provides amplified opportunities targeting specific rated officer categories and year groups to

stabilize the rated inventory,” said Brig. Gen. Giovanni Tuck, the director of operations and readiness. “We encourage supervisors and commanders to inform and educate all eligible rated officers on the opportunities offered this year, so we continue reaping the benefits of these skilled aviators long into the future.”

The fiscal 2015 ARP program applies to lieutenant colonels and below who will not reach 16 years of total active federal military service by the end of the fiscal year that their undergraduate flying training (UFT) ADSC expires. Also, these officers must be qualified for operational flying duty and entitled to and receiving monthly flight pay.

Depending on the aviator category and length of the ARP contract, incentives will vary from \$10,000 to \$25,000 per year with some categories eligible to receive 50 percent of the ARP total payable up front.

Similar to the fiscal 2014 program, airmen who will complete their undergraduate flying training UFT active-duty service commitment anytime in fiscal 2016 may submit an application to Air Force Personnel Center to lock in a contract for next year under the fiscal 2015 ARP terms and conditions.

“The Air Force modifies the ARP program annually in order to meet current and future rated force requirements,” Kelly said. “We continue to choose this viable, cost-effective method to retain experienced pilots and their expertise for command, staff, and other rated requirements.”

For complete eligibility requirements and application instructions, visit the myPers website, select the compensation link in the left hand column, and then select the “Aviator Retention Pay Program” link.

Obama: Solar Program to Train Troops for Civilian Careers

*DOD NEWS, DEFENSE MEDIA ACTIVITY (APRIL 3, 2015)
Amaani Lyle*

WASHINGTON—As the solar industry continues to create new jobs and spur the economy, President Barack Obama announced today at Hill Air Force Base, Utah, significant strides to prime separating service members for entry into the workforce.

Obama reported an overall goal to train 75,000 workers for the renewable energy industry by 2020. “As part of this, we’re creating what we’re calling a ‘Solar Ready Vets’ program,” he said, “... modeled after some successful pilot initiatives ... established over the last several years.”

Hill is one of 10 military installations slated to participate, he noted. Solar Ready Vets, the president said, is “one of the many steps we’re taking to help nearly 700,000 [service members], veterans, and military spouses get a job.”

“As part of this effort, we’re also going to work with states to enable more veterans to use the Post-9/11 GI Bill for solar job training,” he said.

That educational funding would enable more veterans to participate in the job-driven training program. The solar industry, Obama said, offers “good-paying jobs.” He added, “Today what we’re going to try to do is to build on the progress that’s already been made.”

Training Initiatives Expanding

Solar Ready Vets is underway at Camp Pendleton, California, Fort Carson, Colorado, and Naval Station Norfolk, Virginia, all of which announced pilot initiatives earlier this year.

The Energy and Defense Departments are joining efforts in the Solar Ready Vets initiative, DoD officials said. DoE’s “SunShot” Solar Instructor Training Network will leverage DoD’s Skillbridge, a program that allows service members to participate in job training—including apprenticeships and internships—beginning up to six months before they leave the military.

Under the program, service members will learn how to size and install solar panels, connect electricity to the grid, and interpret and comply with local building codes. According to White House officials, the accelerated training will prepare troops for careers as installers, sales representatives, system inspectors, and other solar-related occupations.

National Security Includes Economic Security

“One of the most important aspects of national security is strong economic security,” Obama said. “We can’t maintain the best military that the world has ever known unless we also have an economy that’s humming.”

The president related the importance of private-sector and government collaboration to grow the nation’s economy by rebuilding infrastructure nationwide, and investing in education and job training to boost growth in the United States and create the Force of the Future.

Employers Eyeing More Veterans

The president noted that the solar industry is adding jobs 10 times faster than the rest of the economy, making it a promising prospect for veterans. “Employers are starting to

catch on if you really want to get the job done, hire a veteran," Obama said.

