



**NAVAL SURFACE WARFARE CENTER
COMMERCIAL ACTIVITY STUDIES
LESSONS LEARNED WORKSHOP**

WORKSHOP REPORT

**6 March 2003
Indian Head, MD**

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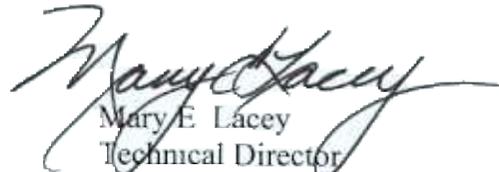
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MESSAGE FROM THE TECHNICAL DIRECTOR

I asked for a Commercial Activities Lessons Learned Workshop to give you an opportunity to meet and interact with your peers, and forge a stronger community. All too often we try to fight our battles alone. This workshop provided an open forum to raise major issues, to voice concerns and to provide an outlet to vent frustrations with the current CA study process. It also provided valuable information that we all can use to streamline the study process, thereby, improving the end results.

Our efforts support the Navy's Strategic Sourcing and Sea Enterprise initiatives. This particular workshop is the kind of effort needed to achieve the NAVSEA goal of a seamless organization that operates in a unified way to solve the problems the Navy faces today and in the future.

Your participation in this workshop was important and I would like to thank each of you for making this a success. It was a valuable use of our time and energy. I appreciate your recommendations, and will act on them as we press forward in support of the CNO's top priorities.



Mary E. Lacey
Technical Director
Naval Surface Warfare Center
March 25, 2003

EXECUTIVE SUMMARY

Purpose: The Naval Surface Warfare Center held a Commercial Activities Lessons Learned workshop on 6 March 2003, at Indian Head, MD for the following purpose:

To bring together the NSWC/NUWC/NAVSEA CA team in a participative environment to share lessons learned and to identify next steps for improving our ability to conduct CA studies in a timely and efficient manner.

Workshop Structure: The workshop was conducted using a series of panels representing various perspectives, with each panel comprised of CA subject matter experts and customers and/or stakeholders of the CA process. Each Division was assigned a lead perspective and was asked to develop a presentation to identify the issues they encountered during the CA process, to identify the actions taken to resolve problems encountered along the way and to share lessons learned that could improve the process across the Center as a whole. The 7 panels included:

- | | |
|----------------------------|---------------------|
| 1. CA Team Leader | 5. Human Resources |
| 2. Functional Manager | 6. Legal |
| 3. Contracts (Acquisition) | 7. Business Manager |
| 4. Labor Relations | |

Each panel opened with a presentation by the Division lead, followed by a panel comment/discussion period and an audience question/answer session. The workshop attendees represented a diverse group of backgrounds and experiences, which made for some engaging discussions during the panel presentations. The exchange of ideas and dialogue between workshop participants generated many good suggestions on how to improve the CA process.

Objectives: The workshop was well attended, with participation from NSWC Divisions & Detachments, NUWC HQ, Newport and NAVSEA Headquarters. The objectives were to:

1. Identify the major CA issues that were prevalent across the Center that were causing schedule delays and cost overruns in completing studies.
2. Discuss the actions taken to address pertinent issues encountered in the various phases of a CA study that complicated study development and implementation.
3. Share the lessons learned in the past 3-4 years from conducting approximately 25 studies on 1,300 positions.
4. Set the stage for follow-on workshops & discussions to improve the CA process.

TD Overview: The workshop began with Mrs. Mary E. Lacey, NSWC Technical Director, providing a status and overview of the current CA environment. Mrs. Lacey emphasized the importance of sharing lessons learned to minimize the impact on affected employees and to improve the process for conducting future studies. Highlighted was the fact that there was good news in that we are retaining functions studied in-house where we have completed studies. However, we are:

- Spending too much money to conduct the studies.
- Taking too long to complete the studies.
- And private industry is not showing adequate interest in bidding on recent studies, restricting the element of competition necessary to the process.

