

Coming Soon: FY17 Defense Acquisition Workforce Development Fund Data Call to Commands

*U.S. ARMY DIRECTOR, ACQUISITION CAREER MANAGEMENT OFFICE
(JANUARY 2016)*

The Army DACM Office will announce the opening of the FY17 Section 852 Defense Acquisition Workforce Development Fund (DAWDF) data call in February. Army commands and organizations may request funding to develop initiatives that support the Army acquisition executive's strategic objectives. Consider efforts that will improve certification rates among your acquisition workforce; develop functional and leadership skills; increase acquisition core competencies; and recruit, retain, and recognize acquisition workforce talent. Funding approval will be prioritized and allocated according to Army acquisition and organizational priorities.

Since the enactment of Section 852 DAWDF in 2008, the Army has received more than \$663 million in funding to grow, train, and retain the Army acquisition workforce. Funding has been used for numerous successful Army initiatives, such as the Student Loan Repayment Program, retention of more than 4,500 employees, training more than 6,000 acquisition professionals each year, and piloting programs such as the Army Acquisition Leader Preparation Course.

Commands and organizations are encouraged to contact their Section 852 DAWDF points of contact and look for creative ways to develop and retain their acquisition workforce. Program managers, listed on the program webpage at <https://asc.army.mil/web/career-development/852-program/>, can give advice on submitting requests or highlighting best practice initiatives that previously benefited other organizations. The deadline for FY17 DAWDF requirements is tentatively scheduled for May 15.

Army DACM Office Announces Training, Leadership, and Educational Opportunities for FY16

*U.S. ARMY ACQUISITION SUPPORT CENTER (JULY 15, 2015)
Susan L. Follett*

FORT BELVOIR, Va.—Open up your calendars: The Office of the Army, Director of Acquisition Career Management has scheduled a host of Army Acquisition Workforce (AAW) education, training, and leadership development opportunities for FY16.

A handful of AAW leadership development opportunities are on the schedule, including four sections of the Acquisition Leader Challenge Program, a series of seminars that focus on developing leadership skills for civilians, identifying challenges for new leaders, and incorporating individual talents into a cohesive workforce. Applications will be accepted in August for the Competitive Development Group, a three-year developmental program for board-selected applicants that offers expanded training, leadership, experiential, and other career development opportunities. Civilian workforce members can also take advantage of the opportunities offered through the Defense Civilian Emerging Leaders Pro-

gram and the Senior Service College Fellowship, both of which will open for applications next year.

Ready for your next career challenge? Announcements open in mid-September for the Centrally Selected List/Centralized Selection Board, which fills billets for project and product managers as well as product directors. Maybe a hands-on experience is what you need for this stage of your career. Military members of the Army Acquisition Workforce might consider the Training With Industry program, which places competitively selected officers in corporate assignments, giving them extensive exposure to managerial techniques and industrial procedures. The program announcement opens July 23. Programs for 51C NCOs and FA-51 officers include Advanced Civil Schooling, which offers a number of sessions through FY16, and the Degree Completion Program, which opens for applications a year from now.

Looking for tuition assistance programs? The Student Loan Repayment Program opens in the fall, and applicants will be selected early next year. Further down the road, the Naval Postgraduate School Master's Degree Program, which al-

lows participants to earn an advanced degree in program management or systems engineering, will open for applications in early 2016.

A complete list of the FY16 programs, including opening and closing dates, is below, and additional information can be found on the [online calendar](#).

FY16 U.S. Army Acquisition Support Center/Army DACM Office Announcement Timelines

TUITION ASSISTANCE PROGRAMS

Naval Postgraduate School Master of Science in Program Management OR Systems Engineering

- Announcement closing: April 11, 2016
- Applicant selection notification date: May 16, 2016

Acquisition Tuition Assistance Program (ATAP)

- Announcement opening: May 9, 2016
- Announcement closing: June 13, 2016
- Applicant selection notification date: July 22, 2016

LEADER DEVELOPMENT PROGRAMS

Acquisition Leader Challenge Program (ALCP)

4th Quarter

- Announcement opening: May 2, 2016
- Announcement closing: May 30, 2016

DEFENSE ACQUISITION UNIVERSITY-SENIOR SERVICE COLLEGE FELLOWSHIP (DAU-SSCF)

