



*Keeping America's Navy # 1 in the World*

**PROCUREMENT PERFORMANCE  
MANAGEMENT ASSESSMENT  
FOR  
NAVAL SEA SYSTEMS COMMAND  
CONTRACTS DIRECTORATE (SEA 02)  
FY 2002 UPDATE**

**PROCUREMENT PERFORMANCE  
MANAGEMENT ASSESSMENT  
FOR  
NAVAL SEA SYSTEMS COMMAND  
CONTRACTS DIRECTORATE (SEA 02)  
FY 2002 UPDATE**

Approved \_\_\_\_\_  
(Date)

\_\_\_\_\_  
(Signature)

Kevin L. White  
Captain, SC, USN  
Assistant Commander for Contracts (SEA02)

## TABLE OF CONTENTS

Naval Sea Systems Command Contracts Directorate Procurement Performance Management Assessment Plan Executive Summary.....	4
I. Command Overview.....	5
A. NAVSEA Contracts Directorate Structure.....	5
B. Procurement Performance Management.....	7
II. Contracting Organization Leadership.....	9
A. Mission Statement.....	9
B. Vision Statement.....	9
C. Guiding Principles.....	9
D. Communication Process.....	9
E. Associate Survey Process.....	10
III. Contracting Organization Strategic Planning.....	10
A. Strategic Development.....	11
B. Strategic Deployment.....	11
IV. Contracting Organization Customer Focus.....	12
A. Customer Knowledge.....	12
B. Customer Relations, Accessibility and Complaint Management.....	12
C. Customer Survey Process.....	13
V. Contracts Competency Human Resource Management.....	13
A. Hiring.....	14
B. Associate Development.....	16
C. Training.....	16
D. Career Opportunities Program (COP).....	17
E. Rewards and Recognition.....	17
F. Work Environment Initiatives.....	18
VI. Management of Key Procurement Processes.....	19
A. Process Oriented Organizations.....	19
B. Metrics.....	19
C. Self-Assessments.....	20
D. Key Procurement Processes and Special Interest Items.....	21
E. Annual PPMAP Schedule.....	25
VII. Initiatives.....	25
VIII. Communication with the Public.....	28
Appendix 1: SEA 02 Metric Memo	
Appendix 2: SEA 02 Management Control Certification Statement	

NAVAL SEA SYSTEMS COMMAND  
CONTRACTS DIRECTORATE MANAGEMENT PLAN EXECUTIVE SUMMARY

By memo of 27 March 1996, the Deputy Assistant Secretary of the Navy for Acquisition Management (DASN (ACQ)), formerly the Assistant Secretary of the Navy, Research, Development and Acquisition (ASN, RD&A), requested Navy commands to develop a performance-based, self-assessment approach to review critical acquisition processes. This request was then implemented into regulation in the Naval Acquisition Procedures Supplement, 5201.691.

Based on this directive, the Naval Sea Systems Command (NAVSEA) Contracts Directorate developed a management plan to establish a system for translating a generic Vision into a strategy that can be understood and be communicated at any level of the Contracts Directorate's Chain of Command. This management plan has been structured according to the DASN (ACQ) Procurement Performance Management Assessment Program (PPMAP) criteria and is modeled on the "Balanced Scorecard" approach developed by Robert S. Kaplan and David P. Norton. Adhering to the PPMAP criteria, specific measures were selected that best communicate the meaning of critical acquisition processes, to assist upper level management in assessing the overall quality, accuracy, compliance, as well as providing feedback process, of our procurement system. This also provides upper level management with personnel tools in raising the level of their performance, knowledge, and expertise, and creates avenues in order to streamline the procurement processes.

## **I. COMMAND OVERVIEW**

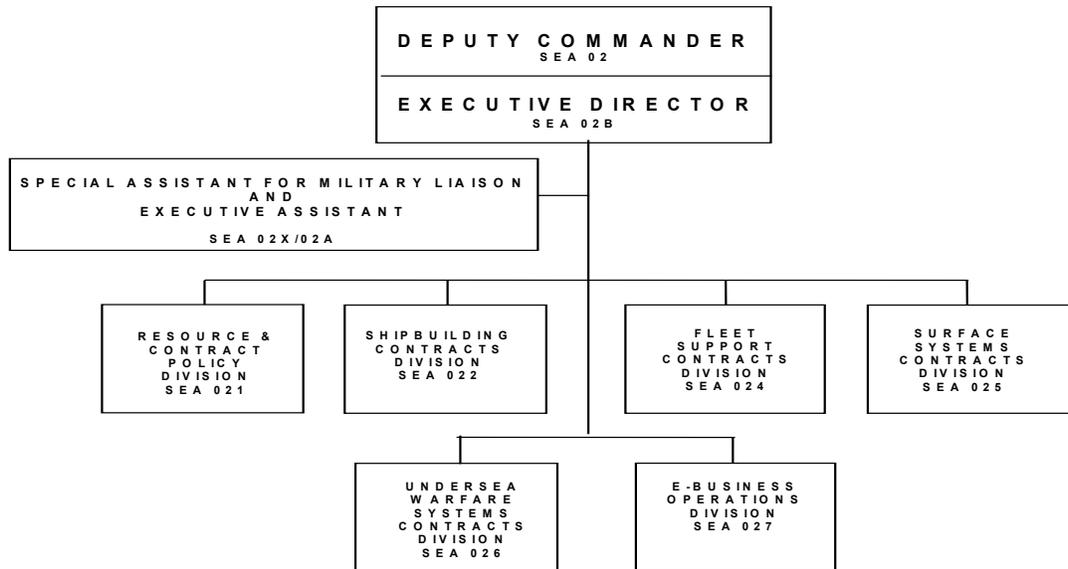
This section provides an overview of the NAVSEA Contracts Directorate (SEA 02) structure and its functions. NAVSEA has the largest acquisition organization in the Navy and one of the largest in the Federal Government. As an integral part of NAVSEA, SEA 02 provides support and advice on all contractual matters generated by our Customers. SEA 02 adds value to NAVSEA as the organization's "broker of business arrangements" and contributes to core equity by serving as the linchpin between the Command and Industry.

SEA 02 is actively engaged in continuous process improvement to ensure the overall management of all contracting and procurement requirements is performed expertly and efficiently in accordance to the strategic mission and goals of the Command. During FY 2002, NAVSEA 02 obligated \$12.6 billion. Obligations are anticipated to exceed \$12 billion in FY 2003.

### **A. NAVSEA CONTRACTS DIRECTORATE STRUCTURE**

The NAVSEA Contracts Directorate has four procurement divisions, which are directly aligned with Program Managers (PM) within each of the Program Executive Officer (PEO) offices, and two divisions responsible for program management and procurement management of our field activities.

**C O N T R A C T S   D I R E C T O R A T E**  
**S E A   0 2**



The following paragraphs delineate the roles and responsibilities of each division within the Contracts Directorate structure:

SEA 021/Resource and Contract Policy Division: The Division Director for Resource and Contract Policy is the procurement executive responsible for contract policy and administration matters and serves as Command focal point for these areas: coordinate and respond to items of Command interest or requiring Command action; coordinate the Command position on proposed statutes, regulatory matters, FAR cases, and other policies and procedures proposed by higher authority; provide guidance and consultation to Command acquisition, contract management, and technical personnel on Federal/DOD/Navy acquisition and contracting policy, practices, and procedures; develop and issue uniform policy relative to Contracting Officer functions at field activities; perform management assessments of all FPO and serve as liaison to monitor the exercise of delegated contracting authority and serve as the Level 3 purchase card Agency Program Coordinator (APC) for the entire claimancy.

