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Foundational Learning



Workflow Learning



Performance Learning

05.20.2015



Meeting Agenda

- **0830 Light Refreshments**
- **0900 Welcome and Announcements**
 - Vice Admiral David Venlet, USN (Ret), Chair, DAU Board of Visitors
 - Mr. James Woolsey, President, DAU
- **0920 DAU Overview/USD Brief**
 - Mr. James Woolsey
- **1020 Break**
- **1035 Acquisition Workforce Training Perceptions**
 - Mr. Tim Shannon
- **1130 Board of Visitors “Way Ahead”**
 - Vice Admiral David Venlet, USN (Ret)
- **1215 Working Lunch/Required Ethics Training**
- **1330 Adjourn**



Board of Visitors – DAU Update

- Recap since September 2014 meeting
 - New ACE contract/CON equivalencies
 - CUBIC award
 - CLO LearningElite awards
 - Reopened Ft. Belvoir bldg. 205
 - College of Contract Management DL courses opened to Defense Acquisition Workforce
 - Vice President Dr. Jim McMichael retired

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Foundational Learning



Workflow Learning



Performance Learning

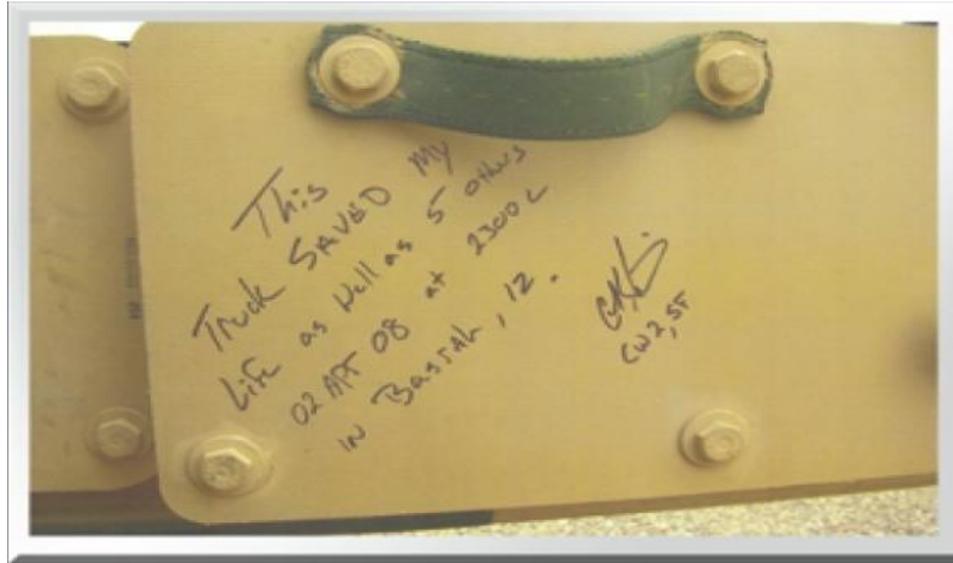
05.20.2015
James Woolsey



ESTABLISHED BY LEGISLATION,
DRIVEN BY SERVICE

10 USC Ch. 87 - Sec. 1746. Defense acquisition university structure

“The Secretary of Defense ... shall establish and maintain a defense acquisition university structure to provide for the professional educational development and training of the acquisition workforce.”



DAU Mission: Provide a **global learning environment** to develop qualified acquisition, requirements and contingency professionals who deliver and sustain effective and affordable warfighting capabilities.



DAU WITHIN THE DEPARTMENT OF DEFENSE



Secretary of Defense

Acquisition Policy & Process

Under Secretary of Defense
(Acquisition, Technology & Logistics)

Assistant Secretary of Defense
(Acquisition)

Defense Wide Acquisition Training

President
Defense Acquisition University

Defense Acquisition Workforce



Defense
Agencies

SYSCOM
PEO

SYSCOM
PEO

SYSCOM
PEO

Service-unique acquisition training

Army
Logistics
University

Naval
Postgraduate
School

Air Force
Institute of
Technology



DEFENSE STATUTORY ACQUISITION WORKFORCE

Career Field	Army	Navy	Air Force	4th Estate	Totals
Auditing	0	0	0	4,560	4,560
Business - Cost Estimating	250	548	438	73	1,309
Business - Financial Mgmt	1,766	1,879	1,850	647	6,142
Contracting	8,211	5,725	8,413	7,477	29,826
Engineering	8,981	19,797	8,473	1,991	39,242
Facilities Engineering	1,530	5,039	4	44	6,617
Industrial/Contract Property Mgmt	49	57	22	261	389
Information Technology	1,704	2,185	1,098	789	5,776
Life Cycle Logistics	7,554	5,715	2,907	1,548	17,724
Production, Quality and Manufacturing	1,432	2,675	330	5,234	9,671
Program Management	3,263	5,949	5,242	1,549	16,003
Purchasing	265	501	80	359	1,205
S&T Manager	290	434	2,559	118	3,401
Test and Evaluation	2,037	3,179	2,975	378	8,569
Unknown	10	2	4	15	31
Totals	37,342	53,685	34,395	25,043	150,465

Source: AT&L Workforce DataMart; FY14 Final Data



We Provide the Training Needed for DAWIA Certification

Certification

Process through which the Department of Defense components determine that an individual meets the mandatory standards (experience, education, and [training](#)) established for a career level in an acquisition career field.