Hill, Obama said, leads by example in energy innovation, with the base getting 20 percent of its overall energy through renewable energy sources and contributing to overall DoD efforts to save and redirect funds to training, personnel, and equipment.

"What is true for DoD has to be true for the entire country," the president said. U.S. energy is "going to provide enormous prospects for jobs and careers for a whole lot of folks out there if we continue to make this investment," he added.

Unprecedented Private-sector Job Opportunities

Obama noted that businesses created 129,000 new jobs in March, totaling some 3 million jobs over the past year and more than 12 million new jobs over the past five years. That trend, he said, is the longest stretch of private-sector job creation on record.

Still, Obama asserted, the nation must be relentless in pursuing a strong economy and connecting qualified people to good jobs.

A Personal Message to Hill Air Force Base

The president also delivered a personal message to Hill Air Force Base airmen and civilians.

"Every single day, your work keeps our Air Force ready to meet the many threats that are out there—threats like [Islamic State of Iraq and the Levant]," the president said. "You support our troops, our humanitarian missions around the world, and you keep the American people safe."

University Relations Seeks to Bolster AFRL Partnerships, Recruiting

AIR FORCE RESEARCH LABORATORY (APRIL 5, 2015)

Derek Hardin

WRIGHT-PATTERSON AIR FORCE BASE, Ohio (AFNS)—Employment recruiting efforts at the Air Force Research Laboratory (AFRL) are expanding via its University Relations program.

The program is part of a multi-faceted AFRL effort to seek out and attract the best and brightest scientists and engineers (S&Es) and carry out its mission of providing airmen with the advanced technologies needed to fly, fight, and win.

The University Relations program also seeks to create ties with major U.S. universities to develop a pipeline of young science and engineering students and recent graduates

eager to become the next generation of researchers and developers for AFRL.

AFRL launched its program in June 2014, selecting Dr. José Camberos to lead and manage it. Camberos' vision for the program is simple, yet focused and vital to AFRL's S&E recruitment needs.

In a nutshell, University Relations seeks to initiate, build, and strengthen research-based collaboration with universities, with the goal of attracting and recruiting young talented S&Es. Its keystone is to leverage existing and future AFRL grants and contracted partnerships with universities and through internship, fellowship, and scholarship programs.

"The University Relations program was created to address the need for AFRL to have a strong sustainable presence and visibility at college campuses across the nation," Camberos said. "It will help AFRL to leverage its current status and address the need for S&E talent as each generation approaches retirement. By cultivating strong relationships with academia, we 'mine' human capital while also providing direction, relevance, and funding for research projects of interest for the nation's defense."

Camberos, along with the support of AFRL senior leadership and personnel directorate staff, works closely with senior campus ambassadors at numerous universities with academic programs of study that closely align with the science and engineering needs of AFRL. Emphasizing strong research-based collaboration, AFRL can leverage its world-class reputation while establishing a sustainable university presence.

"This program is a vital part of our effort to elevate understanding about AFRL and the incredibly exciting and important work we do for the nation," said Dr. Morley Stone, the AFRL's chief technology officer. "As the Air Force's laboratory, we also want to keep our finger on the pulse of research going on in universities around the world."

AFRL has many attractive career features to those seeking employment, which can include: health care, vacation leave, access to base facilities, and challenging work that carries with it a strong patriotic sense of duty and service. Exceptional work is also regularly recognized and rewarded by AFRL leadership. The University Relations program's mission is to make young scientists and engineers aware of all these benefits that a career at AFRL has to offer them.

In the months since the program's initiation, Camberos and his team have been busy visiting campuses nationwide to

expand partnerships with universities. He reports that the program has received strong, positive receptions during their visits, with many universities expressing interest in cooperating with AFRL and visiting its world-class facilities. Purdue University and the University of Arizona, in particular, have responded favorably to the University Relations program.