SEA 022/Shipbuilding Contracts Division: The Division Director for Shipbuilding Contracts is the procurement executive responsible for the central management and planning for assigned programs under their respective Program Executive Officers (PEOs), such as: the Nuclear Powered Ships and Components, Amphibious and Support Ships, Surface Combatants, and Submarines. Procuring Contracting Officer (PCO) teams, under this division's supervision provide pre-award planning, negotiation, award and administration of numerous procurement instruments in support to these programs.

SEA 024/Fleet Support Contracts Division: The Division Director for Fleet Support Contracts Division is the procurement executive responsible for the central management and planning for assigned programs under their respective Program Executive Officers (PEOs), such as: the Ship Systems Control, Damage Control, Propulsion, Ship Systems, SBIR, Electrical, Environmental Ships Salvage, Advance Surface Machinery Systems, Auxiliaries, Hull, Ship Signature, Surface/Submarine Design, Warfare Systems, Ship Overhaul and Repair, Facilities and Leases, and Submarine Overhauls. Procuring Contracting Officer (PCO) teams, under this division's supervision provide pre-award planning, negotiation, award and administration of numerous procurement instruments in support to these programs.

SEA 025/Surface Systems Contracts Division: The Division Director for Surface Systems Contracts Division is the procurement executive responsible for the central management and planning for assigned programs under their respective Program Executive Officers (PEOs), such as: the AEGIS Weapon Systems, Open Architecture, Cooperative Engagement Capability, Ship Defense, Standard Missile, Extended Range Active Missile, NATO Seasparrow, Vertical Launch System and SeaPort. Procuring Contracting Officer (PCO) teams, under this division's supervision provide pre-award planning, negotiation, award and administration of numerous procurement instruments in support to these programs.

SEA 026/Undersea Warfare Systems: The Division Director for Undersea Warfare Systems is the procurement executive responsible for the central management and planning for assigned programs under their respective Program Executive Officers (PEOs), such as: the Undersea Warfare Systems, Submarine Systems, ASW and Mine Systems, University Affiliated Research Centers and Simplified Acquisitions. Procuring Contracting Officer (PCO) teams, under this division's supervision provide pre-award planning, negotiation, award and administration of numerous procurement instruments in support to these programs.

SEA 027/E-Business Operations: The Division Director for E-Business Operations provides a focal point for e-business, process automation, and legacy system support within the NAVSEA acquisition community. SEA 027 manages various applications and database systems such as the Contract Document Preparation application, Master Contract List, Contract Award Reporting Systems (CARS), Standard Procurement System (SPS), SeaPort, Paperless Acquisition initiatives, the distribution database, and the contract file database. SEA 027 manages all Directorate Information Resource Management (IRM) functions, including planning and execution of the Information Technology budget, development and management of Life Cycle Management documentation, Local Area Network operation and management, applications and database systems development, Automated Information Systems (AIS) security and training, and representation of the Directorate in command and Navy IRM forums.

## B. PROCUREMENT PERFORMANCE MANAGEMENT

In accordance with DASN (ACQ) guidance towards continuous improvement, SEA 02 has been actively engaged in the development of a comprehensive Procurement Performance Management Assessment Program (PPMAP) self-assessment process that will be used directorate-wide. The deployment of this program is targeted for FY 2003.

SEA 02's procurement performance management is modeled on the "Balanced Scorecard" approach. It is a mechanism to drive change by measuring future-oriented strategies that are tied to aggressive improvement targets as well as a tool used to promote increased communications within SEA 02. This approach will use a series of elements or "scorecards" to measure the performance of the organization. These elements will be aligned with our strategic plan (discussed under paragraph III.A.) and goals, to provide superior support for the Warfighter, People, Business Processes, and Financial Goals. Each element will be then broken down into specific goals that relate to each element. These goals will have assigned measures that will be used as a basis for assessing our attainment of the intended goal.

The following chart illustrates the flow down of operational strategies from the Department of Defense (DoD) to NAVSEA Systems Command down to the SEA 02 Contracts Directorate level and conceptualizes what the SEA 02 Balanced Scorecard will look like in conjunction with the development of our Strategic Plan.

# NAVSEA Balanced Scorecard



# NAVSEA 02 Balanced Scorecard



## **II. CONTRACTING ORGANIZATION LEADERSHIP**

This section focuses on senior managers' personal leadership and involvement in communicating contracting organization's purpose and direction that fosters the values and expectations of our SEA 02 Customers.

### **A. MISSION STATEMENT**

The Contracts Directorate's Mission Statement is in concert with that of the Naval Sea Systems Command of Keeping America's Navy #1 in the World. To this end, SEA02 commits to the highest personal and professional standards in satisfying its customers by representing and protecting the integrity of their projects and people and provides a desirable and rewarding work environment for its Associates (People).

### **B. VISION STATEMENT**

SEA02's Vision is to effect timely delivery of best value products to our Customers, while maintaining the public's trust and fulfilling public policy objectives. We are the premier contracting organization in the Federal Government. We will recruit, hire, train, promote, and retain a professional contracting workforce of the highest caliber. We will employ prudent technological and philosophical advances in order to facilitate our Mission.

### **C. GUIDING PRINCIPLES**

SEA 02 will accomplish this Vision through a continued commitment to:

1. Satisfy the needs of our Customers/Stakeholders.
2. Promote workforce excellence.
3. Conduct business in an environment of corporate teamwork with technical, procurement, customer, and industry representatives.
4. Maintain a leadership philosophy committed to fairness, expertise, and fulfillment of public policy objectives.
5. Continuously exploit the latest technology and renew business processes to maintain a lean contracting environment.

### **D. COMMUNICATION PROCESS**

SEA 02 recognizes the importance of effective communication. The extensive use of e-mail, all-hands meetings, the Internet, the SEA 02 Contracts Intranet website, video teleconferencing and network databases maximizes the continuous flow of communications among all levels of the organization.

In an effort to foster effective communication within SEA02, a new initiative this year has been the development and implementation of our Weekly SEA02 Newsletter. This newsletter is distributed electronically to the entire SEA 02 Contracts Directorate.

Its contents provide the reader with valuable information, such as: minutes from the weekly SEA02 Division Director Staff meetings, employee benefits' information, training opportunities, announcements of rotational assignments, and any command-wide related information.

#### E. ASSOCIATE SURVEY PROCESS

SEA 02 uses Associate surveys to measure communication, management reactions, organizational relations, and work group assignments. Based on the feedback obtained in these surveys, organizational off-sites have been conducted and have resulted in changes, such as; the introduction of a new Associate orientation program, publication of SEA 02 Division Director Staff Meeting minutes, regularly scheduled All-Hands meetings, and the implementation of a rotational career development program called the Career Opportunities Program (COP).

