



THE ASSISTANT SECRETARY OF THE NAVY
(Research, Development and Acquisition)
WASHINGTON, DC 20350-1000

MAR 12 2012

MEMORANDUM FOR DISTRIBUTION

SUBJECT: ACAT I /II Program Manager Slating Process Guidance

Having reviewed Program Manager Slating Panel results over the past several years I am confident in the rigor and careful consideration placed in the selection of our critical Program Manager positions. At the same time, however, there's a fair degree of variability evident across the Department of the Navy which warrants promulgation of guidance to standardize the Slating Panel process while maintaining emphasis on selection of the best qualified ACAT I /II PMs.

ACAT I /II Program Managers (PMs) are entrusted to manage and oversee the design, development, production, test, delivery, training, and lifecycle care of the systems and capabilities required to achieve the mission of the Navy and Marine Corps. Although PMs are meeting the minimum requirements for acquisition and program office experience, acquisition leaders must also be proficient and qualified in the programmatic disciplines and "key PM competencies" to execute statutory responsibilities including financial, technical/engineering, contracting, and logistics. Our officer and civilian candidates should be the "best of the best" and be provided every opportunity for success.

The Program Manager Slating process should accurately assess and identify those quality skill sets and experience tours that, when combined, provide selection of the "best qualified candidate." It should also ensure an environment of equal opportunity that draws fully upon the talent, performance, achievement, and experience resident in the Acquisition Corps. Slating Panels should carefully consider the difference between quantity and quality when assessing each candidate. An evaluation of operational experience, experience gained in acquisition related assignments, and compliance with statutory requirements is necessary, as is the depth of one's core acquisition experience tours. Core acquisition experience is based on a candidate's relevant functional experience.

The acquisition phase of a program is also an important component of the Program Manager Slating Process. The acquisition, business, technical and operational experience of the individual is an enabler to program success and should be considered when evaluating each candidate. In all cases, candidates must meet ACAT I /II PM statutory requirements prior to assumption of duties. PM selections that require a waiver for experience or training should not be forwarded for approval except under very special circumstances.

SUBJECT: ACAT I /II Program Manager Slating Process

The attachments are provided in order to standardize candidate application packages across the different SYSCOMS and to ensure the correct information is considered and reported in final selections. The Slating Panel Chair should provide a brief on slating panel results shortly after the board concludes. Further, tenure agreements and any notifications of an early termination of a PM tenure agreement shall be provided to the DACM office.

In order to build and develop the best acquisition leaders, military and civilian career paths within individual organizations should be reviewed. The workforce should be made aware and provided every opportunity to further their acquisition experience and expertise to compete successfully for these key acquisition leadership positions.



Sean J. Stackley

Attachments:

1. ACAT I/II Major Program Manager/Deputy Program Manager (MPM/DPM) Slating Panel Guidelines & Package Contents
2. PEO/Command MPM Selection Endorsement Memo template
3. Slating Panel Metrics Sheet
4. Candidate Information Sheet

SUBJECT: ACAT I/II Program Manager Slating Process

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ACAT I/II MAJOR PROGRAM MANAGER/DEPUTY PROGRAM MANAGER
(MPM/DPM)
SLATING PANEL GUIDELINES & PACKAGE CONTENTS

1. The Commanders for each of the Systems Commands retain the authority to conduct Major Program Manager (MPM) slating panels.
2. **Membership:** At a minimum, membership should include Flag/General Officers, Senior Executive Service (SES), Program Executive Office representatives, ASN(RD&A)/DASN representative, and Navy DACM (Advisor). Optional additional members include Fleet representatives, OPNAV representatives, or acquisition command representatives as required.
3. **ACAT I/II MPM Slating Timelines:** MPM positions should be slated 6-12 months prior to position availability to allow lead time for selection approval and for the selected individual to obtain necessary acquisition training. IAW DAWIA Operating Guide, System Commands are required to submit to the DACM on 1 Oct of each year, a forecast of anticipated vacancies for the upcoming 12 months.
4. **Precepts:** The precepts for each slating panel will include at a minimum the following elements:
 - Slating Panel Membership
 - Name
 - Position title
 - Organization
 - Position Billets in the slate
 - Position Title
 - Program Name
 - Program Office (i.e., PMS XXX)
 - ACAT Level
 - Targeted Fill Date
 - DAWIA Statutory Requirements
 - Level 3 certified in Program Management
 - Acquisition Corps Membership
 - Appropriate minimum experience (8 years including 2 in a program office for ACAT I/IA; 6 years for ACAT II)
 - Completion of PMT 401 (10 weeks) and PMT 402 (4 weeks)