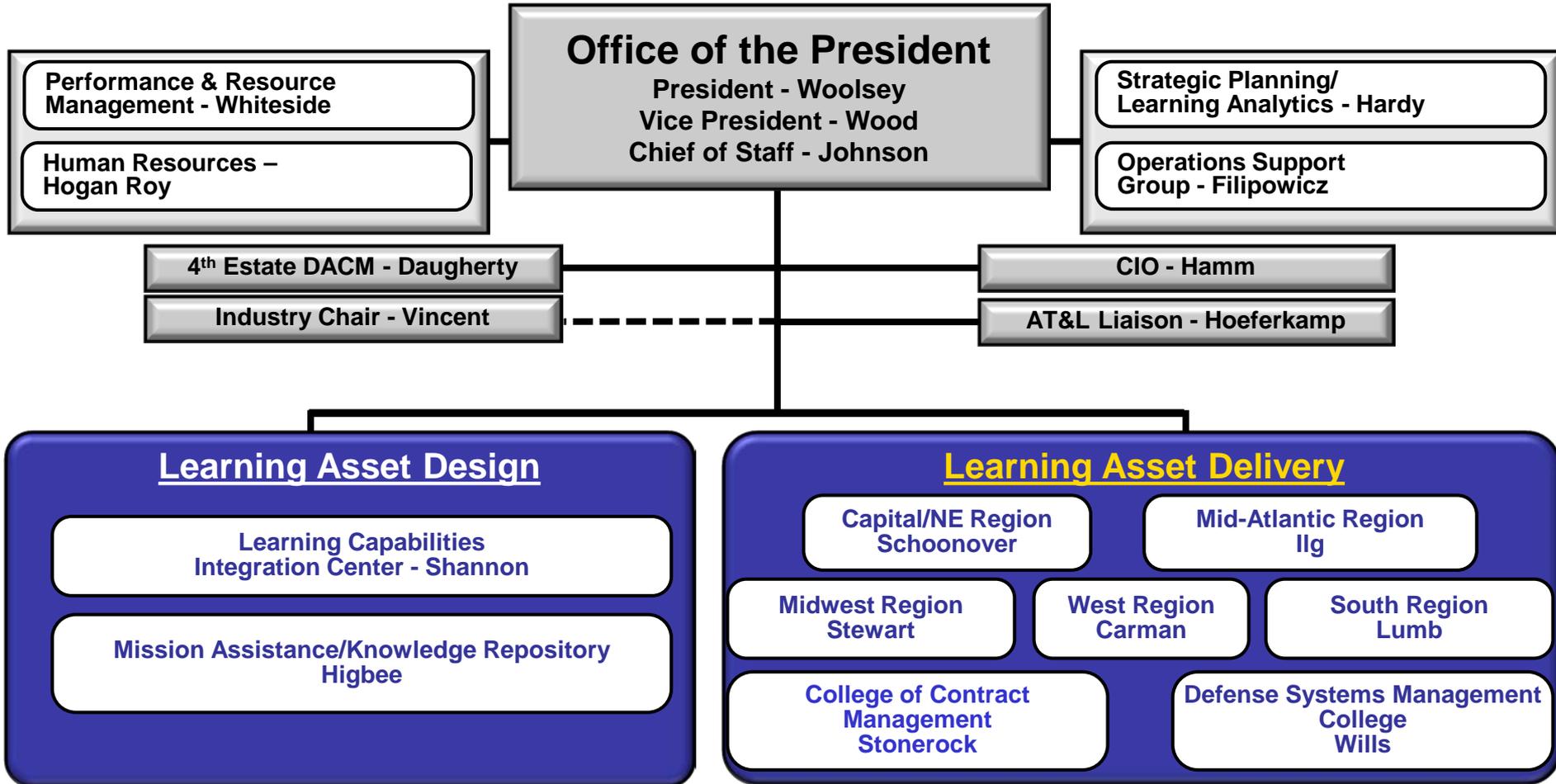
Level III
Senior

Level II
Intermediate

Level I
Entry

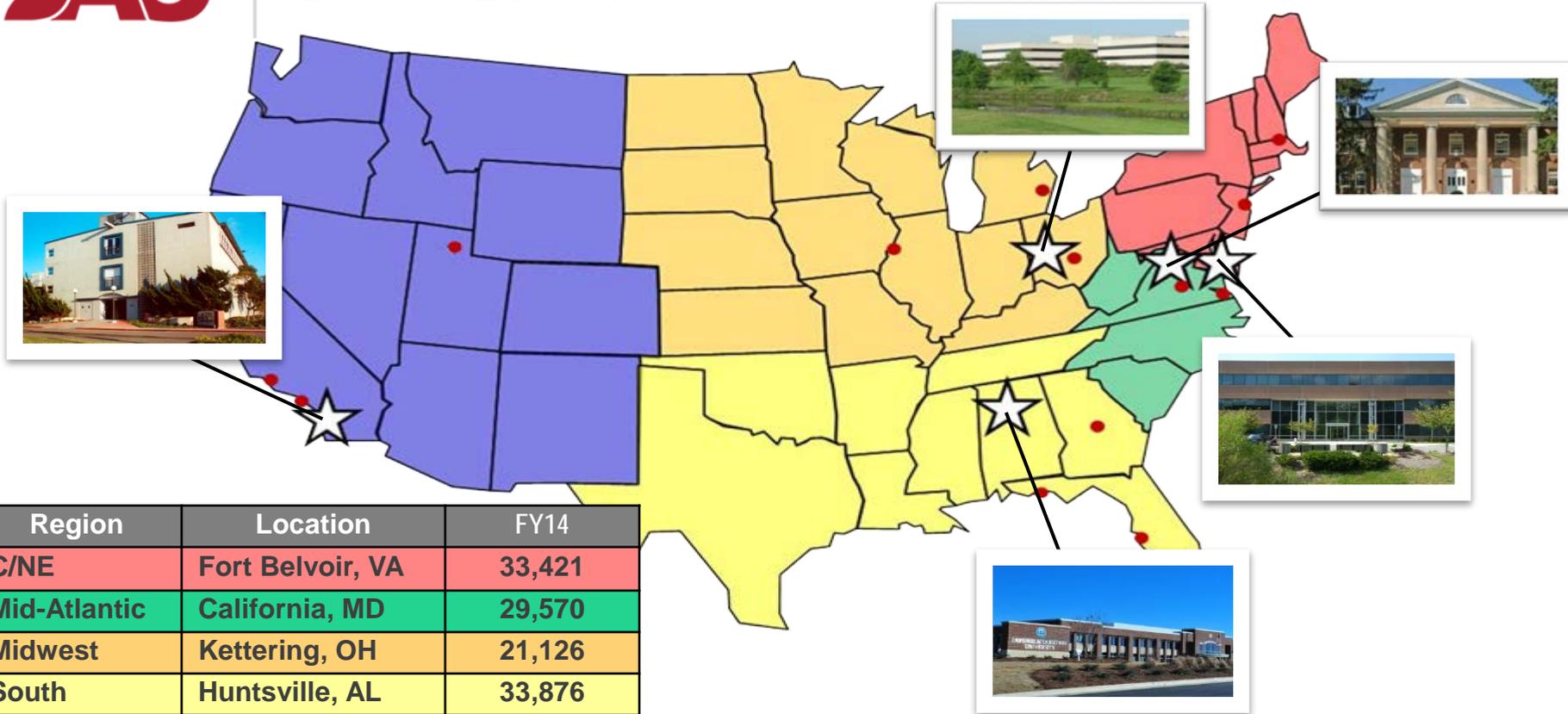


DEFENSE ACQUISITION UNIVERSITY ORGANIZATION





LOCATED WITH OUR CUSTOMERS



Region	Location	FY14
C/NE	Fort Belvoir, VA	33,421
Mid-Atlantic	California, MD	29,570
Midwest	Kettering, OH	21,126
South	Huntsville, AL	33,876
West	San Diego, CA	32,472
Total		150,465

We are part of the community, not just a place to take classes.



DAU Accreditation



*Council on Occupational Education**

Six Year Reaffirmation of Accreditation,
Three Commendations



American Council on Education

College Credit
Recommendations for Training