Recently, SEA 02 conducted its annual Associate survey. This year a top nationally recognized survey company conducted the survey. The results of the survey were benchmarked against other industries and government agencies, thereby, allowing SEA 02 to assess the relative importance of any issues and to take appropriate action. The survey measured, among other things, leadership, quality of life, employee recognition, teaming and job satisfaction. Associate participation was remarkable with a 70% survey questionnaire return rate. When compared with other U.S. Financial Departments and the U.S. National Norm, SEA 02 rated 'Above Average' in areas such as; Directorate Communication, Reaction to Survey, Management, Career Development, Supervision, and Training. Although the overall result of this survey was favorable, SEA 02 is committed to responding to the voices of its workforce. In keeping with that commitment, three Associate Opinion Survey Focus Groups have been formed to refine issues, identify underlying causes and develop responsive actionable options for management undertaking. These groups are 1) Performance Management/Career Development/Job Satisfaction; 2) Training; and 3) Rewards/Appreciation/Recognition.

### III. CONTRACTING ORGANIZATION STRATEGIC PLANNING

Strategic planning is the management processes that SEA 02 uses to convert the organization's vision into reality. SEA 02 bases its strategic planning in a manner, which directly supports NAVSEA strategic planning. The process begins with a Mission Statement that provides a clear expression of the organization's purpose. SEA 02's Vision is a conceptualized ideal of how our organization will look and function in the future. A set of Guiding Principles, or values, reflects appropriate standards by which the organization conducts business. The organization uses the Mission, Vision, and Guiding Principles to conduct an organizational assessment by comparing our existing organization to this ideal.

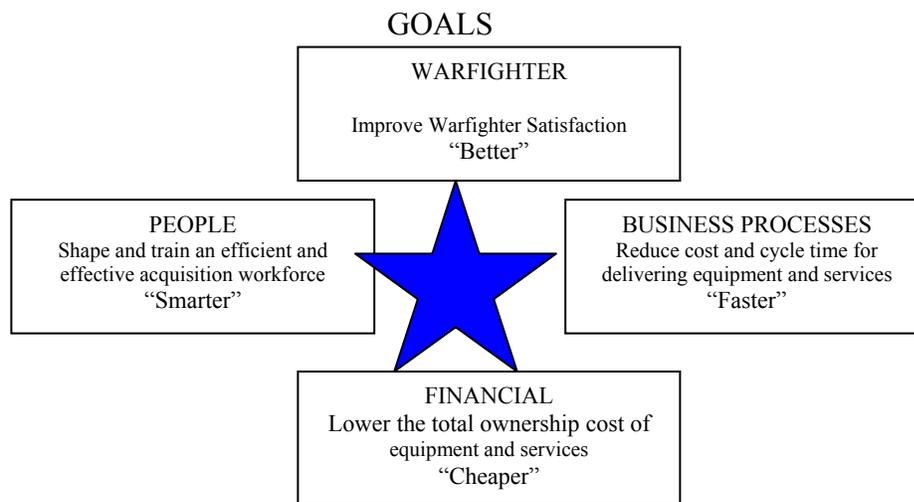
## A. STRATEGIC DEVELOPMENT

SEA 02 is in the process of reviewing the current SEA02 Strategic Plan for updates and potential improvements to strategic goals and strategies. These long-range desired outcomes will guide our efforts toward becoming the kind of organization we envision. These strategies are the means by which we intend to accomplish these goals.

The intended SEA 02 strategic plan uses the Balanced Scorecard management methodology to develop the Procurement Performance Measurement Model. The deployment of these strategic goals and strategies will be measured through a battery of metrics, which reflect the Vision of the strategic plan. SEA 02 has recently deployed a Directorate-Wide Metric memo that will collect data for FY 2003 and beyond. These metrics will be produced monthly, quarterly, semi-annually, or annually depending on the organization's need and the benefits that they yield. Each metric requires interpretation as to whether the metric shows that the organization is reaching the Goals set forth in the strategic plan, see Appendix 1 entitled "SEA 02 Metric Memo" for additional information. The Strategic Plan will leverage these metrics to achieve the objective of the plan and minimize additional data collection burdens on our workforce.

## B. STRATEGIC DEPLOYMENT

Adhering to the corporate principles of this organization, we deploy our strategic initiatives through continual interface with our associates and our customers (Warfighter). This coalition is through an exchange of business acumen that is effectively mapped out through our business processes, contracting functions, acquisition reform initiatives and integrated product support. Simply stated, our Goals are to provide a "better" product, do it "smarter", buy it "cheaper" and have it "faster" to the Warfighter, the following table helps to illustrate this point:



#### **IV. CONTRACTING ORGANIZATION CUSTOMER FOCUS**

SEA 02 contracts for the largest of the Navy's five systems commands accounting for nearly one-fifth of the Navy's budget (approximately \$12-16 billion annually). SEA 02 provides support for more than 130 acquisition programs, which are assigned to five affiliated Program Executive Officers (PEOs) and various Headquarters elements. With that in mind, Customer satisfaction is SEA 02's primary goal. Our procurement workforce recognizes the extreme importance of open communication with our Customers. SEA 02 is actively engaged with our Customers through a variety of means including telephone calls, mail, e-mail, face-to-face meetings, program reviews, award-fee reviews, contracting strategy Integrated Process Teams (IPTs). Customer feedback and having an open line of communication are vital to continuous improvement. This type of feedback is obtained through highly active informal communication or through formal Customer surveys.

##### **A. CUSTOMER KNOWLEDGE**

Through a servicing and partnership forum, SEA 02 is able to determine and articulate short-term and long-term requirements, expectations and preferences of its Customers. Thereby, facilitating a mutual understanding and appreciation of its Customer's needs. Over the last several months, NAVSEA and its Program Executive Offices (PEOs) have been discussing the NAVSEA directorate alignment, its goals, strategies and functions and how better to support the Chief of Naval Operations (CNO) and the fleet. During this timeframe, SEA 02 created two IPT focus groups. The groups' purpose was to examine how the organization is structured based on our core responsibilities, workload, programs and staffing levels and to make a determination as to whether or not SEA02 needed to undergo an internal restructuring based on these findings. The group's analysis concluded that no clear evidence exists to indicate that SEA 02's current organizational structure is faulty. There is also an on-going workforce efficiency study being conducted by Booz-Allen and Hamilton. Once the results of the study are released, SEA 02 stands ready to address any implications. SEA 02 will continue to provide professional service to our customers in the present forum, and will re-evaluate the structure of our service delivery as the need arises.

##### **B. CUSTOMER RELATIONS, ACCESSIBILITY AND COMPLAINT MANAGEMENT**

SEA 02 is committed to creating an atmosphere that fosters a positive relationship between Contracts and its Customers. Thereby, providing accessibility to its Associates as well as providing an avenue for Customer complaints. Through this commitment to Customer Service, SEA 02 will understand the Customer's perspective, proposing solutions, know the Customer's needs and respond by providing service in a timely and cost effective manner.

## C. CUSTOMER SURVEY PROCESS

The last formal SEA02 Customer Survey was completed in the spring of 2002. The survey format originated from NAVAIR 2.0 and was tailored to meet the requirements of NAVSEA and the Contracts Directorate. This exchange of information between the two commands proved to be beneficial as well as an excellent leveraging of Navy resources.