The Navy still plans to use CA Studies as one of its tools to become more efficient, with recent DOD and Navy senior leadership stating the intention to continue CA Studies during the Base Realignment and Closure process. NSWC will get credit for those studies/functions that we have announced as part of our Strategic Sourcing Plan. However, the recent issuance of Management Initiative Decision 907 directs the Navy to study an additional 2,000 FTEs in FY 2004, which probably means that we will get some portion of the target number of study positions.

Much of the focus concerned the proposed rule changes to the A-76 circular. The proposed changes, if enacted, would level the playing field between the private sector and the government and reduce the time to complete a standard competition to 12 months. This is a major rule change, as it will require that we do a much better job of planning our studies prior to public announcement.

A question was raised concerning the impact of Installation Claimancy Consolidation (ICC II) on NSWC activities. Since the ICC II initiative is still under review, a final determination of its base impact on support services remains to be seen. A suggestion was made to hold a Claimant level forum to discuss the proposed impact that ICC II would have on the quality of support services, inter-service agreements, Command responsibilities, etc.

In conclusion, Mrs. Lacey noted that we still have the responsibility to perform due diligence during our CA studies, since the A-76 rules changes will not eliminate the steps required to properly plan and execute future CA Studies. And, we must learn to share information and good ideas between ourselves to reduce the burden on the organizations and the people affected by these studies.

Workshop Results: The workshop was well worth the time and effort spent to bring together our field and Headquarters' professionals. The next chapter is devoted exclusively to highlighting the common issues, recommendations and lessons learned that emerged from the day's discussions. In addition, it provided:

- The opportunity for our HQ/field professionals to network amongst their peers.
- An open forum to share some of the good things that we are doing to improve the operation of our organizations.
- A collaborative environment where attendees could voice their concerns and share their frustrations in an effort to bring about meaningful change without repercussions.

One of the key themes that surfaced during the course of the workshop is that it takes a well-trained, experienced group of individuals to conduct CA studies and that you don't grow these people overnight. If the Navy and NAVSEA continue to study additional functions to meet established competition goals, we will have to take advantage of our ability to draw on each others strengths to achieve success in the new, competitive environment. It's not just about becoming more efficient, but also becoming more effective in the way we apply our limited resources.

The workshop was a good start for improving the lines of communication between our HQ and field professionals tasked with conducting and/or supporting CA Studies. It was also a positive step forward in supporting the CNO's 2003 guidance for implementing the SEA Enterprise initiative and it shows progress in achieving COMNAVSEA's vision of a seamless NAVSEA organization.

ISSUES, RECOMMENDATIONS AND LESSONS LEARNED

The panels identified a long list of issues, recommendations and lessons learned that were prevalent, regardless of the functions and locations under study.

Issues:

- The recent Jones-Hill Decision where GAO deemed a conflict of interest exists under the federal acquisition regulation where the same government personnel and/or support contract personnel develop both the performance work statement (PWS) and the management plan. This has the effect of increasing resource requirements, both dollars and personnel, for those organizations conducting CA studies.
- Contractor support is insufficient to conduct CA studies.
 - Not enough hours assigned to the CA study to complete the effort.
 - Inexperienced personnel are being assigned to the contract, resulting in time delays and steep learning curves that increase the time required to complete a study.
 - Travel and per diem requirements, due to locations of support contractor offices, are “eating away” the limited resources available to support the field’s efforts.
- Packaging of study functions are bundled inappropriately:
 - Results in studies that don’t reflect industry standards (structure, organization).
 - Significantly complicates identifying the scope of the business unit under study.
 - Reduces private sector interest for submitting proposals due to the disparate mix of work involved.
- Training
 - Too narrow in scope leaving many organizations having to “wing it” on their own.
 - Timing and location of training does not align with studies announced across multiple geographical regions.
- Guidance
 - Too broad to assist those at the working level to assist in dealing with real life issues.
- Proposed A-76 Circular Changes
 - Places additional strains on diminishing overhead resources.
 - Requires planning/study development strategies be conducted in advance well before studies are announced to Congress.
 - Some recommendations in the current draft place the government in an awkward position (such as the right-of first-refusal) due to outlined duties and responsibilities that cross the government/private sector divide.