Courses



*International Association for
Continuing Education & Training***

Continuing Education Units
Awarded for Training Courses

*Defense Acquisition University is accredited by the Commission of the Council on Occupational Education.

**Defense Acquisition University has been accredited as an Authorized Provider by the International Association for Continuing Education and Training (IACET).

1990's



AT&L Certification Training

- Classroom courses

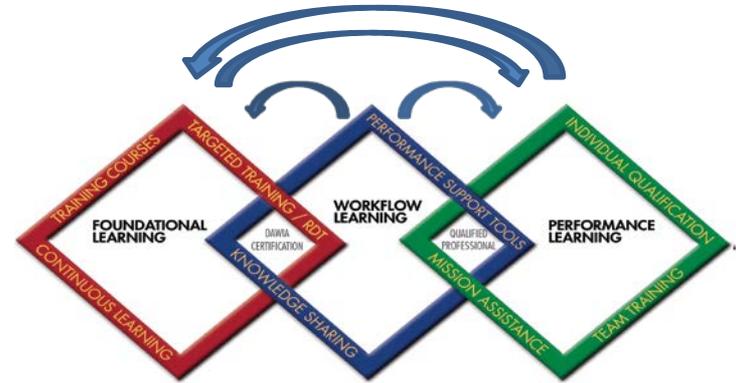
2000-2014



Global reach – anytime, anyplace
career-long learning assets

- Online courses
- Continuous learning modules
- Performance support
- Knowledge sharing