Customer surveys and satisfaction indices are cornerstones of our Balanced Scorecard Metrics. The SEA 02 survey asked the Customer to grade the SEA 02 Contracts Directorate on a series of statements and to state the relative importance of each statement. "Max" is strong agreement and "Min" is strong disagreement, with gradients of "High", "Med", and "Low" in between. This allows us to calculate two indices. These indices are called the Agreement Index and the Importance index. The Agreement index tells us how well we are performing aggregated across three specific areas; Timeliness, Quality, and Service/Partnership. The Agreement index is calculated by averaging the percentage of "Max" scores multiplied by 5, "High" scores multiplied by 4, "Med" scores multiplied by 3, "Low" scores multiplied by 2 and "Min" scores multiplied by 1. The Important index is calculated by averaging the percentage of "Very Important" scores multiplied by 3, "Important" scores multiplied by 2, and the "Not Important" scores multiplied by 1. The overall Satisfaction index is calculated by multiplying both indices together, then taking an average.

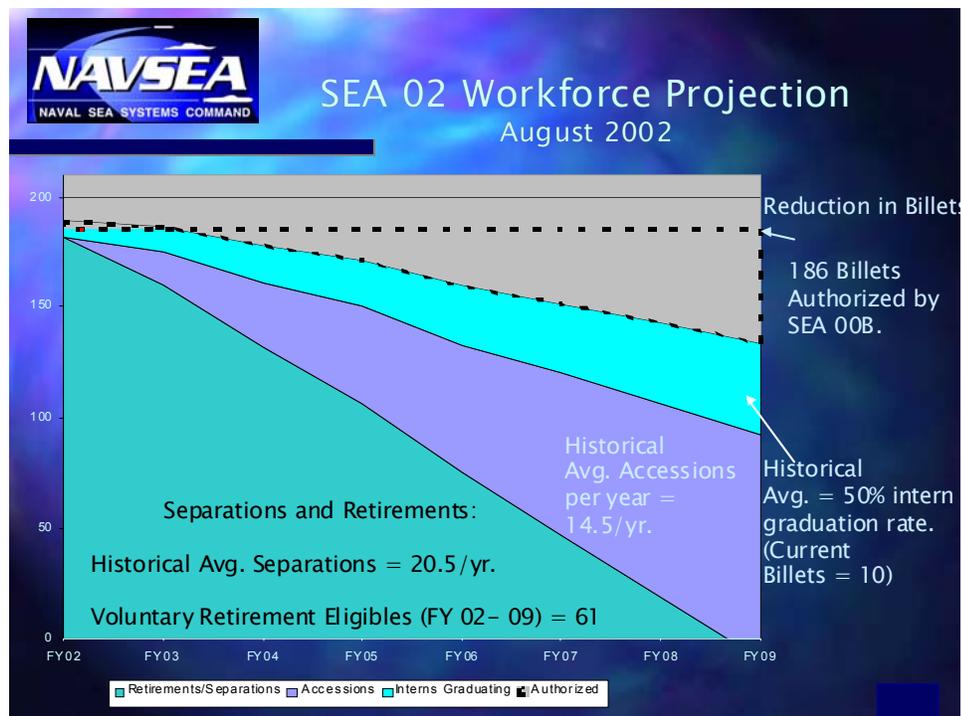
The results of the survey provided SEA 02 with valuable information including: (1) an assessment of current performance in meeting our Customers needs, (2) identification of areas of improvement and (3) the development of benchmarks to measure future progress. Like our Customer, our main goal is keeping America's Navy #1 in the world. For SEA 02, that translates into maintaining a world class Contracting organization that supports the needs of the Navy. The overall results of our Customer survey showed that our Customers were 73.3% (MED) satisfied with the level of Contract support. Our Customers rated SEA 02 "(HIGH)" for being professional, knowledgeable, for selecting the source that offered the 'best value', executing contracts and meeting their goals. SEA 02, Deputy Commander for Contracts electronically distributed and shared with our Customers the results of this survey and requested feedback or comments from our Customers based on these results. In addition, the results of our Customer survey were posted to several electronic mediums for all of our stakeholders. We plan to conduct the Contracts Customer Survey every eighteen to twenty-four months.

## V. CONTRACTS DIRECTORATE HUMAN RESOURCE MANAGEMENT

People are our greatest resource and are the means by which the Contracts Directorate supports the NAVSEA Mission, Vision and Goals. In order to ensure that our organization is robust and performs to its fullest potential we recruit new talent and build our current workforce through training and attention to our Associates well being and satisfaction.

## A. HIRING

A significant challenge to the success of SEA 02's Mission has been the preservation of its workforce. Approximately one fourth of SEA 02's civilians will become eligible for retirement over the next several years. The support we have received in our customer survey results and during recent NAVSEA Executive Council (NEC) and Business Transformation Executive Team (BTET) meetings highlights the fact that our contracting organization is a critical cog in the acquisition process. As our customers transform and realign, the Contracts Directorate is the constant and stabilizing factor in the process. The following "waterfall chart" depicts the current and projected state of the workforce:



In order to counter imminent and serious personnel shortfalls, SEA 02 has concentrated on the recruitment of interns and on the direct hiring of contracting professionals from other agencies and private sector. However, SEA 02 has been under a NAVSEA imposed hiring freeze since 29 January 2002. Despite these challenges, SEA 02 continues to be committed to adapting and effectively executing our Mission in a rapidly changing business environment.

SEA 02 has been providing 1102 resources to our field activities, especially the SUPSHIP community where 1102's are departing due to the lack of job security from the ongoing downsizing efforts as the 1102s in the field have not been fenced in any manner. SEA02 has provided TDY 1102 support to SUPSHIP Pearl Harbor Detachment, SUPSHIP Jacksonville, and recently received a general inquiry regarding the near term

fill of the deputy contracting position at SUPSHIP Groton. While we have been proactive in addressing PEO reorganization and continual down-sizing we are getting to the critical breaking point. As chart below shows, our workload continues to go up, but the people numbers go down. This situation further exacerbates attrition problems with fewer people doing more work.



## SEA-02 Workforce "Rear View Mirror"



**Problem Cannot Be Solved with Contractor Support  
SEA 02 is inherently Governmental**

SEA 021 is responsible for maintaining data on the status of vacancies in the SEA02 workforce. A monthly Staffing Plan is briefed to SEA 02 and 02B that includes the number of civilian billets authorized, vacancies, positions for which selections have been made and anticipated departures of on-board personnel. SEA 02 and 02B use this information to determine the appropriate mix of personnel within each Division based on the Division’s workload.

SEA 021 is responsible for recruiting contracting interns and journeyman level candidates. The SEA 02 intern program incorporates a multi-prong approach to filling entry-level positions. The Acquisition Intern Program (AIP), Presidential Management Intern (PMI) Program, and the Student Career Experience Program (SCEP) are avenues through which we achieve this objective. SEA 02 currently has 19 AIP interns on-board and we have converted 10 AIP interns to GS-1102 NAVSEA employees and converted 1 SCEP intern to a AIP intern this year. SEA02 will continue with its commitment to hire all graduating interns.