The AFRL ambassador to Purdue University, Doug Ebersole, the director of the laboratory's Aerospace Systems Directorate, has taken on a passionate role and is now serving on the board of advisors to Purdue's School of Engineering, while senior personnel at the University of Arizona have requested exchange visits to AFRL at Wright-Patterson Air Force Base, Ohio, and Kirtland Air Force Base, New Mexico.

"There's a lot of competition for S&E graduates," Stone said. "Our hope is, by exposing student talent to the amazing array of cutting-edge Air Force research interests, we'll really generate enthusiasm in learning more about AFRL career opportunities. By working with the laboratory, they will see how we value innovation, diversity, smart risk taking, and the pursuit of excellence."

The University Relations program's strategy is to continue to attract talent and enhance AFRL's name recognition and presence at top-notch science and engineering universities across the U.S. Camberos and his team are slated to visit many more universities in the upcoming months and continue coordinating research collaboration, internships, and scholarships.

Camberos added it is AFRL's people who research and develop the advanced technologies that keep our nation safe and the U.S. Air Force the greatest air force in the world.

Better Buying Power Fact Sheet

OFFICE OF THE UNDER SECRETARY OF DEFENSE (ACQUISITION, TECHNOLOGY & LOGISTICS) (APRIL 9, 2015)

Better Buying Power (BBP) 3.0 reflects the Department of Defense (DoD)'s commitment to continuous improvements in the defense acquisition system. Under the overarching theme, Achieving Dominant Capabilities through Technical Excellence and Innovation, we are strengthening our efforts in innovation and technical excellence while also continuing the Department's efforts to improve efficiency and productivity that began under BBP 1.0 and 2.0. Download the Better Buying Power Fact Sheet at <http://www.acq.osd.mil/fo/docs/BBP3.0FactSheetFINAL.PDF>.

Provost: Naval War College 'Well Positioned' for Future

U.S. NAVAL WAR COLLEGE PUBLIC AFFAIRS (APRIL 9, 2015)

Daniel L. Kuester

NEWPORT, R.I.—U.S. Naval War College (NWC) provost Lewis M. Duncan has surveyed his new surroundings, and sees clear opportunities for the college to become a leader for a new generation of learners.

Changes are coming quickly to the field of education, according to Duncan, who says that students are demanding more freedom to control their own education.

While those changes may scare some educational institutions, NWC is well positioned to take advantage of them. Duncan used war gaming as an example.

"Simulation tends to be a very effective [way to learn]. And the Naval War College is leap years ahead of most educational institutions as far as such experiential gaming goes. That can be very powerful," said Duncan.

As student educational needs continue to change, Duncan expects that NWC will be responsive to those future needs as students rely more and more on technology to get information.

"It may not quite be our students yet," said Duncan, contrasting NWC students to traditional college-aged learners. "But I do believe that it [technology] will have an impact on how we deliver education.

"Technology has made it so that students, in many cases, are demanding the right to control what they learn, when they learn it, how they learn it, at what pace they learn it, from whom they learn it. And basically they want it to be free."

These types of changes in student expectations mean that institutions must also transform the way of assessing and credentialing student learning. The traditional method certifies students as having learned a topic by virtue of sitting in a seat one hour a day, three days a week for a semester-long course and getting a passing grade.

We are seeing rapid movement toward more individualized approaches for measuring educational achievement, using learning outcomes assessment and demonstrated competencies-based approach.

Duncan used learning a physics equation to illustrate his point.

"If you can figure out how to do that in two weeks, you should be able to move on," said Duncan. "If it takes you 10 weeks, no harm no foul. It is based on achievement, not just time.

"I think that for some types of learning, all institutions—and that includes the NWC—will be over time moving toward this technology-enabled sense of learning outcomes based on individualized types of learning."

While looking at the future of NWC, Duncan believes that he has the team in place to achieve these goals. After his first three months as provost, Duncan is very encouraged by the quality and dedication of the faculty members he has met and the shared sense of responsibility for educating the future leaders of the U.S. and the world.

