

### Nominee Information

**Name:** Dr. Nick Nayak  
**Title:** Chief Procurement Officer  
**Company:** DHS  
**Nominator:** Jose L. Arrieta

### What does this person do?

Dr. Nick Nayak has over 26 years of private and public sector leadership experience in the field of acquisition. He has held senior executive positions at both the Internal Revenue Service and the Department of Homeland Security. Dr. Nayak has done a number of things throughout his career that have added value to the acquisition profession and that is why I believe he deserves to be strongly considered for this award. Dr. Nayak became the fourth Chief Procurement Officer (CPO) of the Department of Homeland Security. In this role he has done a number of things to transform the role of DHS Acquisition Professionals at the Department. He established the first-ever Bi-Annual Procurement Health Assessment for all nine component agencies. He led the development of an electronic communication tool that provided him the ability to communicate with 1,453 DHS contracting professionals. He established the first ever customer satisfaction survey for over 7,000 customers to measure the effectiveness of the procurement organization. In this role, he leveraged his experience as the IRS Chief Learning Officer to develop an initiative to build the next generation of DHS contract specialists. He established the first ever DHS Strategic Plan and Annual Progress report setting priorities, creating initiatives, and measuring performance of contracting professionals from across the Department. This also directly connected DHS contracting professionals to the mission. Dr. Nayak has taken the procurement profession and the professionals that execute procurements at the Department of Homeland Security to new heights by showing them how valuable they are to the mission. Early in his career as the Chief Learning Officer at the Internal Revenue Service Dr. Nayak competitively recruited to create first-ever nation-wide training program for IRS contracting officers. Dr. Nayak contribution was important for two reasons. First, at the time IRS contracting officers were spending more than \$2 billion dollars annually to support the United States Presidential Priority Program - Tax Systems Modernization. Therefore, acquisition planning, acquisition execution, and acquisition management were key to successfully meeting the programs objectives. Secondly, within one year of implementation of the IRS acquisition workforce training center trained more than 5,000 students across 12 agencies within the Department of Treasury. This was one of the first efforts Government wide to strategically sourcing training for an entire Department. Contracting curriculum completion rate for 100s of employees increased to 98% from 20% within four

years. With experience under his belt Dr. Nayak pushed IRS procurement to another level by focusing on developing the generation of IRS contract specialists, refining IRS procurement measures program, and directing a plan to reduce high risk contracts.

Dr. Nayak is leading the Government wide push to build a savvy acquisition workforce, at government's third largest agency the Department of Homeland Security. In 2013, DHS has revamped its Homeland Security Acquisition Institute (HSAI), to serve as a provider of midcareer training. HSAI under Dr. Nayak's leadership granted about 3,000 acquisition certifications in 2013 more than the five previous years. The center offered over 275 classes, seminars, and case based training for the first time in 2013. Furthermore, in 2013 the center offered training that spans nine career paths including; financial management, systems engineering, cost estimating and ordering. The institute trains the 9,500 DHS employees that make up the acquisition workforce from across the Department. The 9,500 acquisition professionals at DHS support approximately \$17 billion dollars a year in spend and over 240,000 employees that work on the frontlines protecting the Homeland. Dr. Nayak led the development of an Acquisition institute that trains professionals from TSA, CBP, ICE, FEMA, USCG, USSS, etc how to buy items that range from simple items like pens and paper to Coast Guard ships, Robotics, and complex information technology systems that vet over 22 million people multiple times a minute on a daily basis. In FY 2013 the DHS CPO transformed the institute into a tangible training provider that focuses on developing critical thinking skills as well as a more specialized understanding of how industry does business. In 2013, Dr. Nayak asked HSAI to develop a strategy to include industry speakers in all level 300 and 200 contracting courses. Dr. Nayak has developed a training curriculum to teach the 9,500 DHS acquisition professionals how industry does business. This includes developing joint training for Government employees to practice giving oral debriefings. Furthermore, Dr. Nayak has commissioned the development of industry led seminars. In these events industry trains DHS acquisition professionals on the bid and proposal process, the strategies industry partners use to grow from a small business to a large business, and the positive impact of communications on the cost of delivering complex products and services. Overall, in 2013 HSAI held 10 events that trained over 500 DHS employees and engaged 200 industry partners in the process. We believe this will be the future of training for the acquisition workforce within the Federal Government.

In 2013, DHS quantified the payoff payoff. DHS acquisition professionals negotiated approximately, \$2,600 in savings per dollar invested in training in fiscal 2013.. And the acquisition workforce attrition rate for 2013 was about 8 percent which is less than the 10% attrition rate Government wide. Furthermore, DHS saved approximately 5% to 10% of the total contract value on each

**How did this person go above and beyond in 2012?**

**Give us an example of the impact of this person's work. How did it make a difference?**

acquisition it developed due to improved understanding of industry capabilities and ability to deliver services.

And don't think of the training institute or Dr. Nayak's vision as only training because it provides so much more. Dr. Nayak has envisioned the institute as a key ingredient in sustaining critical DHS programs. Programs that are key to the future safety of the United States. Remember that there are three critical components to all of the programs DHS manages; money, requirements development, and contracting support. The institute is a place where acquisition professionals can go to learn about the unique problems we face in acquiring goods and services to protect the United States. It also serves as way to ensure succession planning while developing new employees. Lastly, it is serving as a conduit to bring the vast cultures from the across the Department together to learn from one another. This is helping DHS integrate and operate more like a single Department.

**Other Points:**