- Announcement opening: January 29, 2016
- Announcement closing: April 17, 2016
- Applicant selection notification date: June 1, 2016

DEFENSE CIVILIAN EMERGING LEADERS PROGRAM (DCELP)

- Announcement opening: May 16, 2016
- Announcement closing: June 16, 2016
- Applicant selection notification date: late 2016

ADVANCED CIVIL SCHOOLING (ACS) [FA-51] OFFICERS AND MOS 51C NCO'S

ACS 17-01 [FA-51 Officers]

- Announcement opening: o/a March 15, 2016
- Announcement closing: o/a June 5, 2016
- Applicant selection notification date: o/a July 15, 2016

ACS 17-02 [FA-51 Officers]

- Announcement opening: o/a Aug. 7, 2016
- Announcement closing: o/a Nov. 5, 2016
- Applicant selection notification date: o/a December 31, 2016

ACS [MOS 51C NCOs]

- Announcement opening (FY 17): Aug. 8, 2016
- Announcement closing: Nov. 30, 2016
- Applicant selection notification date: January 20, 2017

DEGREE COMPLETION PROGRAM (DCP)

More information will be posted at <http://asc.army.mil/web/dacm-office/>.

- Announcement opening (spring): Aug. 1, 2016
- Announcement closing: Oct. 14, 2016
- Applicant selection notification date: Nov. 18, 2016

CENTRALLY SELECTED LIST (CSL)/CENTRALIZED SELECTION BOARD (CSB) ANNOUNCEMENTS

FY17 Acquisition Key Billet – Project/Product Manager or Acquisition Director CSL Board. Announcements will be posted at <https://www.hrc.army.mil/Officer/Acquisition%20Management%20Branch%20FA51>.

- Board dates: LTC/GS14: January 11-15, 2016; COL/GS15: February 2-5, 2016
- Applicant selection notification date: Spring 2016

FY16 AAW RECRUITMENT, TRAINING, AND RETENTION INITIATIVES

Call for Requirements Announcement

DEFENSE ACQUISITION WORKFORCE DEVELOPMENT FUND (DAWDF)

Defense Acquisition Workforce Development Fund. Information will be posted at <http://asc.army.mil/web/career-development/852-program/>.

- Announcement opening: Feb. 1, 2016
- Announcement closing: May 15, 2016
- Board dates: June 1-15, 2016
- Command notification date: Aug. 15, 2016

AF Leaders Gather to Talk Professionalism

AIR EDUCATION AND TRAINING COMMAND PUBLIC AFFAIRS (DEC. 11, 2015)

Tech. Sgt. Beth Anschutz

JOINT BASE SAN ANTONIO-RANDOLPH, Texas—Air Force leaders discussed the future of professionalism in the total force and how to forge better airmen during a summit here Dec. 2-3.

Nearly 80 leaders from all major commands joined stakeholders from Headquarters Air Force, Air University, U.S. Air Force Academy, and the Air Force Guard and Reserve to pool resources and learn what the Profession of Arms Center of Excellence has to offer. This is the second professionalism summit hosted by PACE, the Air Force's newly minted office dedicated to developing airmen with a sense of what it means to be a true professional.

"Foremost, the purpose of PACE's professionalism summit is to ensure all MAJCOMs have a common understanding of what the Air Force is doing to further airmen's professional development. We aim to let all stakeholders, across the Air Force, know it's time for a new day in how we're building our airmen," said Daniel Woolever, PACE's program management division chief. "Additionally, the summit is a springboard to build a network of professional development partners across the Air Force."

According to Thomas Norling, a PACE program analyst who coordinated this year's event, "Colleagues from across the Air Force collaborated for two days talking about our culture, building a better airman, and infusing our core values into the profession of arms in new and exciting ways."

Participants were offered talks on current PACE enterprises and the office's proactive approach to building a more professional, core value-centered environment. The group was also encouraged to share their own ideas and plans. Discus-

sion included best practices, new strategies, and stretched outside the borders of the active-duty force.

"One aspect of the summit that I found extremely refreshing was the significant discussion on enhancing our civilian professional development opportunities," Norling said. "Our Air Force has a vast population of seasoned civilian professionals who truly are airmen."