- Screening criteria specific to the position such as specialized experience or additional considerations.
5. In addition to the statutory requirements, two years of program office experience is required for Department of the Navy ACAT II PMs.
 6. PMT 401 and PMT 402 must be completed within 6 months of the tenure start date. Contact the DACM office for recommended timing and class convening dates.
 7. Provide annual charter initially and then only when an update occurs.
 8. Panels must have a minimum of three applications to slate an ACAT I/II PM position. The Slating Panel Chair must brief extenuating circumstances to ASN (RD&A) after the board if less than three candidates apply.
 9. Slating panels are expected to submit one primary nominee and two alternates to ASN (RD&A) for ACAT I/II MPM positions. If unable to provide two qualified and capable alternates, the Slating Panel Chair must be prepared to explain the circumstances to ASN (RD&A).
 10. While not required for ASN (RD&A) approval, all ACAT I/IA and ACAT II DPM selections require DACM notification for tracking and reporting consistency.
 11. Slating Panel Chairs shall debrief ASN (RD&A) on panel results and any extenuating circumstances once panel packages have been processed through the DACM and the Principal Military Deputy/Principal Civilian Deputy.
 12. Slating panel packages will be concurrently routed through the Vice Chief of Naval Operations (for Navy programs) and the Assistant Commandant of the Marine Corps (for Marine Corps programs) prior to ASN (RD&A) approval.
 13. **Acquisition Experience Assessment Guidance:**
 - The slating panel process must accurately and consistently identify those experiences that are considered “core” acquisition experience. These experiences expose candidates to the key program management competencies of financial management, technical/engineering, contracting, and logistics to ensure that they are prepared to execute the cost, schedule, and performance trade-offs required by PMs.

- The following are the minimum requirements for acquisition experience:
 - 50% of the required acquisition experience shall be core acquisition experience with at least 2 years of that in a program office. For example, an ACAT I program requires 8 years of acquisition experience with 2 years in a program office, therefore at least 4 years must be core experience (which includes the 2 years in a program office).
 - 50% of the required acquisition experience in a related acquisition experience position.
- Core Acquisition Experience
 - Core acquisition positions are *acquisition designated positions* in the following commands: Program Offices, PEOs, SYSCOMs, Developmental Test Commands, Warfare Centers, Contracting Field Activities, or Supervisor of Ship Building.
 - A minimum of 2 years program office experience is required for ACAT I/IA and ACAT II programs. This time counts as core acquisition experience.
- Related Acquisition Experience
 - *Acquisition designated* positions at commands not identified as “core” are considered related acquisition experience at 100% credit.
 - *Non-acquisition designated* positions that provide acquisition related experience: OPTEVFOR, Operations Test Commands, Maintenance Commands, and HQ Marine Corps are considered related acquisition experience at 50% credit.
 - Command tours (Commanding Officer time only) are credited a maximum of 18 months of related acquisition experience.
 - Acquisition education is credited a maximum of 12 months of related acquisition experience if one of the following applies:
 - A Masters Degree in hard sciences or business (e.g. Engineering, Computer Science, MBA)
 - Acquisition Related Education (i.e. ICAF [Acquisition Track], Nuclear Power training, Test Pilot School)
- It is understood that there are positions not designated as acquisition positions that may meet “core” requirements. The Acquisition Experience Assessment Tree in Figure #1 below is a guide to determining the category in which experience should be applied. For consistent experience assessments, it is recommended that all commands conducting PM slating panels keep track of which category (core, acquisition-related, no acquisition credit) a billet falls under if it is not in a typical core assignment.