Recommendations: The workshop generated in-depth discussion concerning how to improve the CA study process and where Headquarters could assist the field in advocating meaningful change. All of the recommendations listed in the Panel Product section to follow are note worthy, however, there are a handful of suggestions that can be addressed via the Chain of Command. These recommendations, if acted upon, will provide tangible benefits to those in the field conducting CA studies and will communicate to the Navy Strategic Sourcing community those concerns that are most important to the people assigned the responsibility to carry out standard competitions.

1. Contractor(s): Recommend that the Navy do a better job at:
 - a. Screening personnel assigned to assist Activities undergoing CA Studies to determine job qualifications and abilities to perform.

- b. Matching the geographical location of qualified contractor personnel to minimize travel and per diem costs that reduce the Navy’s return on investment.
 - c. Ensuring that a process is in-place to gauge contractor performance, both at the local level and at the Navy level. This includes ensuring that the formal CPARs annual performance reviews are receiving the support from customers necessarily to evaluate contractor performance.
2. Resources: Recommend that NSWC:
- a. Develop a centralized NSWC website that can be utilized by the warfare community to post information, documentation, lessons learned, network amongst peers, etc.
 - b. Request additional resources to conduct future studies due to the GAO firewall decision.
 - c. Identify personnel at other Divisions that would be available to support and to participate on source selection evaluation panels at other sites during the solicitation phase of a study.
3. Tools: Recommend that the Navy do a better job at:
- a. Developing specific training tailored to the issues that are faced by our subject matter experts in the field.
 - b. Providing additional training courses to ensure that scheduled training aligns with the timing of CA studies in the field.

Lessons Learned: The below table captures the lessons learned that were generated during the panel presentations, panel discussions and audience participation. The list certainly doesn’t represent the universe of potential good ideas. However, the ideas that were generated from this workshop are a good beginning and were raised to the forefront by an extremely diverse and educated group of professionals who participate in various steps within the CA process. These ideas will strengthen our ability to conduct future studies in a timely and efficient manner and will reduce the impact on the organizations and personnel affected by the studies.

<u>PERSPECTIVE</u>	<u>LESSONS LEARNED</u>
CA Team Leader	Top and middle management support throughout the entire process is key to conducting a timely and cost effective study.
CA Team Leader	The opportunity exists to share CA Study documentation across sites where “like” CA studies have been conducted. Central website recommended as a possible solution.
CA Team Leader	Minimize schedule slippage on the front end of the study since it is extremely difficult to shorten the solicitation and proposal evaluation timeframes.
CA Team Leader	Communicate on a monthly basis with affected employees to minimize confusion and to keep employees informed of changes during each step of the process.
CA Team Leader	Maintain critical relationships throughout each step of the process to keep each step of the study moving forward.
CA Team Leader	Develop a working relationship with affected employees. Employees, those that do the work, are a great source of many good ideas for improving the way work is conducted.
CA Team Leader	Establishing a working relationship at the beginning of a CA study, between management and union representatives, is critical to maintain a win-win situation.
CA Team Leader	Key to an effective solicitation starts with a clear PWS.