SEA 021 has developed an “open announcement” to recruit individuals to fill vacancies at the journeyman level. This announcement is for 1102 Contract Specialists at the GS-5 through GS-15 levels. This open announcement provides SEA 02 the capability to quickly fill vacant positions without having to process individual personnel

recruitment actions through the Human Resource Center (HRC). SEA 02 also uses non-competitive referrals and reinstatement eligible procedures to hire journeyman-level personnel. Several of the positions filled during the last couple of years were made through this process. Prior to 29 January 2002, SEA 02 hired 2 employees through the “open announcement” process.

SEA 02 has established the Civilian Personnel Management Council (CPMC) to advise the Executive Director for Contracts on personnel matters. This council is comprised of a team of senior level Contract Specialists from each division in the Contracts Directorate. The purpose of this group is to oversee the intern and journeyman level selections, introduction, and intern divisional rotational assignments as well as rotations outside of SEA 02. This council is also responsible for providing recommendations regarding permanent assignment of graduating interns to specific divisions in the Directorate. The goal is to ensure comprehensive developmental opportunities for all interns. Once an application is received and initially screened, the CPMC is convened to conduct interviews and make appropriate recommendations. The creation of this panel has expedited the hiring process by having a standing committee that has expertise in the recruiting and interview process.

## B. ASSOCIATE DEVELOPMENT

Performance Plans/Individual Leadership Development Plans (ILDPs) form the basis for each Associate’s on the job development and formal training. The ILDP is required to be updated annually, concurrent with the establishment of the Associate’s Performance Rating Plan factors. By coupling the ILDP and the Performance Rating Plan review, the directorate ensures Associate developmental activities are linked with organizational objectives. This process introduces rigor and discipline into the developmental activities of each Associate.

As mentioned earlier, based on SEA 02’s recent survey results, a Performance Management/Career Development/Job Satisfaction IPT Focus Group has been formed. The purpose of the group is to evaluate the use of ILDPs, how they are used to effectively assess near term and long-term goals and training needs, and identify any areas of improvement necessary to facilitate the professional development of each of our Associates.

## C. TRAINING

Personnel in the contracting field are required to be certified under the Defense Acquisition Workforce Improvement Act (DAWIA). The grade and position of responsibilities determine the level of certification. Furthermore, DAWIA workforce members have a requirement to obtain 80 continuous learning “points” over a two-year period. SEA 02 has provided guidance to all Associates on assessing and accumulating these “points”. The DAWIA certification requirements are monitored to ensure that Associates obtain the required courses and certification levels and employees and managers are notified of status so they can take appropriate action. Currently, 92.7% of

SEA 02's Associates are DAWIA certified to their correct level. Managers and affected employees have been notified and are taking action to ensure certification is achieved. In addition, SEA021 regularly notifies employees and the managers of their Continuous Learning "point status" so that they can take action to ensure required training objectives are achieved.

In addition to traditional training courses, SEA 02 offers Associates' graduate programs, such as; the NAVSEA Commander's Development Program, Defense Leadership And Management Program (DLAMP), Executive Education Program, Industrial College of the Armed Forces (ICAF), and other funded master degree programs. Some of these programs are funded with SEA 02 administrative budget dollars or by training dollars from higher levels within the Department of Navy. SEA 02 had three Associates successfully complete the Executive Education Program, one Associate complete the Harvard Fellows Program and one Associate successfully complete DLAMP this year. SEA 02 also has one Associate currently attending the ICAF program and one Associate accepted into the Executive Education Program. Further, SEA 02 has instituted a monthly intern training session chaired by a senior manager from within SEA 02.

As mentioned earlier, based on SEA 02's recent survey results, a Training IPT Focus Group has been formed. The purpose of the group is to evaluate the use of ILDPs, evaluate awareness of training requirements, investigate reasons why training may not be occurring, and identify any areas of improvement necessary to facilitate an effective training program for our Associates.

#### D. CAREER OPPORTUNITIES PROGRAM (COP)

This program was initiated by SEA 02B as a means of providing journeyman level rotational developmental opportunities and expeditiously filling vacancies. The COP programs has been very effective in giving Associates at the GS-12 and above level a well rounded career experience. SEA 02 has successfully advertised and filled four rotational development assignments this year through the COP process.

#### E. REWARDS AND RECOGNITION

SEA 02 uses a combination of "on-the-spot", "time-off", and cash awards to incentivize the workforce and recognize significant achievements. Quality Step Increases have also been used with discretion. This year, SEA 02 acknowledged their Associates accomplishments and efforts by presenting 34 "time-off", and 359 cash awards across the year.

In addition to the awards and recognition program SEA02 also promotes nominations and selections of associates to higher-level awards. This year we nominated LPD-17 and DDG-51 Construction Reallocation and DD(X) programs for the Navy Competition and Procurement Excellence Awards in the innovation and competition categories. We also nominated SEAPORT for the David Packard Excellence in

Acquisition Award in the “contracting” category for the innovative time-saving strategies employed by the program.

As mentioned earlier, based on SEA 02’s recent survey results, a Rewards/Appreciation/Recognition IPT Focus Group has been formed. The purpose of the group is to evaluate the use of rewards, whether they provide an effective means of recognition, and to identify any areas of improvement necessary to facilitate an effective program for our Associates. Currently, this IPT focus group has distributed an awards/recognition survey to the SEA 02 Associates. The survey examines the use of rewards and how Associates are recognized for performance. The feedback will provide the IPT valuable information as to whether or not there are any areas of improvement necessary to facilitate an effective program for our Associates.

## F. WORK ENVIRONMENT INITIATIVES

SEA02 strives to ensure that environmental conditions for Associates are conducive to high Associate morale and productivity. Several initiatives have been undertaken during the past year to improve the quality of life within the department and mitigate attrition resulting from the NAVSEA relocation to the Washington Navy Yard. While many of these initiatives are at the corporate level, SEA02 has ensured maximum opportunity for all Associates to engage in these programs.

### 1. Telecommuting

SEA 02 offers Associates the opportunity to work at an alternative work site, decreasing time spent commuting and conversely increasing time the Associate has available for family and other quality of life matters.

### 2. Alternate Work Schedules (AWS)

SEA 02 employs AWS, which allows Associates maximum flexibility in scheduling their workday. This program allows Associates to schedule personal appointments. Under AWS, Associates have the ability to arrive and depart between the hours of 0700-0900 and 1500-1800, respectively, provided the Associate maintains an 80-hour work schedule across the pay period. Under this procedure, Associates may also accumulate credit hours. All SEA 02 Associates participate in some form of the AWS program.

### 3. Commuting

In addition to flexible hours, SEA 02 Associates also may apply for a commuting stipend to absorb the expense of public transportation. A shuttle service was also established to assist with the commute between the Washington Navy Yard and Crystal City.

#### 4. Ergonomics

SEA 02 invests in ergonomic keyboards, chairs, glare guards, monitors, headsets, and other devices to improve efficiency and Associate moral. Associates in need of such devices notify their direct supervisor who in turn requests a purchase through SEA 021. In addition, SEA 02 permits Associates to dress in business casual attire on Fridays creating a more comfortable working environment.