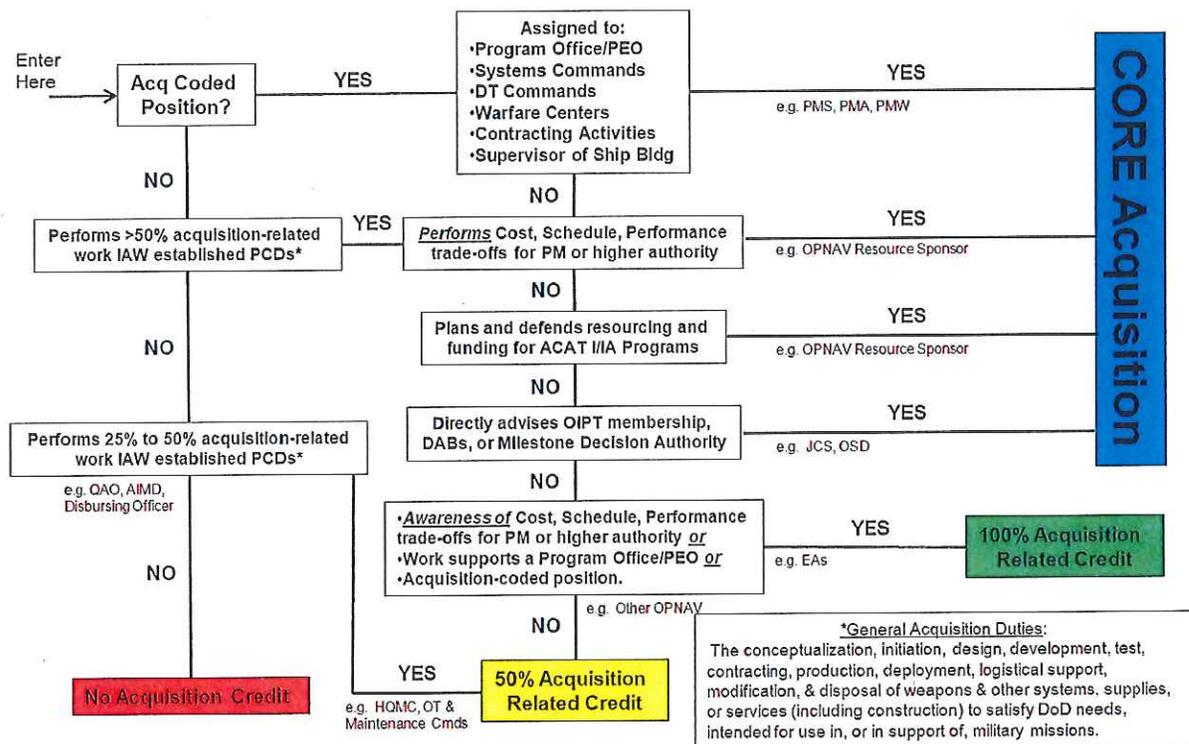


Figure #1
 Acquisition Experience Assessment Tree

14. **Slating Panel Selection Package:** The following is a list of contents (at a minimum) that each package forwarded to ASN (RD&A) via DACM should contain and the proper order. Information should be provided for both the primary nominee and the two alternates.

- PEO/Command MPM Selection Endorsement Memo using the template at attachment (c):
 - Date of Panel
 - Membership of Panel
 - Total number of applicants, civilian/military breakout by number best qualified/qualified/requiring waivers
 - Recommended selection and two alternates
 - Narrative justification of selected candidate and alternates based on programmatic, technical and operational capabilities
- Slating Panel Results Memo (i.e., the memo that is signed by all panel members)

- Position Description, Precepts, and Organizational Charts (both PEO and Program)
- Slating Panel Metrics Sheet (attachment (3))
- Candidate Information Sheet (attachment (4))
 - Standardized format used to assess a candidate's acquisition education, training, certification, and experience
 - Sent out with announcement and completed by applicant and validated by Slating Coordinator
- Biography/Resume for each candidate
- DAWIA Transcript for each candidate (available via eDACM)
<https://www.atrrs.army.mil/channels/navyedacm>)
- Contact Information (include PEO, DPEO, Slating Panel Chair, Chief of Staff, and Selectee).