The PACE organization plans to keep hosting the professionalism summit, with another event planned next year. For more information on PACE and its current initiatives, visit <http://www.airman.af.mil>.

AF Officials Announce Civilian Reduction in Force

SECRETARY OF THE AIR FORCE PUBLIC AFFAIRS (JAN. 6, 2016)

WASHINGTON—In a continuing effort to meet Defense Department funding targets and rebalance the civilian workforce, some Air Force installations will implement civilian reduction in force authorities effective through April 4.

Following a major command needs assessment in early August, more than 1,000 civilian overages were identified across 48 Air Force installations going into fiscal year 2016. Having the RIF authorities will assist in the placement of employees not assigned against funded positions and allow greater flexibilities for employees to be placed at their installations while retaining their grade or pay.

"Voluntary efforts to balance the civilian workforce since fiscal year 2014 have moved us significantly closer to our target manning levels," said Lt. Gen. Gina Grosso, the deputy chief of staff for manpower, personnel and services. "We have reduced the number of affected employees through several rounds of voluntary separation and retirement programs, as well as reassignments to vacant positions."

Overage positions have been reduced through pre-RIF placements, hiring controls, and several rounds of Voluntary Early Retirement Authority and Voluntary Separation Incentive Pay in fiscal years 2014 and 2015. The Air Force no longer has the ability to carry overages when the position is not funded and will use RIF authorities to help place most of the remaining civilians on funded positions.

The RIF authority allows each location to use additional placement options such as: change to lower grade, retain pay/retain grade protections, and waiver of qualifications to place additional affected employees. The remaining employees will be offered registration in the DoD Priority Placement Program and receive consideration for future vacancies according to their registration.

“Although we have made great strides, we still have a number of affected employees to place into funded vacancies, and RIF authorities will enable us to achieve that goal,” said Debra Warner, the director of civilian force management policy. “The Air Force recognizes and strives to balance the invaluable contributions of our civilian workforce with the fiscal realities under which the DoD and the government as a whole are operating.”

The processes available use RIF procedures to determine employee placement rights into vacancies, as well as provide the flexibility to waive qualifications to create more placement options.

“We will take care of our civilian airmen by using every possible measure to minimize personal financial hardship for our civilian workforce and their families,” Grosso said. “We are committed to assisting each individual through this transition.”

The fiscal 2016 civilian RIF implementation is separate from sequestration actions.

Building Better Leaders, Warfighters Through Human Capital Development

*AIR EDUCATION AND TRAINING COMMAND PUBLIC AFFAIRS
(JAN. 9, 2016)*

Tech. Sgt. Beth Anschutz

JOINT BASE SAN ANTONIO-RANDOLPH, Texas (AFNS)—When the mission is to create better leaders, quantifying success presents a challenge, but for one fighter jet training squadron here, the proof is undeniable.

The pilots of the 435th Fighter Training Squadron have seen an 85 percent reduction over the past year in both their student dropout rate in the unit’s Introduction to Fighter Fundamentals Course and the washout rate for their students’ follow-on training.

Dubbed the Deadly Black Eagles, the unit attributes this significant success to their commander attending a Profession of Arms Center of Excellence course, Professionalism—Enhancing Human Capital, in 2014. The course focuses on generating a foundational understanding of trust, authority, and influence to create leaders who recognize how professionalism drives behavior and who can develop environments that build increased commitment to the Air Force core values.

The squadron’s transformation began 18 months ago when the commander, Lt. Col. Mark Schmidt, attended PACE’s course and took the tools he learned back to his team. He knew that deep-seated changes to the unit’s culture couldn’t

be made by individual efforts. Rather, he needed to challenge and empower his flight commanders to, in his words, “move the grade book, while also developing the individuals” in the unit.

“Our mission is to turn pilots into fighter pilots,” he said. “We’ve always been able to move the grade book from beginning to end and graduate combat-ready airmen.”

While unit members were great at forging fighter pilots, he said, it didn’t necessarily mean they were creating effective leaders—something fundamental to being an Air Force officer. He knew that if he wanted to grow leaders, he had to empower his flight commanders to sow the seeds.

As a critical layer of leadership, the 435th FTS flight commanders were in a position to help develop the instructor pilots and pilots in training, but also to improve themselves; therefore, investing into the future of the force on multiple levels.