### **VI. MANAGEMENT OF KEY PPMAP PROCESSES**

It is SEA 02's philosophy that it is essential for any organization to manage processes to ensure that they are achieving the desired results. With that said, SEA 02 has begun periodic reviews of the processes in place to determine if additional changes are necessary. SEA 02 utilizes various mechanisms to perform this management effort that include:

#### **A. PROCESS ORIENTED ORGANIZATIONS**

There are currently two areas within the Contracts Directorate that influence the way in which we do business, SEA 021 and SEA 027; specifically, SEA 021's Policy division and SEA 027's E-Business division.

SEA 021's Policy division's function is to support and manage contract policy and processes as well as to coordinate the development and implementation of SEA 02's acquisition policy. They are responsible for providing the tools and defining the processes necessary to ensure effective management of contract and acquisition policy and implement the actions of the Head of Contracting Activity (HCA). In keeping with this idea, Knowledge Management plays a key factor in providing the necessary tools and processes needed to provide the highest level services and support to our Customers. An example of this is the NAVSEA Contracts Handbook, which provides the contracting organization with specific requirements and procedures necessary to comply with higher level statutes, regulations, and policy. It provides a single point of reference as opposed to numerous implementing instruction memoranda. SEA 021 is also responsible for collecting information and disseminating the Weekly SEA 02 Newsletter.

SEA 027's E-Business division's function is to support, manage, and implement electronic initiatives throughout the SEA 02 organization. This Division also manages all directorate IRM functions, including planning and execution of the Information Technology budget, development and management of Life Cycle Management Documentation, Local Area Network operation and management, applications, and Database systems development, AIS security and training.

## B. METRICS

SEA 02 has reviewed metrics that are currently in place as well as examining other agency metrics, specifically metrics in use at NAVAIR and SPAWAR. This critical assessment has led the organization to revise its current metric structure. This revised structure plays a key role in assisting upper management in determining the health of the organization and is fundamentally aligned with the Balanced Scorecard methodology and more importantly the organization's strategic Goals, Vision, and Mission.

## C. SELF-ASSESSMENTS

### 1. Self-Assessments for NAVSEA Headquarters

Self-assessments of the SEA 02 business procedures and processes are an essential element of learning and growth by providing warning signals when strategic intentions are off-course. It's the means through which the SEA 02 directorate can ensure that the policies, procedures, and organizational structure are effectively in place to accomplish its mission.

Annual self-assessments are conducted to evaluate all functional areas identified under the NAVSEA Management Control Program (MCP). The Deputy Commander for Contracts evaluated the system of internal administrative and accounting controls in effect during the year ending 30 June 2002, to learn more about SEA 02's Management Control Program accomplishments see Appendix (2) entitled "SEA 02 Management Control Program Certification Statement", for more information. MCP is not intended to be a stand-alone process, therefore, quarterly self-assessments are conducted to foster continuous evaluation of the SEA 02's business practices by the use of Metrics. See Appendix (1) for a detailed listing of the type of Metrics used.

In addition to the use of Metrics, SEA 02 uses the results of the biennial Customer Survey and Associate Survey as avenues in determining whether or not the organization has remained strategically aligned with its Goals, Vision, and Mission. Notwithstanding this, SEA 02 has determined that additional means of controlling key procurement processes are necessary and is making plans to employ a new initiative as part of the organization's self-assessment venue.

This new initiative will be a Semi-Annual (Spring and Fall) Post Award Quality Assurance review. Quantitative scores will be assigned to allow for trend analysis. The derivative of this score will be an index, called the Work Quality Index (WQI) and will be used to identify problems, lessons learned and for trend analysis. Its purpose has three key objectives in determining whether the organization has procured the best value for the Navy, while maintaining public trust, and complying with current public policy objectives. The implementation of this new initiative is targeted to begin in the spring of 2003.

The WQI will be calculated based on the reviewers' assessments of the level of quality demonstrated by specific elements of the contract file. In this review each file will be reviewed to consider whether the element applies, whether it was addressed and to what extent, considering the circumstances of the procurement.

## 2. Self-Assessments for the NAVSEA Field Procurement Offices (FPOs)

SEA 02's contracting resources are highly distributed and include forty-three Field Procurement Offices (FPOs). Discharging Head of Contracting Activity responsibility and monitoring process efficiency in this environment is of extreme importance to the directorate. NAVSEA FPOs report to SEA 021 semi-annually on the results of their performance self-assessments. In addition to these semi-annual self-assessments, cyclical on-site PPMAP reviews are conducted using the Malcolm Baldrige National Quality Award Criteria to identify FPO strengths and areas for improvement in critical business processes. Findings and recommendations rendered are based on interviews with associates and customers as well as reviews of local policy and procurement documentation. In an effort to minimize disruption to FPOs, these reviews are performed in concert with NAVSEA/IG Command Performance Inspections (CPI).

This year's on-site PPMAP review of our FPOs consisted of the following sites: SUPSHIP Portsmouth, VA; NAVSURFWARCENDIV Indian Head, MD; SUPSHIP Groton, CT; EODTECHDIV Indian Head, MD; SUPSHIP Newport News, VA; NAVUNSEAWARCENDIV, Keyport, WA; SUPSHIP Bath, ME; NAVSHIPYD and SUBMEPP Portsmouth, NH; and SUPSHIP Puget Sound, WA. SEA 02 or 02B attended each PPMAP outbrief to underscore the importance of the field activities and the PPMAP process.

As a whole, FPOs reviewed this period were found to have developed and deployed effective quality management programs. Opportunities for improvement were identified in each FPOs' quality regimen and progress reports addressing the areas identified are required to be submitted semi-annually. The most significant deficiencies were noted in some of the FPOs' administration of the Government Purchase Card program. These deficiencies are addressed in detail in the respective report and made available to the NAVSEA Level 3 Purchase Card APC for further action as necessary.

The FPO PPMAP review process was further enhanced in calendar year 2002 by incorporating the DASN (ACQ) developed Pre-PPMAP Review Survey. FPO responses to this survey are submitted to SEA 021 thirty days prior to the on-site review. This input provides PPMAP review team members with the FPOs' own assessment of their current quality review structure and performance. Individual FPO PPMAP reports are available electronically upon request.

## D. KEY PROCUREMENT PROCESSES AND SPECIAL INTEREST ITEMS

SEA 02 has identified ten business processes critical to the mission of the organization. These processes will be maintained on the SEA 02 Contracts web site at <https://salts.navsea.navy.mil/main/index.html> . As of the date of this document, the top 10 selected processes are:

- Business Clearance Memorandum (BCM)
- Justification and Approval (J&A)
- DD350
- Contract Closeout
- Small Business
- Warrants
- Recurring Reports
- Knowledge Management
- Surveys
- Procurement Requests

In addition, DASN (ACQ) has identified several Special Interest Items for SEA 02's review. As of the date of this document, the top 6 Special Interest Items are:

- Navy-Air Force Interface (NAFI)
- Purchase Card
- Broad Agency Announcement (BAA)/Domestic Source Restriction
- Policy Dissemination/Implementation
- Commercial Item Acquisition
- Performance-Based Acquisition

Albeit to this, the Government Purchase Card program and the accuracy of the DD350 reporting system have been of particular interest this year. The following paragraphs provide additional information for both:

Government Purchase Card Program: During the past year the NAVSEA Level 3 Agency Program Coordinator took several steps to strengthen management controls on the purchase card program of the Claimancy. Several policy letters were issued to emphasize and promulgate existing NAVSUP Policy, with particular attention to those areas highlighted during GAO and NAS audits. The following is a list of the letters and topics covered by each letter.