CA Team Leader	Active listening skills are important when dealing with employees affected by a CA study.
CA Team Leader	Conduct group interviews during the data collection phase to ensure comprehensive data collection is attained in defining work requirements.
Functional Manager	Select team membership early in the process.
Functional Manager	Keep union/employees involved throughout.
Functional Manager	Stay abreast of new issues or changes to the A-76 process.
Functional Manager	Ensure all team members are properly trained early in the process.
Functional Manager	Use technology to leverage the workforce.
Functional Manager	Ensure that the management plan fully describes the work to be accomplished in the PWS.
Functional Manager	Activity Based Costing structure allows for better visibility of costs (more detail).
Functional Manager	Providing a multi-skilled workforce provides flexibility in developing an efficient MEO.
Functional Manager	No substitute for proper planning upfront to reduce needless “spinning of wheels”.
Functional Manager	PWS must contain adequate data to clearly identify work to be performed.
Functional Manager	Quality assurance must be performed to ensure post-MEO review is verified satisfactorily.
Functional Manager	Documentation of all aspects of a study, including post implementation phases, is a key component in getting through the review and evaluation phases.
Contracts	Need to work with the contract specialist from study inception to ensure that you end up with a contractible PWS.
Contracts	Contract specialists are invaluable in answering employee questions regarding: <ol style="list-style-type: none"> 1. Timeline data to identify where we are in the process. 2. Answering questions at communications sessions. 3. Advising on potential conflicts of interest as teams are formed.
Contracts	Posting of the PWS to a central website provides effective communication of future work requirements and keeps affected employees informed during the solicitation process.
Contracts	Solicitation should be full and open competition due to requirement to “reannounce” the solicitation if the procurement is a small business set-aside and there are no bidders.
Contracts	Use industry standards (job descriptions) where applicable prior to announcing studies to establish comparability with the private sector.
Labor Relations	Management, the unions and the workforce must communicate regularly to promote an effective working relationship and to dispel rumors that surface due to a lack of information. Increased communication dispels the perception that there is something to hide.
Labor Relations	Early discussions concerning what is to be accomplished can promote buy-in to the process by all interested parties.

Labor Relations	Negotiate early with the unions to inform them of possible changes, e.g., work schedules, hazardous pay, job descriptions, etc. to prevent problems downstream.
Human Resources	Conduct a mock Reduction-In-Force (RIF) once the MEO is defined to get employee involvement in cleaning up personnel records prior to a formal decision.
Human Resources	Utilize the HR department to schedule employees affected by a CA study to update their personnel records. Planning efforts are only as good as the data used to make a decision.
Human Resources	Ensure that a system is put in-place to provide the ability to capture adequate metrics to validate that the MEO was operating as advertised.
Human Resources	Balance the needs of the organization with the requirements of the MEO to prevent the MEO from cutting too deep and to ensure that the MEO can perform the work in the PWS.
Legal	Prior to the beginning of a study, ensure that the PWS and MEO teams are independent of each other.
Legal	Always keep abreast of changes to regulations based on GAO decisions and court findings.
Legal	Be prepared to stop or delay the process to accurately assess changes.
Legal	Accurate definition of the scope of work included in a study can identify actions that could affect the organization as a whole.
Legal	Determine upfront if MEO subcontracts will still be included in the PWS/MEO.
Legal	Employees affected by a CA study should only provide input to the team vice direct involvement in the PWS/MEO to protect their right-of –first-refusal.
Legal	Employees should be provided ethics briefings to explain the impact of various regulations.
Legal	Keep informed of current changes proposed to the A-76 circular, with the understanding that the changes are not final.
Business Manager	CA strategy needs to be consistent with business strategy. Top-level decisions must align with the organization’s business strategies to ensure that the future organization is both effective and efficient in workshop customer requirements.
Business Manager	Thoroughly document all assumptions used in developing the MEO.
Business Manager	PWS requirements should be driven by customer requirements.
Business Manager	Involve at least 2 individuals in developing the In-house cost estimate.
Business Manager	Ensure HR certifies positions descriptions before conducting the In-house cost estimate.

Next Steps: Workshop participants were actively engaged during the workshop, with numerous suggestions relating to getting together on a more frequent basis to keep apprised of the issues and problems that need to be addressed. In the near term, it is important to keep abreast of the changes occurring in the CA environment and to recognize that there are a plethora of initiatives in addition to CA Studies that the Navy is currently undertaking to improve the efficiency and effectiveness of its shore infrastructure. The output of this workshop will provide the nexus for generating improvements to the CA Study process in the event we are directed to conduct additional studies.