2015



Content integrated across all
learning assets

- More critical thinking and problem solving
- Easily accessible when and where you need it
- More performance learning

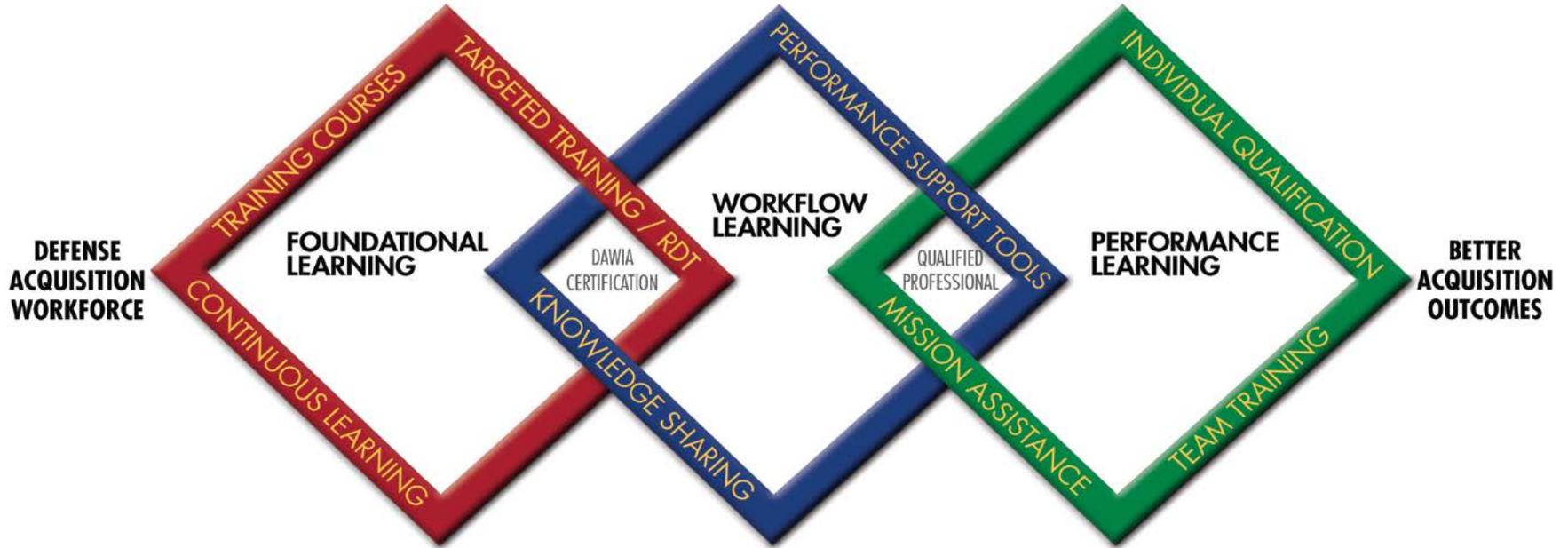
*Single learning
asset*

*Multiple learning assets –
stovepiped*

*Multiple learning assets –
INTEGRATED*



Acquisition Learning Model



Foundational Learning
(Gives the workforce long-term knowledge and habits of mind)

Workflow Learning
(Helps the workforce succeed on the job every day)

Performance Learning
(Exploits high-impact opportunities for teams and the overall workforce)



Foundational Learning – Training for Workforce Certification and Currency

- 100+ certification courses in all acquisition career fields taught at locations around the world
- 300+ continuous learning modules available 24/7
- Training targeted to an organization's unique needs
- Training delivered quickly on release of new DoD acquisition policies (e.g., BBP, DoDI 5000.02)

