

DRAFT PERFORMANCE WORK STATEMENT

The Department of the Navy (DON)
Director, Acquisition Career Management (DACM)
DON Acquisition Workforce (AWF) Performance Excellence Initiative

INTRODUCTION

The Department of the Navy's (DON) Director, Acquisition Career Management (DACM), is the enterprise lead for the professional development and management of the Navy and Marine Corps acquisition workforce (AWF). The DACM is the chief advisor to the Assistant Secretary of the Navy for Research, Development, and Acquisition (ASN(RD&A)), and the focal point within the Department for all matters related to the acquisition workforce.

The DON AWF is responsible for translating military requirements into the material solutions that provide Sailors and Marines with the most capable fleet and warfare systems. The DON's increasingly constrained budget and increasingly complex warfighting environment require the most innovative, astute, and responsive AWF. Recent sequestrations, pay freezes, and furloughs have had a negative effect on the AWF. To overcome these negative effects and launch an Acquisition Workforce Excellence Initiative that better meets the intent of the Defense Acquisition Workforce Improvement Act (DAWIA), DON DACM requires expert support services to rapidly model and assess the dynamics of acquisition people systems and apply systems engineering to inform and develop advanced training for excellence in the acquisition workforce. The desired outcome is an acquisition workforce that is (1) reenergized, (2) refocused on productivity, innovation, and excellence, and (3) managed like a program, where models provide understanding of process and environmental impacts to AWF capacity, and provide measurement of program costs, productivity, and risks.

Background

The Department of Navy is committed to establishing and maintaining a specialized, professional, world class, agile, motivated acquisition workforce that consistently makes smart business decisions, acts in an ethical manner, and delivers timely & affordable capabilities to the warfighter. The DON acquisition workforce is a roughly \$7B/year in salaries and benefits alone. The workforce is comprised of over 57,000 Navy and Marine Corps civilian and military employees, in thirteen acquisition categories and over fifteen major commands. They are located worldwide in system command (SYSCOM) offices, labs, industrial complexes, and test ranges. This workforce is highly technical -- within a context of much legislation, regulation, and policy, they design, build, sustain, modernize, and maintain complex ships, aircraft, and vehicles with associated equipment, combat systems, weapons, and ordnance to support DON's military missions. Many of the major acquisition programs have life-cycles exceeding 50 years. Though the AWF lifecycle is multi-decades, major programs often span more than a single workforce generation.

Downsizing pressures are increasing and the focus on cost control is greater than ever before. Recent sequestrations, pay freezes and furloughs, along with associated budgetary turmoil, have had a negative effect on the AWF. Balancing the demand of investments and innovation will continue to pressure the AWF. With an operating environment characterized by constrained budgets, 48 new construction ships and 492 new aircraft over the Future Years Defense Program (FYDP), increasing system complexity, limited competition, a shrinking industrial base, and cyber security challenges, maintaining our technological edge will require an even more innovative, astute, and responsive AWF. To operate effectively in this environment, the DON must better understand the cost, productivity, and risk

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associated with AWF staffing to responsibly manage this workforce throughout its life-cycle (recruiting, hiring, developing, retaining, and retiring) – that is, manage it as a major acquisition program.

The Assistant Secretary of Navy for Research, Development and Acquisition ASN(RD&A) cited five basic principles for acquisition excellence in his April 2015 testimony to Congress on Acquisition Reform Initiatives. These acquisition themes also apply to the acquisition workforce, when considered as a major program:

- Getting the Requirements Right – Understand the operational and technical requirements and the drivers of our workforce requirements over time.
- Performing to a Stable Plan – Resist the temptation to hire in a peanut butter spread fashion; hire and grow strategically.
- Making Every Dollar Count – Make every dollar count across the lifecycle –recruit, hire, develop, train, and grow. Leverage best practices and investments.
- Relying on Experienced Acquisition Workforce – Better define the career path to create experts with the proper education, training, and experience (hands-on and job rotations).
- Fostering a Healthy Industrial Base – Understand the right balance of knowledge and experience between industry and acquisition.