"I've been deeply impressed with the sense of purpose that everyone here seems to have and the importance of what we do," said Duncan. "We are educating many of the future leaders who will have a lot to say about what the world will look like—a world that all of our children and grandchildren will grow up in."

Duncan served as president of Rollins College from 2004 to 2014, where he held the George D. and Harriet W. Cornell professorship of distinguished presidential leadership. He is an internationally recognized scholar in experimental space physics. He also serves as an authority on issues of international security, and counterterrorism and technology-enhanced online learning.

For the last nine years of Duncan's presidency, Rollins was ranked the number one university in the South in its Carnegie classification by *U.S. News and World Report*.

Here, Duncan sees his role as both an assistant to the president and a long-range visionary for the college.

"The provost [at NWC] serves as a chief operating and academic officer in the sense that the naval leadership of the institution comes here for term appointments for hopefully several years," said Duncan. "The provost, as the chief civilian officer, over time provides a longer term sense of direction, and long-range planning and implementation."

While Duncan came to NWC from a more traditional school serving a primarily civilian, undergraduate student body, he does have experience working in a military setting. At Los Alamos National Laboratory early in his career, Duncan was exposed to military methods and culture, and says he is quickly relearning the new battle rhythms associated with being part of the military.

"I am learning how to speak military jargon-ese again," Duncan laughed. "It's like relearning a foreign language, but every day the signal-to-noise ratio gets a little stronger."

For more news from Naval War College, visit <http://www.navy.mil/local/nwc/>.

ITAR Training: Internally Leveraging DCMA Expertise

DEFENSE CONTRACT MANAGEMENT AGENCY PUBLIC AFFAIRS

(MAY 8, 2015)

Nick D'Amario

Defense Contract Management Agency's International and Quality Assurance Directorates are deploying a strategy to train nearly 3,000 agency employees on the International Traffic in Arms Regulation.

The training is a combination of both short- and long-term strategies developed by DCMAI and QA in a collaborative response to a training gap identified across agency functional areas managing contracts with export control restrictions and compliance to U.S. international agreements.

"Leveraging the expertise of our front-line DCMA professionals to develop and conduct this training ensures we can formulate strategies to fit our "one team, one voice" motto for mission success," said Michael Shields, Quality Assurance executive director.

According to Navy Rear Adm. Deborah Haven, International commander, the training's objective is to keep U.S. defense items and technologies from getting into the wrong hands, thus helping to protect our nation's technological edge.

"This training will result in an organization that's more knowledgeable about ITAR and the Export Administration Regulations, helping us more effectively spread the word across the agency," said Haven. "While this protects our Department of Defense technological edge, it ultimately protects the lives of our soldiers, sailors, Marines, and airmen." Shields, Haven, and Jim Morris, International Quality Assurance director, met in June 2014 to develop and execute an initiative to provide expanded ITAR training to all personnel issuing or receiving Letters of Delegation where ITAR restrictions could apply. The training would include anyone working with the export and import of defense-related articles and services on the U.S. Munitions List and/or Commercial Control List, such as front-line DCMA professionals working in contracting and quality assurance.

"To get a jumpstart on this process, we started a Lean Six Sigma project which reviewed data to see which of the agency's [contract management offices] were cutting most of



Michael Shields (center), Defense Contract Management Agency Quality Assurance director, emphasizes synergizing International Traffic in Arms Regulation training objectives to fit the agency's "one team, one voice" vision. Shields met with Kurt Stonerock (left), dean of the Defense Acquisition University's College of Contract Management, and Jim Morris, International Quality Assurance director, to review the way ahead for a total training program that would impact up to 3,000 DCMA employees.

DCMA photo by Nick D'Amario

the letters of delegation going overseas," said Shields. "Ultimately, everyone having a relationship with work either going overseas or coming from overseas needs basic knowledge in ITAR, but we knew we needed to quickly deploy the training first to those CMOs most heavily engaged in such actions."