PEO/Command MPM Selection Endorsement Memo

MEMORANDUM FOR THE ASSISTANT SECRETARY OF THE NAVY
(RESEARCH, DEVELOPMENT AND ACQUISITION)

Via: (1) Director, Acquisition Career Management

Subject: Selection of Major Program Manager, Program XYZ (PEO XXX)

Reference: xxx

Encl: (1) xxx
(2) xxx

Mr. Secretary,

1. The slating panel for Program XYZ (PEO XXX) Major Program Manager (MPM) position met on dd month yyyy. This program is an ACAT I position and requires ASN (RDA) approval. There were six applicants, 3 military / 3 civilian. Four of the six were qualified and two required waivers. The slating panel determined the following primary nominee and two alternates (in order) as the best qualified candidates:

- a. Candidate 1
- b. Candidate 2
- c. Candidate 3

2. Candidate 1 stands out as the best fit for the YYY PEO/Systems Command XXX MPM position. Among a group of qualified candidates, Candidate 1 brings the strongest blend of leadership, technical and programmatic experience and expertise. More importantly, his/her skills align best with the current state of Program XXX portfolio.

3. Specifically, Candidate 1 brings:

- a. Programmatic ability and relevant functional experience

(1) List successes in managing program budgets including ACAT Levels of programs, major achievements, and outstanding performance in relevant tours.

(2) Successful achievement of Acquisition Milestones and Gate Reviews. List successes in each Milestone and Gate Review.

(3) Broad experience and success in contracting. List contract successes and budget estimates for programs.

b. Technical ability and experience

(1) List experience with related acquisition programs that would facilitate expert knowledge in MPM Position and related technical degrees and certification.

(2) List successful management of major technical/design reviews.

(3) List understanding and involvement in S&T programs.

4. I concur with the results of the Slating Panel which determined Candidate 1 to be the best qualified candidate. Subsequent Enclosures provide information on the three top qualified candidates.

5. I fully support and strongly endorse the selection of Candidate 1 as the Major Program Manager, Program XYZ (PEO XXX), and recommend approval.

Signed,
YYY PEO/Systems Command Flag Officer/SES

Slating Panel Metrics Sheet

SYSCOM: _____

PEO: _____ Program Office _____

Program Name: _____ ACAT: _____

Tenure Start Date: _____

Number of Best Qualified Candidates Forwarded to ASN(RDA)		Total Number of Candidates		Number of Qualified Candidates		Number of Candidates Requiring Waiver	
						Mil	Civ
Mil	Civ	Mil	Civ	Mil	Civ	Mil	Civ

Definitions:

Qualified

- Meets minimum statutory experience requirements
- Level III certification in Program Management
- Proven on the job performance
- Relevant technical and/or operational experience
- Member of Acquisition Corps
- Can meet all statutory requirements (i.e., PMT 401 and PMT 402) within 6 months of assignment
- Exceptional interview, as applicable

Require Waiver

- Candidates that do not meet the statutory requirements
- Acquisition Corp members that cannot meet statutory requirements within 6 months

Candidate Information Sheet

Candidate: _____ Rank/Grade: _____ Designator/Series: _____

Slated Position Title: _____ ACAT: _____

Acquisition Corps:

Member (Y/N): _____ Acquisition Corps Member Date: _____

Education:

Year	Degree & Field	Institution

Acquisition Certifications:

Career Field	Certification Level			Date
	1	2	3	

Training:

Required training	PMT 401 or Predecessor (PMT 301 or PMT 302)	PMT 402 or Predecessor (PMT 303)
Complete (Y/N) Date completed		

Experience: (list most recent experience first)

#	Dates	Assignment	Job Title	*Functional Competency (i.e. FM, CON, SPRDE, LOGS, PM)	Months Acquisition Experience		
					Core	Program Office (Subset of Core)	Related
1	4/2011-4/2012	PMA 317	IPT Lead	PM	12	12	
2							
3							
.							
.							
.							
.							
Education (12 month max related experience)							
Experience Sub-total							
Minimum Requirement				ACAT I/IA	48	24	48
				ACAT II	36	24	36
Total (Core Acquisition + Related)			96 months – ACAT I/IA Minimum Total 72 months – ACAT II Minimum Total				

*Assignment: (Provide narrative for each assignment identified above to demonstrate functional competency experience)

1. IPT Lead, PMA 317: Demonstrated expertise in Program Management through... [Provide justification.]

2.

3.

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Experience Assessment Guidelines:

- Core Acquisition Experience
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