PANEL PRODUCTS

CA Team Leader Perspective

Lessons Learned

1. Top and middle management support throughout the entire process is key to conducting a timely and cost effective study.
2. The opportunity exists to share CA Study documentation across sites where “like” CA studies have been conducted. Central website recommended as a possible solution.
3. Minimize schedule slippage on the front end of the study since it is extremely difficult to shorten the solicitation and proposal evaluation timeframes.
4. Communicate on a monthly basis with affected employees to minimize confusion and to keep employees informed of changes during each step of the process.
5. Maintain critical relationships throughout each step of the process to keep each step of the study moving forward.
6. Develop a working relationship with affected employees. Employees, those that do the work, are a great source of many good ideas for improving the way work is conducted.
7. Establishing a working relationship at the beginning of a CA study, between management and union representatives, is critical to maintain a win-win situation.
8. Key to an effective solicitation starts with a clear PWS.
9. Active listening skills are important when dealing with employees affected by a CA study.
10. Conduct group interviews during the data collection phase to ensure comprehensive data collection is attained in defining work requirements.

Issues:

1. Firewall requirements per the Jones-Hill decision and recommended separation of personnel involved in developing the PWS, MEO will drive up the cost to conduct CA studies.
2. Contractor support hours provided by the Navy does not cover requirements and is further impacted by non-local contractors who are reimbursed for travel and per diem costs.
3. Contractor personnel assigned to the contract are junior personnel who do not have the requisite experience and knowledge to function at full performance level at study initiation.
4. Significant concerns were raised due to the increased staffing requirements that are required by the firewall maintenance requirement and the separation of the PWS/MEO team and the MEO/Solicitation team.
5. Bundling of functions prior to a CA study seen as critical to eliminate many of the issues encountered in identifying the scope of the business unit to study.

Recommendations:

1. Provide comments to FISC concerning the issue of contractors assigning junior personnel to Navy CA studies.
2. Provide a mechanism to evaluate contractor performance prior to the assignment of contractors to follow-on CA studies.
3. Work with the Navy’s Strategic Sourcing Program Office to qualify contractors that can assist the Navy with CA studies on both the east and west coast.
4. Share Warfare personnel with other sites (if available) to increase resources available to expedite future CA studies. Specifically, on the Source Selection Authority (SSA) to conduct evaluations.
5. Convene CA Inventory working group prior to announcing new studies to review strategies for identifying new functions, sequencing of events and possible outsourcing of center-wide

functions. Review sponsor, conduct and appraisal methodology to ensure consistency in coding the CAI.

Action Item: NAVSEA HQ (Mike Manning) noted that a window of opportunity might currently exist to work with the Fleet Industrial Support Center (FISC) in the near future concerning future Navy CA support contracts. He offered to send a customer survey to FISC for use in future evaluations of contractor performance under Navy CA support contracts.

Functional Manager Perspective

Lessons Learned:

1. Select team membership early in the process.
2. Keep union/employees involved throughout.
3. Stay abreast of new issues or changes to the A-76 process.
4. Ensure all team members are properly trained early in the process.
5. Use technology to leverage the workforce.
6. Ensure that the management plan fully describes the work to be accomplished in the PWS.
7. Activity Based Costing structure allows for better visibility of costs (more detail).
8. Providing a multi-skilled workforce provides flexibility in developing an efficient MEO.
9. No substitute for proper planning upfront to reduce needless “spinning of wheels”.
10. PWS must contain adequate data to clearly identify work to be performed.
11. Quality assurance must be performed to ensure post-MEO review is verified satisfactorily.
12. Documentation of all aspects of a study, including post implementation phases, is a key component in getting through the review and evaluation phases.