According to Morris, 10 U.S.-based CMOs were identified as the tip of the spear for ITAR training, with Molly Brown, International Host Nation Program manager, tagged as the subject matter expert to deliver the training needed starting in July.

By November, Brown and supporting instructors had trained nearly 800 agency personnel at five of the 10 CMOs, and anticipated all target CMOs will be trained by early 2015.

"Training workshops are two days," said Brown. "One day ITAR training for multifunctional specialists, and the second day is AQAP 2070 [a NATO Mutual Government Quality Assurance Process] and INST 313 [DCMA policy on International Requests for Contract Administration Services] for quality assurance representatives and their supervisors."

Brown is also DCMA's designated subject matter expert working with the Defense Acquisition University on a new continuous learning module on ITAR. That module is scheduled for fielding in 2015 and might be designated as required training for DCMA personnel working ITAR-related contracts across multiple functional areas.

Kurt Stonerock, dean of the College of Contract Management, noted, "As desired, the College of Contract Management stands ready to partner with DCMA subject matter experts to put in place sustainable, long-term ITAR training for DCMA personnel."

He elaborated that training might only need to encompass the upcoming DAU continuous learning module on ITAR, but it might also require a multi-functional College of Contract Management ITAR course that addresses more DCMA-specific ITAR responsibilities and processes.

"Or, any such DCMA-unique ITAR training needs might be more effectively addressed by incorporating additional content into certain functional-specific courses the college has fielded or will be fielding," he said.

According to Shields, Frank Kendall, defense undersecretary for acquisition, technology and logistics, and Air Force Lt. Gen. Wendy Masiello, DCMA director, are very interested not only in better acquisition outcomes, but in ensuring the nation retains its technological edge.

"This is a key theme in Mr. Kendall's Better Buying Power 3.0," said Shields. "DCMA has a key role in safeguarding ITAR and EAR related information. The DoD is very concerned about maintaining its technological advantage, and Mr. Kendall is concerned with improving our current position in maintaining a technological advantage over other countries. ITAR is critical toward ensuring we are not sharing new emerging technologies."

Shields said the agency is confident of having collectively identified the problem, to include changing the way letters of delegation are executed, and developing a rapid and effective integrated approach to solving training shortfalls.

"In collaboration with DCMAI and the agency's chief operations officer, we identified the lack of understanding on ITAR restrictions within some CONUS locations, enabling us to move our total team to develop synergistic solutions for everyone."

Shields said this entire training initiative has been modeled on the agency director's strategic objective to: Create an agile learning organization and culture to support future customer requirements.

"In sum, we really needed to get people trained up in the short term, and this is being addressed by Brown and members of my staff," said Shields. "In the long term, teaming with Dr. Stonerock and the College of Contract Management will leverage [Defense Acquisition University] to sustain such critical ITAR training within the agency."

He added, "We have demonstrated how the agency's operational commands and directorates can leverage expertise to rapidly develop and deploy training to address an important training gap. One team, one voice."

Naval War College Advances CNO's Leader Development Strategy

U.S. NAVAL WAR COLLEGE PUBLIC AFFAIRS (MAY 11, 2015)

Daniel L. Kuester

NEWPORT, R.I.—At a presentation to the Navy Flag Officer and Senior Executive Service Symposium in Washington, D.C., Rear Adm. P. Gardner Howe III took the next step to advance the Navy Leader Development Strategy.

Howe, as U.S. Naval War College (NWC) president, has been tasked by Chief of Naval Operations Adm. Jonathon W. Greenert with implementing a cultural shift in leader and ethics development for the Navy.

In his presentation, Howe stressed that today's armed forces' function is both a bureaucracy and profession. While both are required, these competing identities have very different characteristics and are often in tension.

"The characteristics of both identities are needed to execute the wide variety of daily activities across the Navy," he said. "Our challenge is to keep our primary identity that of a military profession. And here's why: a bureaucratic organization won't succeed in combat; a professional organization will."