Capt. Chris Umphres, a 435th FTS flight commander, joined Schmidt during a recent PACE professionalism summit to discuss how EHC worked for the unit and the role flight commanders played in the culture change. He said using the tools Schmidt gave to him and the other flight commanders, they were able to develop a plan to intentionally develop themselves, as junior commanders, and then focus on affecting change within the instructor pilot and student corps.

Umphres said the team dedicated themselves to a tailored plan that was creative, ambitious, and opportunistic. One challenge the squadron faced was in-flight instruction.

“We are always working to have better briefs with students before and after flights,” Umphres said. “How can we capitalize on the two minutes we have between engagements in the air, when the student has an opportunity to change something and correct for the next run, as opposed to waiting until the debrief?”

That’s when the flight commanders got creative to tailor their plan. They looked outside the Air Force to find parallels and came up with coaching.

“If you look at a coach in a basketball game and his team is in transition, he has about two seconds to shout something at the players to fix a mistake, or he has a 30-second timeout to communicate something to the team,” Umphres said. “So, now that we have this coaching analogy and we know we can learn something, how do we take advantage of this thinking?”



Six of seven members of the 435th Fighter Training Squadron engage in a full-court discussion with Shaka Smart, head coach of the University of Texas men's basketball team Nov. 19, 2015, at the Frank Erwin Center in Austin, Texas. The Deadly Black Eagles met with the coach to discuss building relationships within a team and leadership philosophies.

Courtesy photo

That's when ambition paid off. The flight commanders set their sights on Shaka Smart, head coach of the University of Texas men's basketball team. Smart is renowned for not only his coaching methods, but also mentorship with his players. Smart was quoted in an article for a popular sports news network earlier this year, "I'm about helping [the team members] become the best versions of themselves." Smart's philosophy was right on target.

With the university in Austin only two hours up the road from Joint Base San Antonio-Randolph, Umphres and his peers jumped on the opportunity. They hopped on a bus and met with Smart for some full-court discussions.

Capt. Dave Clementi, another flight commander and chief of weapons with the 435th FTS, also joined Schmidt at the PACE summit to share his experience. He spoke about the meeting with Smart and what he took away from their conversation.

"Coach Smart spent the entire first six months of his tenure building relationships. He realized his biggest challenge is the division between players and coaches. We see this in the Air Force. We see it in flying training. There are students and instructors." Clementi said. "Coach Smart talked about how his purpose isn't to win championships, but to bring out the best in each of his people."

Clementi said they use Smart's philosophy to change the way fighter pilots see their role.

"Our focus used to be 'winning championships,' when in fact our job should be to create great leaders," he said. "These students are only going to be fighter wingmen for five or six years and then they are going to be leaders. They may fly later, but they will always be leaders."

The meeting with Smart was just one of many things the flight commanders shared with the squadron's instructor pilots and students. According to Umphres, they've reached out and coordinated events with professors, professional speakers, religious, and military leaders during the last two years.

"As the beneficiaries of all of the time and effort put into these events, we, as flight commanders, now feel we have an obligation to put what we are learning into practice," Umphres said. "If the members of the squadron are not in a better place at the end of the day, we're failing as commanders."

This thinking is what Schmidt says will solidify a better future for the 435th FTS, the flying community, and the Air Force as a whole.



Gen. David G. Perkins, the commanding general of the U.S. Army Training and Doctrine Command, visited officials from Air Education and Training Command Jan. 7-8, 2016, to collaborate with Air Force leaders on advancing education and innovation within the respective military services.

U.S. Air Force photo/Senior Airman Alexandria E. Slade

"In four to eight years, these men and women could be sitting in my seat," he said.

When asked what success looks like to him, Schmidt said he wants the men and women under his command to be successful in everything they do, in both their professional and personal lives.

"Success to me would be a group of people who are flourishing in their workplace, in their home lives, and in their community," he said. "If they make commander, but their marriage is on the rocks, it's not really worth it, right? The desired end state is for them to be thriving in all aspects of life."