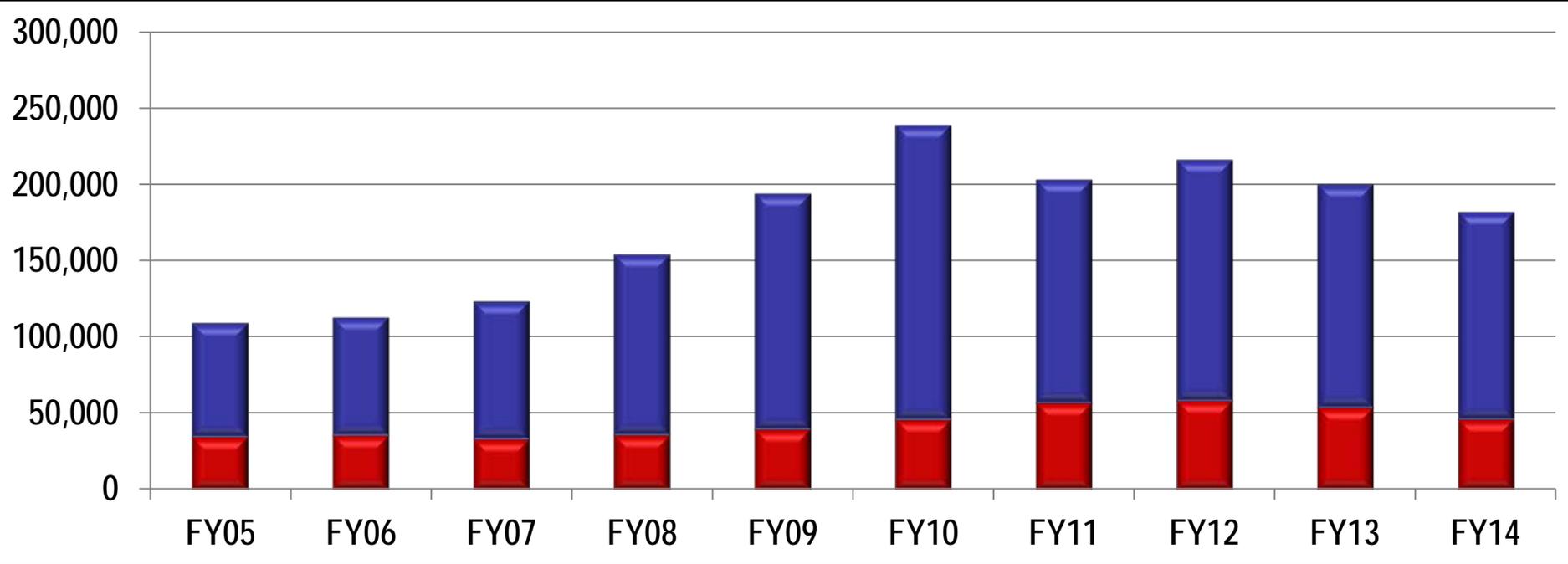


Student Feedback is
Excellent
(42,527 surveys
averaged 6.4 on
7 point scale)





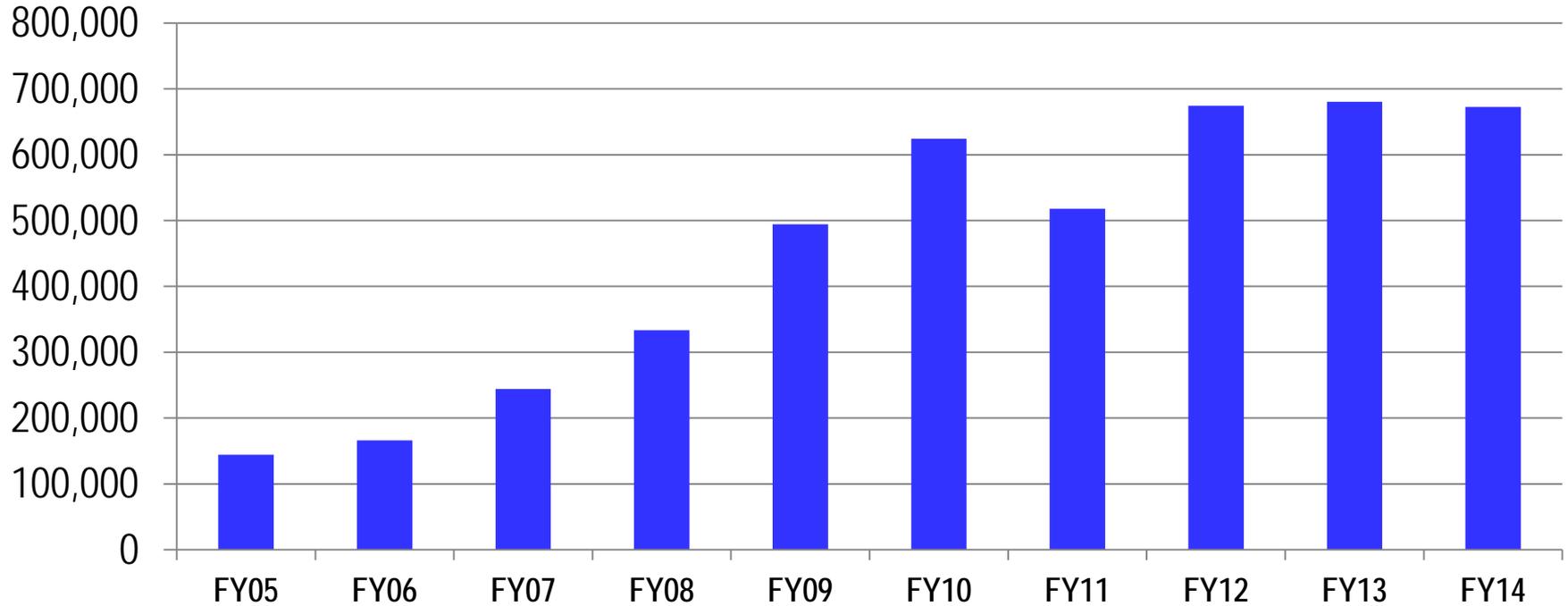
Training Courses: Reaching the Workforce



	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
Classroom	34,587	35,697	33,191	35,861	39,568	45,883	56,818	56,927	53,784	46,024
Web	75,079	77,582	90,600	118,391	154,399	192,968	146,152	157,416	146,196	135,946
Total	109,666	113,279	123,791	154,252	193,967	238,851	202,970	214,343	199,980	181,970