To fully implement the intent of DAWIA, and to robustly manage the acquisition workforce, demands strategic thinking, systems thinking, industrial/organizational psychology, management science, engineering, and principles of major program management. DON DACM requires expertise in organizational science and engineering to rapidly model and assess the dynamics of acquisition people systems and apply systems engineering to inform and develop advanced training for productivity, innovation, and excellence in the acquisition workforce. The desired outcome is an acquisition workforce that is (1) energized, (2) focused on productivity, innovation, and technical and professional excellence, and (3) managed like a program, where models provide understanding of process and environmental impacts to AWF capacity, and provide measurement of program costs, productivity, and risks. And, each of these transformative outcomes must be sustainable over time.

GENERAL REQUIREMENTS

The Contractor shall perform this work primarily at a contractor site.

The Contractor shall participate in meetings and make presentations at government sites in the United States. The DACM Office is located at the Pentagon in Arlington VA. Some travel to other sites may be required.

PERFORMANCE REQUIREMENTS

Objective 1. Energized acquisition workforce.

Provide motivational tools for various levels within DON's AWF to energize the workforce and offset the negative morale effects of recent sequestrations, pay freezes, and furloughs.

1. Objective 1 Tasks:

- 1.1. The Contractor shall develop and deliver an advanced training workshop on developing and implementing organizational strategies for:
 - energizing and motivating the acquisition workforce,
 - promoting integrity and teamwork

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- promoting systems thinking
- creating and maintaining a work environment that is attractive and energizing

Training audience is leadership of PEOs, SYSCOMs, and Career Fields. Training content shall be based on expert, scientific knowledge. Training content shall include developmental employees (Interns) as a targeted subcategory of the workforce, and how to maximize their learning by aligning assignments with training.

- 1.2. The Contractor shall develop and deliver advanced training to increase workplace acumen: e.g. personal acumen, interpersonal acumen, and organizational acumen. Training audience is AWF employees and supervisors. Training content shall be based on expert, scientific knowledge.
 - 1.2.1. The Contractor shall identify and implement tool(s) for shared access to complementary materials (books, articles, blogs, reading lists, career paths, etc.) for self-directed development in personal acumen, interpersonal acumen, and organizational acumen.
- 1.3. The Contractor shall participate in an annual Naval Acquisition Development Program (NADP) Training Symposium as a motivational guest speaker or facilitator of leadership workshops. Training audience is 600-1500 developmental employees (1st through 3rd-year interns). Contractor participation shall include leadership books and or leadership development materials for each attending employee.

Objective 2. Focus on productivity, innovation, and excellence.

Define, provide case studies, and implement strategies to increase productivity, innovation, and excellence in DON's AWF.

2. Objective 2 Tasks:

- 2.1. The Contractor shall develop and deliver an advanced, training workshop on understanding, defining, and measuring workforce productivity, innovation, and excellence. Training audience is leadership of PEOs, SYSCOMs, and Career Fields. Training content shall be based on expert, scientific knowledge. Training outcomes shall include documented case studies and strategies for each of 10 primary career fields.
 - 2.1.1. The Contractor shall design and develop a practical, integrated "AWF productivity" measurement system based on definitions and case studies identified in 2.1. Measures will include areas such as capability and capacity.
- 2.2. The Contractor shall design and implement a sustainable ASN(RD&A) Acquisition Leadership Development Program that prepares each cohort (25-30 participants) to lead acquisition efforts with a focus on systems thinking, productivity, innovation, and excellence.
- 2.3. The Contractor shall develop and deliver advanced training to instill productivity, innovation, and excellence in the acquisition workforce culture. Training audience is acquisition workforce employees and supervisors, particularly those in the emerging generation of Acquisition Professionals. Training content shall be based on expert, scientific knowledge. Specific areas may include Critical Thinking, Problem Solving and Decision Making, Habits of Effective People and Organizations.