Army, Air Force Collaborate on Education, Innovation

AIR EDUCATION AND TRAINING COMMAND PUBLIC AFFAIRS

(JAN. 13, 2016)

Capt. José R. Davis

JOINT BASE SAN ANTONIO-RANDOLPH, Texas—Gen. David G. Perkins, the commanding general of the U.S. Army Training and Doctrine Command (TRADOC), visited officials from Air Education and Training Command Jan. 7-8 to collaborate with Air Force leaders on advancing education and innovation within the respective military services.

Perkins spoke with Lt. Gen. Darryl Roberson, the AETC commander, and Air University leaders at Maxwell Air Force Base, Alabama, broaching several subjects affecting both commands, from the future of recruiting to the emergence of new technologies.

TRADOC is the Army counterpart of AETC.

"As you deal with a very fast-changing world, everybody wants to innovate so you want to be at the cutting edge," Perkins said. "One of the keys to innovation is a wide-level of collaboration. Those units that collaborate a lot tend to innovate a lot."

Army and Air Force leaders discussed employing technologies to train and educate soldiers and airmen, not just in

the classroom, but in perpetuity when they return to their units. Leveraging new technologies for continual education is vital to reach and recruit younger generations entrenched in an information-saturated world.

"We talked about things like leveraging the Cloud and personal devices," Perkins said. "The generation of airmen and soldiers we're recruiting are very comfortable in doing things on their personal devices. They want the information right there in front of them; they want to be able to customize how they receive information, so we have to change our education systems to facilitate that."

Recruiting is a challenge as industry, colleges, and the military services vie for the same pool of potential applicants, Perkins elaborated. Numbers for those who qualify for both the Air Force and Army have decreased in recent years.

AETC and TRADOC officials are adapting to the changing recruiting environment by directing recruiters to actively educate potential recruits on the many opportunities offered through military service.

"The challenge in many ways in the recruiting environment is that as the military has gotten smaller, fewer and fewer

Americans have any personal contact with the military whatsoever,” Perkins said. “They don’t have any firsthand experience, so many folks don’t think of it as an option. They don’t know about the professional development, leader development, and the educational opportunities offered in both the Army and the Air Force. So, we have to get our recruiters to spend time educating parents as well as recruits about these opportunities.”

Perkins also traveled to Austin, Texas, meeting with retired Adm. William H. McRaven, the University of Texas chancellor, to start a dialogue on the similar challenges each faces in administering a large, complex university system. They shared ideas on developing learning tools that can be distributed in a very diverse manner, Perkins explained.

One of the topics of interest discussed between Perkins and AETC leaders was the relatively new Army University.

Army University officials integrated 70 separate TRADOC internal school programs under one university system while syncing instruction with a variety of other TRADOC institutions. Air University is similar in structure.

Last year, Army officials began a process to understand, visualize, and describe ideas framed by the Army Operating Concept. The ideas in the AOC are foundational for shaping the strategy for the future of the Army, which includes developing adaptive and innovative leaders and officers. Army University plays a huge role in that respect, Perkins said.

“What we need are adaptive leaders who are critical thinkers and can exploit the initiative,” Perkins said. “We not only have to train them to do certain tasks, but we have to educate them on how to learn, because the world is changing so quickly. Great organizations are learning organizations. When people graduate from Army University, we don’t want them to leave Army University; we want them to take Army University with them to their unit.”

Army University is located at Fort Leavenworth, Kansas. Army University was established July 7, 2015.

Intern Boot Camp Educates New Employees at Army Sustainment Command

U.S. ARMY SUSTAINMENT COMMAND (JAN. 19, 2016)

Kevin Fleming

ROCK ISLAND ARSENAL, Ill.—Nineteen newly hired U.S. Army Sustainment Command interns and employees began an eight-week training program here, designed to familiarize them with how the Army and ASC operates, Jan. 11-15.

The program, called an intern boot camp, is part of the Army’s push to prepare the next generation for leadership.

Gen. Mark Milley, Army chief of staff, said in his first message to the force in August 2015 that developing the Army of the future was one of his foremost priorities. Gen. Dennis Via, commanding general, U.S. Army Materiel Command, and Maj. Gen. Kevin O’Connell, commanding general, ASC, have similar priorities.

“The intern boot camp comes out of an ASC initiative to revitalize the workforce,” said Lisa Schuldt, training specialist, G-3/5/7 (Operations). “This is our first rendition of this program.”