Issues:

1. Implementation presents a problem if the organization is undergoing rapid change at the time the MEO is stood-up.
2. Training is not always available when and where it is needed.

Recommendations:

1. Insert a contractor clause in the service contract to protect the government from adverse impact in cases where the service provider fails to perform, resulting in lost revenues to the WCF.
2. Develop tools (MIS) to capture workload data prior to the announcement of studies rather than after the fact.
3. Maintain a workforce skills inventory to assist in documenting skills requirements in the PWS.

Contracts (Acquisition) Perspective

Lessons Learned:

1. Need to work with the contract specialist from study inception to ensure that you end up with a contractible PWS.
2. Contract specialists are invaluable in answering employee questions regarding:
 - a. Timeline data to identify where we are in the process.
 - b. Answering questions at communications sessions.
 - c. Advising on potential conflicts of interest as teams are formed.
3. Posting of the PWS to a central website provides effective communication of future work requirements and keeps affected employees informed during the solicitation process.

4. Solicitation should be full and open competition due to requirement to “reannounce” the solicitation if the procurement is a small business set-aside and there are no bidders.
5. Use industry standards (job descriptions) where applicable prior to announcing studies to establish comparability with the private sector.

Recommendations:

1. Activity should provide joint training to all key players in the CA process on-site to bring everyone onboard to ensure each understands his/her role in each step of the CA process.
2. NSWC needs expertise (core CA team) that can be “tapped” to help conduct studies.

Labor Relations Perspective

Lessons Learned:

1. Management, the unions and the workforce must communicate regularly to promote an effective working relationship and to dispel rumors that surface due to a lack of information. Increased communication dispels the perception that there is something to hide.
2. Early discussions concerning what is to be accomplished can promote buy-in to the process by all interested parties.
3. Negotiate early with the unions to inform them of possible changes, e.g., work schedules, hazardous pay, job descriptions, etc. to prevent problems downstream.

Recommendations:

1. Maintain a centralized website that can be viewed by the entire workforce to provide answers to employee questions. In addition, a website promotes consistency in responding to questions asked time and time again.
2. Set-up a CA hot line for addressing employee issues and concerns.
3. Employee involvement in the process overcomes the sense of job entitlement and increases their willingness to take courses to improve their job qualifications.

Human Resources Perspective

Lessons Learned:

1. Conduct a mock Reduction-In-Force (RIF) once the MEO is defined to get employee involvement in cleaning up personnel records prior to a formal decision.
2. Utilize the HR department to schedule employees affected by a CA study to update their personnel records. Planning efforts are only as good as the data used to make a decision.
3. Ensure that a system is put in-place to provide the ability to capture adequate metrics to validate that the MEO was operating as advertised.
4. Balance the needs of the organization with the requirements of the MEO to prevent cutting too deep into the MEO to ensure that the MEO can perform the work in the PWS.

Issues:

1. The proposed A-76 circular recommends that the human resources organization have direct involvement in determining a contractor’s employment offer in determining qualified government employees and the right of first refusal. This is viewed as a conflict of interest and could have repercussions downstream if the government forced a service provider to hire specific government employees and the service provider was held in default of the contract.

Recommendations:

1. Schedule CA workshops on a regular basis to allow those involved in CA studies the opportunity to network amongst their peers.
2. Specific training tailored to human resources area needs to be developed for HR personnel involved in the CA process.
3. Establish a priority referral process that attempts to place affected employees in other positions outside the MEO.

Legal Perspective

Lessons Learned:

1. Prior to the beginning of a study, ensure that the PWS and MEO teams are independent of each other.
2. Always keep abreast of changes to regulations based on GAO decisions and court findings.
3. Be prepared to stop or delay the process to accurately assess changes.
4. Accurate definition of the scope of work included in a study can identify actions that could affect the organization as a whole.
5. Determine upfront if MEO subcontracts will still be included in the PWS/MEO.
6. Employees affected by a CA study should only provide input to the team vice direct involvement in the PWS/MEO to protect their right-of –first-refusal.
7. Employees should be provided ethics briefings to explain the impact of various regulations.
8. Keep informed of current changes proposed to the A-76 circular, with the understanding that the changes are not final.