**NAVSEA Purchase Card Policy Letter SEA 2002-01, dated Jul 17 2002 addressed the following:** Technical Screening for Mandatory Sources; Splitting Requirements; Approving Official Responsibility to Report Splitting; Ensuring Complete Documentation is Retained for Each Purchase; A Purchase Card Transaction Checklist; Enforce the Requirement for Purchase Card Reconciliation; Semi-Annual Audit Requirements and Submissions; Encl(s) included: Encl (1) NAS Audit Report N2002-0051, and Encl (2) Approving Official Reconciliation Checklist

**NAVSEA Purchase Card Policy Letter SEA 2002-02, dated Jul 17 2002, addressed the following:** Safeguarding Purchase Cards and Account Information; Current Internal Operating Procedures (IOPs); Review and Assess Cardholder Usage

**NAVSEA Purchase Card Policy Letter SEA 2002-03, dated 17 Jul 2002, addressed the following:** Tracking and Monitoring of Transactions.

**NAVSEA Purchase Card Policy Letter SEA 2002-04, dated Jul 17 2002, addressed the following:** Separation of Purchase and Receipt Actions.

**The joint SEA 01-SEA 02 Memoranda, dated 30 July 02,** Required activities to establish a separate approval process for the purchase of give-away items in relation to the employee recognition program. The joint Memoranda sets forth policy for the purchase of food, give-away, and personal type items.

In addition to the above, the APC also prepared a “Personal for” message that was sent by SEA 00 to all Commanding Officers. The message stressed the value of the purchase card program and the need for Commanding Officers to take an active role in enforcing policy and taking corrective actions to problems. SEA02 personally follow up with each CO to ensure the intent of the message was received. The APC Level 3 worked with field office Level 5s to reduce: (1) the cardholder to AO ratio to within the 7:1 target requirement, and (2) the credit limits and number of accounts consistent with command minimum mission requirements. The purchase card program is a special interest item of every PPMAP review of our field activities and SEA02, 02B or 02A participate in each command out-brief to ensure the purchase card program is emphasized. SEA02 has incorporated the PC program as an assessable unit under the Management Control Program thereby adding another program control. Furthermore, SEA02 hired an additional APC to accommodate the growing activity and importance. Also, the Level 3 APC is actively engaged in ad-hoc data-mining to reveal potential problems such as delinquencies, split requirement purchases, use of prohibited vendors and breaches of purchase thresholds. Any concern is immediately addressed with the Level 5 for corrective action. Finally a semi-annual review for the period 01 Apr through 30 Sep 02 of the PC program was just completed with the following results:

Program Status (01 APR - 30 SEP):

Agency Program Coordinators (APCs): 45\*

Cardholder Accounts: 2,227

Transactions: 182K

Value of Transactions During Review Period: \$172M

\*Note: Includes two NAVSEA HQ Level 3 APCs who have oversight of entire claimancy. One Level 3 APC position is currently vacant.

Average Growth in Purchase Card Transactions:

FY98-FY00: \$50M (23%) growth

FY01-FY02: \$25M (10%) growth

Semi-Annual Review Findings:

Cardholder to APC Ratio: No Level 5 APC exceeds the 300-to-1 requirement.  
Cardholder to Approving Official Ratio: All ratios are below the 7-to-1 requirement with the exception of NSWC-Crane and NSWC-Corona, who both have a ratio of 8-to-1. Both Commands are taking action to either close the account or move the cardholder under another Approving Official.  
Training: All mandatory training is complete and documented.  
Total Questionable Transactions: 130  
    Exceeding Minimum Government Requirements - 12  
    Personal Use - 3  
    Exceeding Authorized Limits - 8  
    Split Purchases - 64  
    Prohibited Transactions - 43

Total Disciplinary Actions: 119  
    40: Cautioned/Counseled  
    9: Card Suspended  
    31: Refresher Training  
    3: Verbal Warning  
    7: Under Review  
    28: Warning Letters and Training  
    1: Reimburse Government

The number of violations exceeds the number of corrective actions for two reasons. First, in some instances, corrective actions addressed multiple violations by an individual cardholder. Second, after further investigation some of the reported questionable transactions were later found to be legitimate, thereby not necessitating corrective action.

Accuracy of the DD350 Reporting System: Based on internal and external reviews of the system, the objectives of the Directorate are to ensure the following areas of the DD350 Reporting are accurate:

- Competitive One-Offer Awards. DD350 Blocks C3 and C7.
- Cost or Pricing Data. DD350 Block C11.
- Bundled Contract. DD350 Block B1C.
- Contractor identification number (DUNS). DD350 Block B5A.
- Performance Based Service Contract. DD350 Block B1E.
- Federal Supply Class/Service Code. Block B12A.

These objectives will be accomplished through the following activities:

- Staying abreast of all FAR/DOD guidance and instructions pertaining to DD350 Reporting.

- Training.
  - Conduct annual (FY) refresher training focusing on 1) any common problem areas experienced during the past FY and 2) new data fields added for the current FY.
  - Provide Just-in-Time training for new employees.
  - DD350 block-by-block user/desk guide.
  - 02 weekly Newsletter. Include instructional guidance based on findings of recent internal/external reviews.
  
- Data Review/Validation.
  - Review and validate key data fields relating to these targeted areas before transmitting to Navy PMRS. This will be accomplished by reviewing each DD350 and associated official contract file. Discrepancies, if any, will be reported to the SEA 02 division director.
  
- Management Oversight. SEA027 will include any systemic problems in their bi-monthly brief to SEA 02/02B.

E. ANNUAL PPMAP SCHEDULE

The FPO Fiscal Year (FY) 2003 cyclical PPMAP review schedule is as follows:

Schedule of CPI/PPMAP Reviews for FY03

<u>Date</u>	<u>Activity</u>
22-24 JAN	NAVXDIVINGU PANAMA CITY FL
27-30 JAN	CSS DAHLGREN DET PANAMA CITY FL
24-28 FEB	SUPSHIP PUGET SOUND, WA
08-11 APR	NWASSTA CORONADO, CA
08-10 APR	SUPSHIP PEARL HARBOR
14-18 APR	SUPSHIP SAN DIEGO, CA
09-12 JUN	NSWC PORT HUENEME, CA
28-31 JUL	NUWC KEYPORT, WA (Re-inspect)
11-14 AUG	NUWC NEWPORT, RI
20-24 OCT	SUPSHIP PASCAGOULA, MS
27-31 OCT	SUPSHIP NEW ORLEANS, LA

In addition to the SEA02 periodic PPMAP reviews of the various FPOs, DASN (ACQ) will be conducting a PPMAP review of the SEA 02 Contracts Directorate. This review is tentatively scheduled for spring of 2003.