Continuous Learning Module Completions



FY14: 308 Modules and 2,865,106 Hours of Learning

FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
144,541	166,237	244,067	333,332	494,285	623,985	517,643	674,176	680,413	672,717



Foundational Learning – What We're Doing

- Accelerating curriculum development
- Adding more critical thinking and problem-solving content
- Integrating more current events
- Designing modular content
 - Use same content in multiple classes
- Integrating with the other modes of learning



- Critical thinking exercises in more than 2/3 of classes
- CON 290
 - Case Study facilitates student's application of core contracting concepts
 - Week 1: R&D contract awarded non-competitively, CPFF type contract
 - Acquisition requirement : Develop portable sensor to detect if someone has been infected with the H5N1, bird flu virus with the capability of detecting and identifying additional viruses, as well as biological warfare (BW) agents
 - Week 2: Production contract awarded competitively, FPIF type contract
 - Acquisition requirement : Award a production contract
- PMT 352 (Dragon Fly simulation)
 - Students assume multiple functional roles and analyze cost and operational effect of various choices for chassis types, sizes, engines, materials, weapons, sensors, and power
 - Students then brief out and justify selection
- American Council on Education reviewers noted
 - CON 252 presents the student with real world scenarios, requiring critical thinking skills to determine the outcome
 - CON 280 contains a comprehensive assessment and requires the student to initiate, evaluate, and administer the complex service contracting process
 - CON 290 presents as a comprehensive course with a high level of critical thinking, analytics, and application
 - ACQ 202, ACQ 230, LOG 201, LOG 340, BCF 301, and EVM 262 also included critical thinking



The instructor was very professional and willing to debate about problems ... to help brainstorm potential solutions to real-life issues. The class helped put what I do in perspective and it taught me how to do my job better.

LOG 340 Student

- Target audience - Civilian GS13-14, Military O-4/O-5
- Industry perspective taught by DAU faculty with industry experience (1-week course)
- Team dynamic (exercises) plus facilitation
- Critical thinking
- Lessons linked to a company operating plan
 - Operating plan components
 - Strategies, operations, finance
 - Business development, negotiation
- Capstone Simulation engaging the student in forecasting, planning, executing, and reporting exercises and decision-making



"I never even thought of the contractor as anything but money grubbing cheats. I did not trust them or their motives. This course has provided me with a different perspective. While I am not completely won over, I have a better understanding of their point of view. I really did not understand all they went through in responding to our requests for proposal."

ACQ 315 student to instructor following capstone exercise



Workflow Learning – Immediate On The Job Help

- Defense Acquisition Portal: acquisition resources at your fingertips – anytime, anywhere
 - Up-to-date acquisition newsfeed
 - AT&L leadership blogs
 - 15 functional knowledge gateways
 - Multiple job aids / tools
 - Should-cost repository
- Acquisition Community Connection: links you with peers and experts in your acquisition field
 - More than 50 communities of practice



DAP

760K Users
1.3M Visits
17M page views



ACC

131K members
328MM visits
17M downloads



ACQuipedia

271K Users
1.3M Visits
936K page views



AAP

247K users
1.1 M Page views
2,532 questions answered



Should Cost

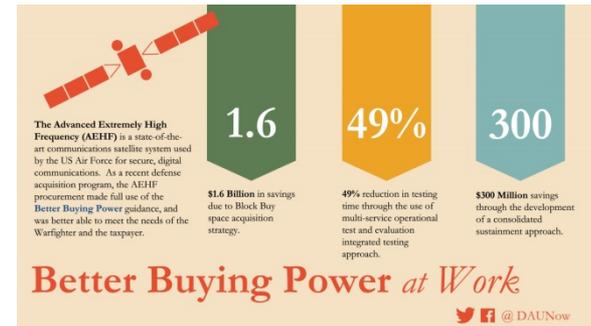
Launched 2/15
7K page views
2.4K visits





Workflow Learning – What We’re Doing

- Creating content in every way
 - Speeches become 5 minute video “chunks” indexed by subject
 - Collaborating with external organizations
- Using social media
 - Recent Better Buying Power 3.0 release reached more than 110,000 Twitter accounts
- Building a better web-presence
 - One website, not twelve
 - Encourage accidental learning
- Integrating with the other modes of learning



- Integrating real-world experiences
 - Long Range Anti-Ship Missile (LRASM) transitioning from concept development and demonstration to accelerated acquisition program
 - *Defense AT&L* article on lessons learned
 - Videos posted online and used in classroom
- Creating videos for Foundation and Workflow
 - CCM video created in 10 hours
- “Chunking” videos
 - ACQ 315
 - DAU Symposium
- Turning Intermediate Systems Acquisition course into six 10- to 15-minute videos





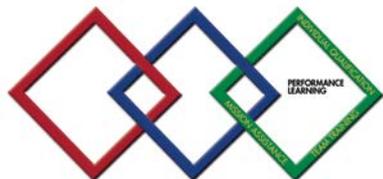
Performance Learning – Assistance Tailored To An Organization’s Specific Needs