Objective 3. Manage the AWF like a program.

Apply systems thinking and systems engineering to the DON AWF domain to develop a framework for measuring, understanding, predicting, and managing workforce processes and associated costs,

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productivity, and risks. Provide advanced training to DON AWF leadership on using model results to manage the AWF like a program.

3. Objective 3 Tasks:

3.1. The Contractor shall develop a systems thinking/system dynamics model of DON's AWF that identifies critical features (e.g., labor markets, tenure, generations); provides understanding of workforce processes (e.g., recruitment, selection, development, retention, promotion) and environmental impacts (e.g., labor market, economy); and accounts for cost, productivity, and risk, and causal relationships in this complex human system.

3.1.1. The Contractor shall develop predictive AWF measures tied to the model.

3.2. The Contractor shall develop and integrate workforce requirements models. The solution shall establish criteria for models that translate demand signals (such as the 30-Year Shipbuilding Plan) into defensible workforce requirements and provide integration of various models from each of six SYSCOMs for use at the enterprise level.

3.2.1. The Contractor shall develop methods and options for exploring the trade space when AWF reductions are required, including real options analysis. The solution shall minimize negative impacts to the AWF ("budget surgery vice budget butchery").

Example use cases include: new DAWIA legislation, proposed DOD/DON policy, budget reductions (X% reduction over Y years).

3.3. The Contractor shall develop a portfolio of existing and possibly new AWF health measures based on the models above (e.g., in such areas as capability, capacity, tenure, turnover, generational differences) for ongoing AWF health assessment and management of the AWF.

3.3.1. The Contractor shall assess feasibility of building a real-time digital dashboard/visibility room reflecting all aspects of the health of the DON Acquisition Workforce.

3.4. The Contractor shall develop and deliver an advanced training workshop on how to use model results and health measures (3.1- 3.3) in managing the workforce for the health of the DON Acquisition Enterprise (strategic workforce planning, guidance on development priorities and career planning, recruitment strategies, attracting and retaining quality personnel, etc.). Training audience is leadership of PEOs, SYSCOMs, and Career Fields.

4. Training Gap Analysis

Contractor assessment of existing training in support of objectives 1-3.

4.1. The Contractor shall conduct a preliminary assessment and gap analysis of existing AWF learning opportunities for all training topics above, to identify and recommend for re-use:

- Where existing training meets the objective and development of new content is not needed
- Where existing training partially meets the objective and enhancing the existing training is more cost-effective than new course development
- Where existing training provides foundational (pre-requisite) knowledge or supplemental content and re-using the existing training supports the objective without necessarily eliminating the need for new course development.

5. Project Management

Contractor planning, monitoring, and controlling of resources, delivery schedule and product quality.

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- 5.1. The Contractor shall conduct a kick-off meeting within 10 days of award in order to collaborate with DACM in generating a Plan of Action and Milestones (POA&M) for initial tasking.
- 5.2. The Contractor shall provide a Project Management Plan (PMP) within 30 days of award. The PMP shall include a detailed staffing plan (mapping resources and qualifications to tasks, identify key points of contact) and a quality assurance/risk management plan (identify procedures and metrics that will be used to ensure quality and manage risk throughout the period of performance).
- 5.3. The Contractor shall provide monthly status reports to include:
 - Status of all deliverables. For each incomplete deliverable, describe progress and interim support provided.
 - Identification of any contract, cost, schedule, or performance problems. Include recommended solutions and describe corrective actions taken/resolutions implemented.
 - Description of the work planned for the following month
 - Resource execution: hours expended during reporting month, cumulative hours to-date, and estimated remaining hours by employee/job category; expended and remaining contract funds for reporting month during the 30-day reporting period, broken out into labor, travel, and other direct charges.

DELIVERABLES

All deliverables shall be submitted in soft copy, unless otherwise noted. A draft copy of deliverables shall be submitted 2-5 business days prior to due date, as scheduled in the Project Management Plan and approved by Government PM.