Successful professions need autonomy that is built on trust at every level of the organization, he said. And that trust needs to be present for the profession of arms to be successful.

"Trust in a profession is built upon each member's core identity being associated with the profession, and each member's actions being guided by an ethic shared across the profession," Howe noted. "Trust is the central characteristic of a professional organization."

Acting ethically and professionally are vital to accomplishing the Navy's mission, according to Howe.

"There is an operational imperative to thinking, seeing, and being a professional," he said. "Such an identity engenders the trust necessary to fight and win in today's operational environment."

Howe, like many members of the Navy, had advanced through the ranks with an incomplete understanding of what it meant to be a professional—an understanding that emphasized tactical competence or technical expertise, not membership in the profession of arms.

"This idea of being a professional is renewed in me," Howe reflected. "This framework for thinking about the profession of arms and our professional ethic has clarified and refined my thinking, and created and reinforced a mindset that has positively influenced my behavior and decisions. The Navy Ethos has new meaning for me."

"As I reflect on the years gone by, I'm convinced I would have been a better naval officer and leader if I had this framework for thinking about professionalism earlier in my career, and I

know now that I'm better prepared for the challenges I may still face."

Howe sees the ethic of professionalism as a guide for Navy culture. "In a complex world, our ethic helps us understand not only what we can or what we must do, but more importantly what we should do," said Howe.

Howe went on to address the challenge of instilling the mindset of being a professional as an operational imperative. As head of the CNO's leader development effort, Howe has changed his views on leader development. "For almost all of my career, I too understood that leader development was important, and an inherent part of my job. But it was just that, an inherent part of my job," said Howe. "I saw it as an ancillary task, and that my primary responsibility was to serve as a good role model as I executed my job, provide counseling when required, and get my juniors leadership training opportunities.

"Since I wasn't a leadership expert, I remember often feeling I wasn't qualified in leading a discussion on leadership. So I stayed in my comfort zone, tried to be a good role model, and hoped that this was sufficient. This seemed to be the approach of most of the leaders I observed, and from what I could tell, it seemed to work. Over the years, my focus was primarily on getting my work done."

In a changing world, Howe realized that this leader development method was not sufficient. "The world is changing at an increasing rate, and the operational environment continues to grow more violent, uncertain, complex, and ambiguous," he said. "We can't rely only on experience and observation to develop our future leaders. The single most effective means of improving leadership across the Navy is leaders engaging leaders."

This idea of leaders engaging leaders struck a chord with Rear Adm. Robert P. Girrier, deputy commander, U.S. Pacific Fleet, and member of the Leader Development Continuum Council, which Howe chairs.

Reacting to the speech, Girrier stressed the need for ongoing development. "Leaders are developed actively, an iterative process combining education, instruction, experience, and most importantly—direct leader involvement," said Girrier. "There is nothing passive about it and the job is never finished."

Developing future leaders should be the goal of every current leader, according to Howe. "Leaders at all levels must be

actively involved in development of those in their charge, and their preparation for the challenges of the future," he said.

"Leaders engaging leaders—this is the key," he added.

Navy leader development is currently a priority of NWC at the Naval Leadership and Ethic Center and at the Senior Enlisted Academy, according to Howe.

Girrier agrees that leaders are vital to winning in warfighting situations. "What our Navy is executing to move CNO's vision forward is about how we thoughtfully and systematically develop leaders over the course of one's career—from E-1 to O-10," Girrier said.

"All communities synchronized to a common framework. There's broad appreciation that effective leaders in our warfighting profession are central to success in every endeavor. It's what makes abilities in our joint force such as mission command a winner; and when fused with our technology, an unbeatable combination in an increasingly violent, unpredictable, and ambiguous world.

"Each leader is hand crafted by one's own focus and discipline as much as by fellow leaders' influence, example, and direct intervention. In the profession of arms, leadership is a warfighting skill, and strong leaders are the indispensable key warfighting system—the edge essential for success in combat."