Recommendations:

1. A good idea is to have your legal counsel review the MEO to prevent problems from occurring downstream.
2. Review labor agreements to determine the rights of the union in the CA process.
3. Advise the unions of their role in the CA process to ensure that each party understands their involvement in the process.

Business Manager Perspective

Lessons Learned:

1. CA strategy needs to be consistent with business strategy.
2. Thoroughly document all assumptions used in developing the MEO.
3. PWS requirements should be driven by customer requirements.
4. Involve at least 2 individuals in developing the In-house cost estimate.
5. Ensure HR certifies positions descriptions before conducting the In-house cost estimate.

Recommendations:

1. PWS should be developed outside the functional organization under study to ensure innovation and creative ideas are generated vice the status quo.
2. Guidance and information on conducting Streamlined Studies is weak, providing very little detail at the working level. Recommend strengthening guidelines for conducting these types of studies.
3. Provide frequent monitoring and oversight of the CA study to ensure alignment with business perspective.

ATTACHMENT A: WORKSHOP AGENDA

Location: Building D-324, Mix House

Dress: Business Casual

0700 – 0800 Continental Breakfast

0800 – 0805 Welcome/Opening Remarks

***Mike Hart NSWC HQ/
Bonnie Johnson, Indian Head***

0805 – 0835 **Workshop Kickoff**

***Mrs. Mary E. Lacey,
NSWC Technical Director***

Expectation: Discuss the importance of sharing lessons learned and for exporting best practices that can be used to improve Center planning/execution of future CA studies.

0835 – 0930 **CA Team Leader’s Perspective**

Everett Trigger, Dahlgren

Expectation: Discuss the various issues encountered during the CA process, how you resolved those issues (what worked, what didn’t work), any lessons learned and recommendations that could be of benefit to the Warfare Center in future studies. Note: CA Team Leaders are those personnel assigned lead responsibility for conducting the study.

Format: Presentation (20 min.); Panel Discussion (20 min.); Audience Q&A (15 min.)

Panel Members:

John King, Carderock

Bill Hutchison, Carderock

Kent Von Fecht, Dam Neck

Sharon Sanders, Port Hueneme

Pete Kolakowski, Dahlgren

0930 – 1030 **Functional Manager’s Perspective**

Jeff Johnson, Dahlgren

Expectation: Discuss the various issues encountered during the CA process, how you resolved those issues (what worked, what didn’t work), any lessons learned and recommendations that could be of benefit to the Warfare Center in future studies. Note: The functional managers’ are those management personnel whose functions are under study, own the business process and are the direct omers of the CA process.

Format: Presentation (20 min.); Panel Discussion (20 min.); Audience Q&A (15 min.)

Panel Members

Glynn Bashford, Dam Neck

Mike Adams, Indian Head

Dave Smith, Corona

Mike Manning, NAVSEA HQ

1030 – 1045 Morning Break

1045 – 1145 **Contracts Perspective**

Janice Cave, Port Hueneme

Expectation: Discuss the various issues encountered during the CA process, how you resolved those issues (what worked, what didn’t work), any lessons learned and recommendations that could be of benefit to the Warfare Center in future studies.

Format: Presentation (20 min.); Panel Discussion (20 min.); Audience Q&A (15 min.)

Panel Members

Doug Smith, Carderock
Kitty Hall, Dahlgren

Penny Kennedy, Indian Head
Patricia Downey, Indian Head

1145 – 1230 Lunch

1230 – 1330 **Labor Relations Perspective** *Luck Rollins, Indian Head*

Expectation: Discuss the various issues encountered during the CA process, how you resolved those issues (what worked, what didn't work), any lessons learned and recommendations that could be of benefit to the Warfare Center in future studies.