For advanced training deliverables, the Contractor shall provide and vet the following interim deliverables with customer during course or workshop development:

- ‘Concept Card’ – Each concept card shall include a brief description of the training, learning objectives, target audience, and any pre-requisites. Concept cards may be used as marketing or reference materials to advertise or catalog the course or workshop in a training repository.
- Course Design – Documentation of each course design shall include a description of the content and instructional methods to support learning objectives, delivery mode, and identification of case studies, exercises, or supplemental materials to be used in instruction (as applicable).
- Instructional Materials – The instructional materials for each course shall document all content used in instruction. Depending on the course, this may include text, slides and lecture notes, exercises, case studies, list of references, multimedia presentations, and other materials.
- Delivery Plan – The plan for training delivery shall include facility requirements, class size, identification of the instructor, and a schedule for registration and instruction.

Table of Deliverables

Deliverable	Task Reference	Deliver to	Frequency/Due Date (calendar days unless otherwise noted)
Project Management Plan	5.1-5.2	Government PM recipients	Within 30 days of contract award

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Deliverable	Task Reference	Deliver to	Frequency/Due Date (calendar days unless otherwise noted)
Monthly Status Report	5.3	Government PM recipients	Monthly, on date of contract award
Training Gap Analysis Report	4.1	Government PM recipients	Within 3 months of contract award
Advanced Training for Leadership			
“Organizational Strategies” for: - Energizing & motivating AWF - Promoting integrity & teamwork - Promoting systems thinking - Creating/maintaining attractive workplace	1.1	AWF Leadership	Initial offering within 5 months of award; 10-12 executive sessions within 9 months of award
“Understanding Productivity, Innovation, & Excellence” ♦ Career field case studies and strategies for acquisition excellence ♦ Career field productivity measures	2.1	AWF Leadership, 10-12 National Leads in particular	Initial offering within 8 months of award; 10-12 executive sessions within 11 months of award
	2.1	AWF Leadership, 10-12 National Leads in particular	Within 12 months of award
	2.1.1	AWF Leadership, 10-12 National Leads in particular	Within 12 months of award
“Employing Models & Measures for a Healthy Workforce Program” ♦ Dynamic system model of AWF ♦ Predictive measures for AWF model ♦ Integration of AWF requirements models ♦ Methods and options for AWF tradespace ♦ Portfolio of AWF health measures ♦ Feasibility report on real-time AWF health dashboard	3.4	AWF Leadership, 10-12 National Leads in particular	Initial offering within 12 months of award; 10-12 executive sessions within 15 months of award
	3.1	Government PM recipients	Within 4 months of award
	3.1.1	Government PM recipients	Within 6 months of award
	3.2	Government PM recipients	Within 8 months of award
	3.2.1	Government PM recipients	Within 9 months of award
	3.3	Government PM recipients	Within 12 months of award
	3.3.1	Government PM recipients	Within 12 months of award
	Advanced Training for Leadership Candidates		
“ASN(RD&A) Acquisition Leadership Development Program”	2.2	Government PM recipients	Within 14 months of award
Advanced Training for Employees & Supervisors			

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Deliverable	Task Reference	Deliver to	Frequency/Due Date (calendar days unless otherwise noted)
“Workplace Acumens”	1.2	Targeted AWF employees & supervisors	Within 9 months of award
♦ Complementary tools for workplace acumens	1.2.1	Targeted AWF employees & supervisors	Within 10 months of award
“Acquisition Excellence Topics”	2.3	Targeted AWF employees & supervisors	Within 18 months of award
Advanced Training for Naval Acquisition Development Program (NADP)			
“Motivational/Leadership Session”	1.3	600-1500 Developmental Acquisition Employees	Within 12 months of award, as scheduled by Government
♦ Complementary Leadership Book	1.3	600-1500 Developmental Acquisition Employees	Within 12 months of award, as scheduled by Government