**VII. INITIATIVES**

Acquisition reform initiatives are the cornerstone and key to success in

a constantly changing contracting environment. Implementation of reinvention polices and shared best practices provide “new tools” for the toolbox that make us work smarter and optimally providing the best value to our Customers and stakeholders.

SEA 02 has several on-going initiatives that provide the baseline technology for Government vendors and authorized DoD personnel to generate, capture, and electronically process acquisition documentation via these applications. The following list comprises the electronic initiatives here at SEA 02:

Corporate Document Management System (CDMS) Livelink: NAVSEA continues to use the CDMS Livelink workflow software program as a workflow tool. This initiative enables a virtual paperless environment and allows the acquisition professional to work more effectively by providing a tool for concurrent routing, tracking drafts, assigning actions, incorporating changes into the document, maintaining a history of the process, and ultimately creating a permanent repository of electronic filing of the final product. This is a NAVSEA managed program.

SeaPort: In response to declining future budgets, the Naval Sea Systems Command (NAVSEA), which is responsible for the acquisition of all US Navy ship and shipboard systems, targeted a reduction in the more than one half billion dollars it spends on professional support services (PSS) each year for its headquarters Directorates, Program Executive Offices (PEOs) and field activities. As the first major step towards achieving this goal, NAVSEA embarked on a business process re-engineering effort to maximize the efficiency and economy of support service procurement. This effort, collectively referred to as SeaPort, took a three pronged approach: 1) the award of multiple award contracts (MAC) with innovative contracting provisions, 2) the launch of a web based commercial e-procurement portal solution, and 3) the development of a web site ([www.seaport.navy.mil](http://www.seaport.navy.mil)) to serve as the entry point to portal. These three efforts converged on 2 April 2001, when NAVSEA awarded the multiple contracts and launched the market place and the web site. When the SeaPort initiative began, NAVSEA had the formidable task of demonstrating savings in PSS in order to meet the strategic sourcing reductions. NAVSEA had more than 350 PSS contracts supporting its Directorates, PEOs, and field activities. These contracts were not integrated and inconsistent processes were used to obtain the services through the various Directorates, PEOs, and field activities. Quality, although specified in the individual contracts, was not leveraged to the extent that it should have been. Additionally, NAVSEA had no central mechanism to facilitate meeting the OSD requirement that 50% of service contracts be procured using performance specifications by 2005.

Under SeaPort, NAVSEA PSS requirements can now be covered under one (1) central vehicle and process in which twenty-one (21) contractor teams compete for NAVSEA work. This new structure represents a partnership between NAVSEA and industry to provide PSS while demonstrating savings. This single set of indefinite delivery, indefinite quantity (IDIQ), multiple award contracts (MAC) provides for a NAVSEA wide, consistent procurement process which allows

NAVSEA to leverage quality control and work requirements for its Directorates, PEOs, and field activities. The MAC contracts provide a guaranteed savings clause that will enable NAVSEA to achieve cost savings and a mechanism for the automatic conversion to performance based requirements. In addition, an issue resolution desk (IRD) has been developed to facilitate resolution of problems relating to performance, delivery of services and other contractual issues to ensure that quality remains consistently high. Finally, seven (7) of the twenty-one (21) MACs awarded were awarded to small business firms, providing excellent small business participation.

The private SeaPort e-marketplace provides end to end government to contractor support for the acquisition of PSS from the definition of requirements to contract close-out in a completely paperless and secure environment. The portal is web-based allowing requirements to be defined and proposals to be solicited, submitted, and evaluated from any location. Legally binding digital signatures, which have been defined by the electronic processes, are used to execute task orders. Modifications to task orders are generated in SeaPort by re-using the data captured from the current version of task orders, improving both the processing time and accuracy of modifications. Finally, solicitations, task orders and other contract documents are captured in an electronic resource library to provide models for future procurements. This move from segregated "paper" processes, to fully integrated "electronic" processes, dramatically reduces the time and cost associated with the acquisition of support services. PSS service acquisitions, which used to take months, now take days. This is a NAVSEA managed program.

Navy/Air Force Interface (NAFI) to Electronic Document Access (EDA): NAFI provides multiple DoD communities on-line, World Wide Web access to documents used to support the procurement, contract administration, bill paying and accounting processes. NAFI replaces the paper process by providing a single, read-only "electronic file cabinet" that can be accessed by any authorized DoD user. This is a DoN managed program.

Navy Electronic Commerce On-Line (NECO): NECO provides the Navy/Marine Corps and the commercial community with real-time, on-line interaction by providing an electronic means to solicitation and amendments. NECO is currently being used for posting of SEA 02's competitive and limited competitive solicitations only. Sole source solicitations will not be posted to NECO. The current business process for distribution of sole source requirements will continue to be used. Sole source and competitive requirements will be synopsised in NECO in accordance with the FAR Part 5. The use of this initiative allows vendors to take advantage of on-line registration and provides vendors potential to future business opportunities. This is a DoN managed program.

Navy Marine Corps Intranet (NMCI): NMCI will provide the Navy and Marine Corps with secure, universal access to integrated voice, video and data communication and link more than 360,000 desktops. Currently SEA 02 is in the

process of retiring several old legacy applications and eliminating unnecessary files/documents that consume much needed network memory. NMCI is scheduled to be deployed in April of this year. This is a DoN managed program.

Wide Area Workflow (WAWF): WAWF provides the baseline technology for government vendors and authorized DoD personnel to generate, capture and electronically process and certify invoices, receipt and acceptance (payment-related) documentation via interactive Web-based applications. This is a DoD managed program.

Standard Procurement System (SPS): SEA 02 is highly invested in fielding the electronic contracting process known as SPS. SEA 02 has begun testing the system at numerous field activities in conjunction with various procurement actions. SEA 02 continues to use SPS to execute simplified acquisitions and has done so since 1998. Award documents are uploaded to the NAFI through SPS. In addition to these efforts, SEA 02 has established a SPS User Working Group. This group consists of several associates from each Division under SEA 02 with the purpose of assisting as facilitators in the deployment of SPS by participating as Beta Testers, troubleshooting solutions, disseminating information regarding SPS, and leading the migration process of importing contractual documents into the system. This is a DoD managed program.

## **VIII. COMMUNICATION WITH THE PUBLIC**

SEA 02 utilizes multiple forums to communicate with the public. All synopsis, solicitation, and award data is made assessable to the public. We participate in the semi-annual Joint Industry-Navy Improvements Initiatives (JINII) conferences. We also join with the NAVSEA Small Business Utilization Office in outreach efforts. We provide small business training to acquisition personnel, focusing on specific underutilized small business groups or industry segments by bringing representatives of these segments in-house to address training sessions. In addition, we are planning to improve small business awareness of NAVSEA programs and opportunities through the development of a computer compact disk which can be distributed to small businesses, giving them step-by-step guidance on how to do business with NAVSEA.

SEA 02 is also committed to partnering with the local community by assisting in charitable activities designed to foster awareness and support. This year SEA 02 participated in several charitable efforts, such as: The Race for a Cure sponsored by various businesses for the Susan G. Komen Breast Cancer Foundation, Toys for Tots sponsored by the Marine Corps, and the Good Neighbor Project sponsored by the NAVSEA Chaplain's office and the Marine Corps for the Van Ness Elementary School.