Schuldt said that new employees and interns should strive to understand the command soon after being hired.

“I think it is very important to give these interns a good basic understanding of [ASC],” said Schuldt. “We want them to learn not only where we began and where we are going, but also about our missions and functions.”

The program consists of six weeks of class time and two weeks of intermediate training in the position in which the participants were hired. The classes include briefings from ASC’s primary and special staff offices.

Participants also receive an introduction to U.S. military history from George Eaton, command historian, ASC.

During the first week, participants learned about the history of logistics in the Army, the history of the command, the command’s mission, and the history of Rock Island Arsenal. Participants were also assigned mentors to help them with career development and leadership.

Eaton led a tour of RIA, which included a trip to Quarters One. Quarters One was the second largest government-owned residence, following the White House, until it was removed from residential classification in 2008 due to maintenance costs.

Col. Lance Koenig, chief of staff, ASC, and Michael Hutchison, deputy to the commander, ASC, welcomed the new hires and kicked-off the program.

Hutchison encouraged the newcomers to ask questions when they do not understand aspects of their jobs. He told them to be innovative about how things are done and to never become stagnant in their careers. He also said they



George Eaton, command historian, U.S. Army Sustainment Command, escorts intern boot camp participants through Quarters One on Rock Island Arsenal, Illinois, Jan. 14.

Photo by Kevin Fleming

Picatinny's STEM Externship Deemed a Success

PICATINNY ARSENAL PUBLIC AFFAIRS (JAN. 21, 2016)

Lauren Poindexter

PICATINNY ARSENAL, N.J.— Picatinny invited students from Rutgers University and Stevens Institute to experience its first “Externship” on Jan. 12-15 during which students from local universities spend time in different workplaces to learn about a particular industry.

This was an opportunity “to give our local university students a chance to become members of the Picatinny family for a week, so that they may consider us when it’s time to start their careers,” said Shahram Dabiri, Picatinny Science, Technology, Engineering and Mathematics, or STEM manager. “That way, we will be able

should always strive to accomplish goals and to think critically about how to complete the mission.

“Your reputation precedes you as you go through your career,” he said. “You always want to be in a position where people are fighting for you to be on their team.”

Koenig shared what he called his top three pieces of advice for new hires: treat everyone with respect, practice positive and inspirational leadership, and work well in teams.

“The organization is much better off with people who will share their competence and raise the level of the team up,” he said. “I look for those people—those are the people I want to advance.”

T.J. Ukleja, training specialist, G-3/5/7 (Operations), said he thinks it is important for new hires to meet the senior leadership.

“Having both the deputy to the commander and the chief of staff there—both a military and a civilian representative from the command group—was a good experience for [the students],” he said. “I think that is a great way to start the program.”

to remain industry leaders due to our amazing and vibrant workforce.”

Picatinny’s STEM program hosted the student visit.

“This four-day experience is a great chance for these students to be exposed not only to the leading edge of technology, but also to Team Picatinny with hopes that they will apply for upcoming vacancies at the introductory level,” added Dabiri.

At Picatinny, students worked with mentors to get a glimpse into a potential career by taking on projects that could be completed within the short time frame. The students also had the opportunity to accompany the mentors to meetings and other work-related activities.

“It’s been really exciting,” said Srujana Sure, a sophomore at Rutgers University who is studying electrical computer engineering. “I was able to see the government’s side of engineering and to see how so many different types of engineers come together to build missiles and products that are sent to the Army.”

This short-term experience is a developmental tool for students who are unsure in which area of engineering they wish to specialize. These workplace visits allow students to

understand what the day- to-day life of a science and engineering job is like. That way, they can determine if they are a “good fit” for a certain career field.

“I grew up using a lot of guns and I thought I knew enough about weapons,” said Nicholas Basis, a freshman at Stevens Institute. “I learned a lot about the process of developing a gun and all of the different things that go into it. I learned that everything can be made better and this is the place to do it. I enjoyed every moment of it.”

The U.S. Army Armament Research, Development and Engineering Center is part of the U.S. Army Research, Development and Engineering Command, which has the mission to ensure decisive overmatch for unified land operations to empower the Army, the joint warfighter, and our nation. RDECOM is a major subordinate command of the U.S. Army Materiel Command.