- Consulting support
- Leadership development and executive coaching
- Tailored “how-to” workshops, e.g. Integrated Baseline Review
- Team training to meet unique organizational needs, e.g. Source Selection Simulation



DAU faculty assisting AMC with a SLIP workshop in 2014

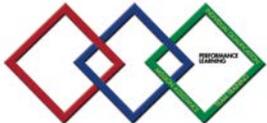
- 332 Consulting Events / 56K contact hours
- 42 Service Acquisition Workshops
- 3 Program Transition Workshops
- 84 Executive Coaching Engagements
- 17 Defense Acquisition Executive Overview Workshops for 91 participants
- 10 Requirements Executive Overview Workshops for 36 participants





Performance Learning – What We’re Doing

- More of it!
 - Now part of every faculty member’s individual performance plan and evaluation
- Share and standardize
 - Events invented at one location become standard and used at multiple locations
 - Professional development module created to help faculty be better at performance learning
- Integrate with other modes of learning





Service Acquisition Workshop



- Service Acquisition focused-curriculum and continuous learning modules (ACQ 165, ACQ 265, CON 280, CLC 011, CLC 013)
- Online resources
 - Acquisition Requirements Roadmap Tool (ARRT)
 - DoD Market Research Guide
 - Defense Acquisition Guidebook
- Service Acquisition Workshops
 - > \$500M: multiple engagements, multi-phased consulting effort
 - \$100M - \$500M: 4-day workshop
 - < \$100M: 1-day seminar
 - 42 held in FY14 (\$45M - \$2.8B)

"We were out of our depth, below water level drowning, and since the training I can say that we are above water. In addition, the instructors were very knowledgeable; they allowed for group discussions, provided input from their own experiences, and made the session really engaging."