In his remarks, Howe went on to underscore how important a new approach is to the service. "There is nothing more important to the health of our Navy, to the health of our profession, than leader development," he said.

NWC is a one-year resident program that graduates about 600 students and about 1,000 distance learning students a year carrying out four missions: educate and develop leaders, help define the future of the Navy, support combat readiness, and strengthen maritime partnerships. Students earn Joint Professional Military Education (JPME) credit and either a diploma or a master's degree in National Security and Strategic Studies. Established in 1884, U.S. Naval War College is the oldest institution of its kind in the world. More than 50,000 students have graduated since its first class of nine students in 1885, and about 300 of today's active duty admirals, generals, and senior executive service leaders are alumni.

For more news from Naval War College, visit <http://www.navy.mil/local/nwc/>.

Allyn: Readiness, Leader Development Top Priorities

ARMY NEWS SERVICE (MAY 13, 2015)

J.D. Leibold

WASHINGTON—Readiness and leader development are equal priorities as the Army drives to create globally responsive forces in a continually uncertain world, said Army Vice Chief of Staff Gen. Daniel B. Allyn, May 12.

Addressing readiness specifically, Allyn brought up the impact of the last sequestration on the Army, saying that within six months of the cuts, the Service had less than 10 percent of its brigades ready for global deployment.

"Today, in our Army, we've got about 31 percent readiness ... and that's after 18 months of rigorous work at every echelon of command across our Army ... and that's not enough ... that's just not enough as we get smaller," he said during the Association of the U.S. Army Institute of Land Warfare breakfast.

The goal is to have two-thirds of the Army's formations ready at any time, Allyn said. "But we've got a long way to go to get from 31 percent to two-thirds, so we'll stay after it and work diligently, particularly in the personnel realm to ensure we have available forces to fill every crew, squad, team, and platoon across our total force," he said.

Allyn said the bill payer in the past two years, to maintain the appropriate balance of having a ready force at a moment's notice, has been the modernization program. He said the Army staff and major commands have been identifying candidates for divestiture so focus could be on the limited modernization dollars and how they are used to the greatest effect.

"An example of that is what we have done with our aviation restructure initiative, where we are divesting three complete air frames to include all of the sustainment tail, all of the recruiting tail, and personnel and training tail that goes with it, because savings, when you divest fully, are in the \$B's... the savings when you divest partially is only in the \$M's, and frankly, for the modernization requirements that we have in the near term, we've got to find more \$B's to put at that effort," he said.

The vice chief said the Army equipment modernization strategy identifies where capability gaps are so the Service would continue looking across its portfolios, tackling mid- and long-term objectives and starting with the combat vehicle modernization effort to ensure, "we get the most important capability the fastest."

"Now clearly all of this effort, all of this focus on leader development and modernization is put at risk in October if sequestration returns to the force, and while we are cautiously optimistic of work-arounds being discussed in Congress to tackle this problem, the bottom line is the president's budget is the minimum that is going to get us through the next year with sufficiently ready forces that are equipped properly for the global missions out there," he said.

Allyn said every time the Army takes funds from one entity to lift another, the action creates a gap for which overseas contingency operations, or OCO, funding is insufficiently flexible to meet the requirements for multi-year challenges.

"The current restrictions on the employment of OCO will not allow it to be a gap-filler that is currently being proffered to offset the reduction in our base budget that is driven by the current proposals that are before Congress," he said. "In order to meet the needs of our Army, it must have greater flexibility... it must be less restrictive and it must enable us to sustain and modernize as we go forward."

Turning to the next generation of leadership, in both the officer and noncommissioned officer ranks, Allyn expressed solid optimism and excitement by what he has been seeing in his travels.

"I see thirst and hunger in our leaders at all levels ... their ability to take very uncertain situations at the combat training centers and develop innovative solutions... that is exactly what has described the American soldier throughout our history," he said.