Format: Presentation (20 min.); Panel Discussion (20 min.); Audience Q&A (15 min.)

Panel Members

Cheryl Diorisio, Carderock
Isabella Hite, Dahlgren

Rick Fowler, Panama City
Paul Polinger, NAVSEA HQ

1330 – 1430 **Human Resources Perspective** *Cathy Oaxaca-Hoote, Corona*

Expectation: Discuss the various issues encountered during the CA process, how you resolved those issues (what worked, what didn't work), any lessons learned and recommendations that could be of benefit to the Warfare Center in future studies.

Format: Presentation (20 min.); Panel Discussion (20 min.); Audience Q&A (15 min.)

Panel Members

Nancy L. Godsey, Crane
Vicki Warner, Dahlgren
Cathy SanLuis, Indian Head

Diane Newman, Corona
John Tomlin, Carderock

1430 – 1445 Afternoon Break

1445 – 1545 **Legal Perspective** *Tom Greeley, Dahlgren*

Expectation: Discuss the various issues encountered during the CA process, how you resolved those issues (what worked, what didn't work), any lessons learned and recommendations that could be of benefit to the Warfare Center in future studies.

Format: Presentation (20 min.); Panel Discussion (20 min.); Audience Q&A (15 min.)

Panel Members

Catherine Kellington, Philadelphia

1545 – 1645 **Business Managers Perspective** *Larry Nash, Crane*

Expectation: Discuss the various issues encountered during the CA process, how you resolved those issues (what worked, what didn't work), any lessons learned and recommendations that could be of benefit to the Warfare Center in future studies.

Format: Presentation (20 min.); Panel Discussion (20 min.); Audience Q&A (15 min.)

Panel Members

John Sweigart, Dahlgren

Mike Franklin, Port Hueneme

16:45 – 17:00 **Wrap-Up**

Mike Hart

17:00 Workshop Adjourned

ATTACHMENT B: WORKSHOP ATTENDEES

NSWC Headquarters

Mrs. Mary E. Lacey, Technical Director
Ed Stewart, Corporate Planning Director
Mary O'Brien, Financial OPS Director
Mike Hart, Strategic Sourcing PM

NAVSEA Headquarters

Paul Polinger, Labor Relations
Mike Manning, Strategic Sourcing PM

NUWC Headquarters

Harriett Coleman, Newport
Tom Carroll, Newport

Business & Process Reengineering

Bob Matthews, PM

CA Study Team Leaders

Everett Trigger, Dahlgren
Kent Von Fecht, Dam Neck
Pete Kolakowski, Dahlgren
John King, Carderock
Sharon Sanders, Port Hueneme
Bill Hutchison, Carderock
Kent McLaughlin, Seal Beach, Indian Head
Tony Rodriguez, Seal Beach, Indian Head

CA Functional Managers

Jeff Johnson, Dahlgren
Glynn Bashford, Dam Neck
Dave Smith, Corona
Mike Adams, Indian Head

Business Managers

Larry Nash, Crane
Mike Franklin, Port Hueneme
John Sweigart, Dahlgren
Cathy Oaxaca-Hoote, Corona

Contracts (Acquisition)

Janice Cave, Port Hueneme
Doug Smith, Carderock
Kitty Hall, Dahlgren
Penny Kennedy, Indian Head
Patricia Downey, Indian Head

Labor Relations

Luck Rollins, Indian Head
Rick Fowler, Panama City
Isabella Hite, Dahlgren
Cheryl Diorisio, Carderock

Human Resources

Alex Farley, Dahlgren
Diane Newman, Corona
John Tomlin, Carderock
Cathy SanLuis, Indian Head
Nancy L. Godsey, Crane

Legal

Tom Greeley, Dahlgren
Catherine Kellington, Philadelphia

CA Program Managers

Bonnie Johnson, Indian Head
Jeanne Robertson, Carderock
Mary Kay Kassiris, Panama City