Aviation Center Logistics Command (ACLC) Program Support Manager

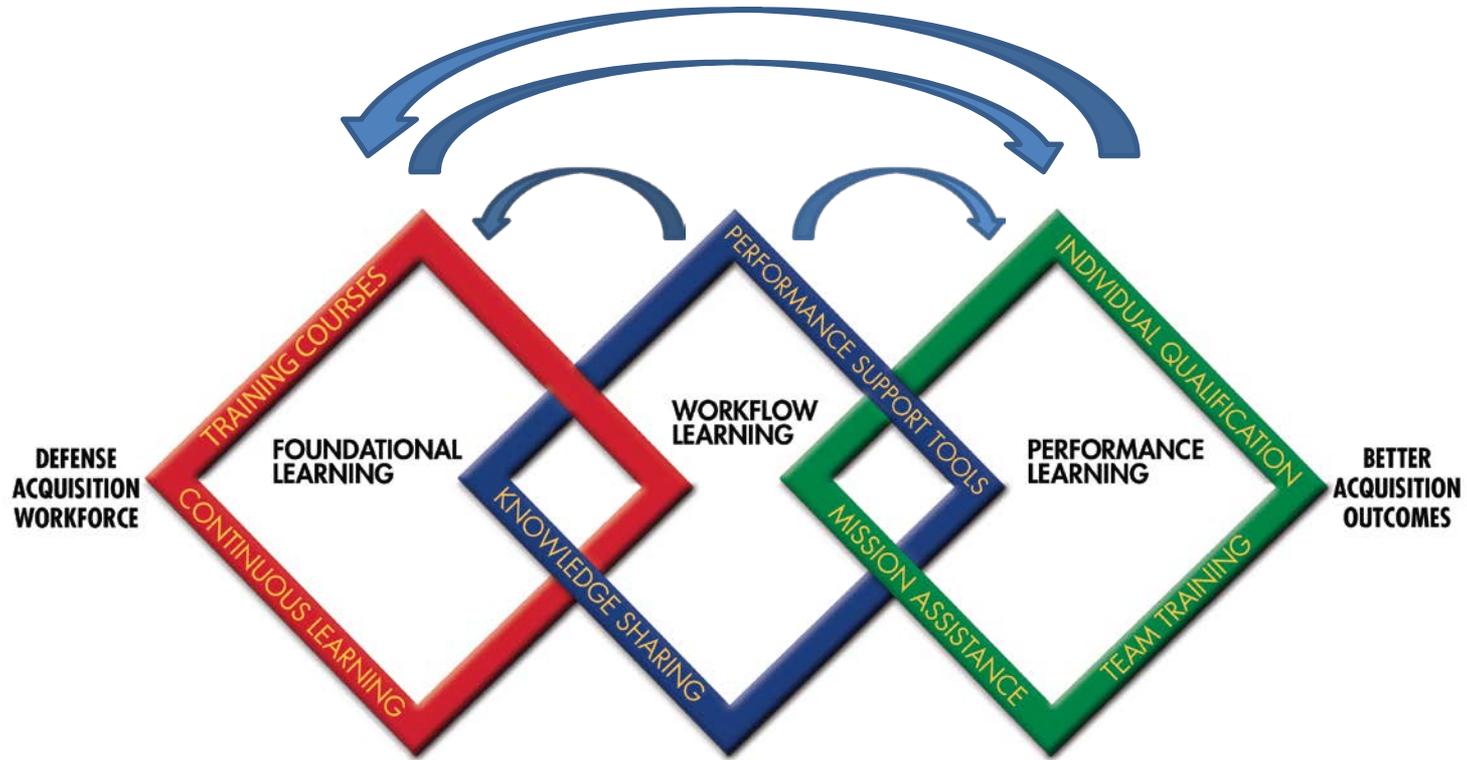




Helping Acquisition Organizations

Program	Impact
USAF Space and Missile Systems Center	<p>Strategy developed for BBP 3.0 Implementation</p> <p><i>"DAU is doing a great job supporting BBP implementation at the Center. Please let Mr. Kendall know how important I think this relationship is." (Lt. Gen. Greaves, Commander, SMC)</i></p>
Navy E-6B	<p>Improved intra-government and government to industry communication, and broke down stovepipes with a goal to reduce aircraft downtime</p> <p><i>"I've seen positive results,...more application of critical thinking....my drive to use DAU...came from my time in PMT-401, and being influenced by the thinkers and questioners they have leading that class." (E-6B PM)</i></p>
Navy Precision Strike Weapons Program (PMA201) / LRASM (DARPA)	<p>Recommendations following Team Effectiveness Survey rapidly implemented; program charters and success metrics created</p> <p><i>"DAU involvement has greatly assisted the office keeping the rapid pace needed to meet the FY18 and FY19 LRASM fielding dates. The DAU recommendations and challenges identified have allowed the LRASM office to take action immediately to keep the effort moving rapidly forward." (LRASM PM)</i></p>
Naval Meteorology and Oceanography Command (NAVMETOCOM)	<p>NAVMETOCOM personnel achieved over-an-order-of-magnitude improvement (563 minutes to 12 minutes) in production time for computational architecture products.</p>

Make the Parts Work Together



***Better products for the warfighter,
at a better price for the taxpayer***

DAU...

AN AWARD WINNING
CORPORATE UNIVERSITY



Corporate University
Best-in-Class
*Best Overall
Corporate University*

Association for
Talent Development
BEST Award

Chief Learning Officer
Learning Elite Award

Global Council of Corporate Universities
Best Overall Corporate University

DAU is consistently recognized as one of the best learning and development organizations in the world. Government organizations rarely compete successfully against the best of private industry—DAU continually comes out on top!

OTHER AWARD COMPETITORS

CarlMax, Deloitte, IBM, InterContinental Hotels Group, KPMG,
Nationwide Mutual Insurance Co., New York Life Insurance Co., State Farm Mutual Automobile Insurance Co.,
United Services Automobile Association, UPS, Walgreens, Yum! Brands Inc.

2014



STRENGTHS

- Knowledge and experience of faculty and staff
- Innovative use of technology for learning delivery, business systems, and curriculum development
- International recognition as a learning sector leader
- Integrated learning assets that encompass the acquisition body of knowledge
- OSD support; alignment with key stakeholders
- Collocation with major customers
- Faculty access to additional expertise outside DAU
- Low cost per learning hour delivered
- Virtual capabilities

OPPORTUNITIES

- Better Buying Power Initiatives
- MDAP/MAIS engagement and measurement
- Applied research and its impact on acquisition outcomes
- New acquisition process for information technology
- Support of key stakeholders
- Services acquisition
- Workforce qualification
- Intact team training with more focused workplace learning solutions
- Learning Organizations
- Cyberspace Acquisition training
- New 5000 series documents
- Alternate course delivery
- Best practices repository
- Employee anonymous feedback survey
- Help Desk enhancements (student tickets, feedback surveys)
- Improved learning analytics

WEAKNESSES

- Speed of curricula development
- Capacity and speed of IT infrastructure
- Disconnect between functional leader demands and DAU resources to simultaneously support increased throughput, curriculum reengineering, and new product development requirements
- Lack of a plan to periodically rotate potential senior leaders among key positions within DAU and need to continuously infuse leadership team with new leaders
- Perception that our faculty are too far removed from recent experience with acquisition organizations
- Effectiveness of training primarily focused on Kirkpatrick Levels I/II and on a course-by-course basis as compared with On-the-Job Impact and ROI of our portfolios of learning assets; insufficient use of Kirkpatrick Levels III and IV tools

THREATS

- Impact of DoD budget constraints
- Political uncertainty
- Speed of technology advancement
- Hiring freeze/reduction in billets
- Loss of key skills
- Deferral of equipment and facilities maintenance due to budget cuts
- Complacency because of national recognition resulting in lack of a sense of need to continually transform and make continuous improvement of strategies and methods to maintain relevance
- Balancing DoD IT security with the need to reach the workforce
- Competition from other training organizations
- Perception that training does not improve program outcomes
- Competition for personnel resources as economy improves
- OPM travel reduction mandate