"Our young leaders today, not only have to maintain the mastery of tactical-level proficiency, they must be equally adept at transitioning into the operational and strategic level of contributions to national security, and that puts huge demands on us as we develop these leaders to be masters in all of those areas," he said. "It's an exciting time to be a leader in the Army ... it's an exciting time to be a leader at every level."

SECNAV Announces Changes for Midshipmen's Careers and Opportunities

U.S. NAVAL ACADEMY PUBLIC AFFAIRS (MAY 14, 2015)

Mass Communication Specialist 2nd Class Tyler Caswell

ANNAPOLIS, Md.—Secretary of the Navy (SECNAV) Ray Mabus announced Navy-wide changes that will affect midshipmen's physical readiness, career paths, and postgraduate education, during a speech at the United States Naval Academy (USNA), May 13.

The initiatives Mabus outlined focused on improving flexibility, transparency, and choice for midshipmen's careers.

Starting this September, SECNAV is establishing the Office of Talent Optimization at USNA. The office will analyze labor market data from private sector and academia to keep personnel systems competitive, and create a true marketplace of talent.

"This office will identify better ways to align our sailors' and Marines' talent," said Mabus. "Getting out of the here and now and focusing on the future warfighting requirements of our communities."

A refinement in service selection will be seen in the upcoming year. Improvements in the optimization models will put more focus on talent and interest thereby increasing midshipmen's chances of getting their top choices in service selection.

"Our new process will all but guarantee that midshipmen talents and interests are paired to their choice in service assignment," said Mabus. "Here at the Naval Academy and ultimately in ROTC and OCS; and the fleet will get the right officers in the right communities."

Increased job assignment opportunity for women was discussed as a priority for Mabus. Fifty-seven percent of college graduates are female, and the U.S. Navy wants to attract more educated female officers to serve in the world's premier naval fighting force. Removing gender-specific roles and opening all operation billets to everyone is critical to achieving higher female accessions.

"In the Navy, women wear every warfare pin except for the Trident, reserved for SEALs," said Mabus, "In the Marine Corps, we are conducting the most comprehensive assessment of physical standards ever undertaken, and the results will enhance combat readiness and effectiveness in all military operational specialties, independent of gender. In all cases, I personally believe we ought to have one standard for both sexes—a standard that matches the demands of the job, and if you pass, you pass."

A culture of fitness is deeply intertwined within the development of midshipmen into officers. As officers they will be

responsible for the mental and physical health of the sailors and Marines under their command. A revamp of the Physical Fitness Assessment (PFA) will have the standard biannual test augmented with physical readiness spot checks, keeping the standard of performance a year-round endeavor. A new reform to the height and weight standards will also change how body mass index testing is performed.



ANNAPOLIS, Md. (May 13, 2015). Secretary of the Navy (SECNAV) Ray Mabus announces the Department of the Navy Talent Management Initiatives at the U.S. Naval Academy. The initiatives are broken up into sections including the Navy and Marine Corps fitness culture, uniforms, adaptive workforce, and performance-based advancement.

U.S. Navy photo by Mass Communication Specialist 2nd Class Armando Gonzales

"We will completely revamp the Physical Fitness Assessment," said Mabus. "Our pass/fail system that only, and often inaccurately, assesses one aspect of overall fitness will end. We will instead focus on evaluating health, not shape. As junior officers, you will be responsible for the fitness of your sailors and Marines. In the Navy alone, we separate 1,500 people a year for failing the PFA. That wastes our time and resources."

This year's class of 2015's females will be the first to wear the Navy service dress white choker blouse and combination

cover. They will debut the uniform on graduation day next week, which will eventually be worn throughout the fleet.

“There is no better venue to debut the future of the Navy and Marine Corps, in multiple contexts, to the fleet, to the Corps, and to America,” said Mabus. “I look forward to seeing, not male and female officer candidates, but new United States Naval and Marine Corps officers next week.”

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