



# 4<sup>th</sup> Estate DACM *Newsletter*

## IN THE SPOTLIGHT

### HAPPY NEW YEAR!

With the dawn of the fiscal year (FY) 2011 New Year, we are looking with excitement and encouragement to improve processes, satisfy statutory requirements, and increase efficiencies across the 4th Estate Community. During our recent 4th Estate Summit, we identified several FY11 priorities, to include:

- Enabling KLP/CAP tracking,
- Maximizing training efficiencies by decreasing on-site course cancellation and no-show rates,
- Suppressing reduction in DAWIA certification rates,
- Increasing data accuracy.

All workforce members are reminded that they have 24 months from the date of assignment to achieve their certification position requirements. **Start out this New Year by making some certification and training related resolutions!**

We hope the contents of this newsletter help you in your pursuit of staying up to date on all acquisition workforce information. The newsletter includes memos about the functional leaders for the Defense Acquisition Workforce, efficiencies, KLPs and the international PM career path, DAU's No-Show policy, an SIS update, CON 334 updates, and more. Happy reading!



The 4th Estate DACM Group: Gini Maddox, Adam Gowayed, Jeff Birch (Director), and Jonathan Higgins.

### 2010 USD(AT&L) WORKFORCE DEVELOPMENT AWARD WINNERS ANNOUNCED

Dr. Ashton B. Carter, Under Secretary of Defense for Acquisition, Technology and Logistics, has announced the results of the 2010 USD(AT&L) Workforce Development Award competition.

The USD(AT&L) Workforce Development Award program was established in 2004 for the purpose of recognizing those organizations that are achieving excellence in learning and development for their employees. Additionally, the award program identifies best practices for other USD(AT&L) organizations to consider. For more information on the awards as well as a full list of the winners, please visit < [www.dau.mil/acqawards/development/default.aspx](http://www.dau.mil/acqawards/development/default.aspx) > .



## DAU WELCOMES NEW PRESIDENT

On Dec. 6, the Honorable Frank Kendall, Principal Deputy Under Secretary of Defense for Acquisition PDUSD(AT&L), announced the selection of Mrs. Katrina McFarland as President of the Defense Acquisition University. Mrs. McFarland comes to DAU from the Missile Defense Agency (MDA), where she was the Director for Acquisition. The memorandum announcing Mrs. McFarland's selection can be found at: < [www.dau.mil/homepage%20documents/President.pdf](http://www.dau.mil/homepage%20documents/President.pdf) > .



ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

PRINCIPAL DEPUTY UNDER SECRETARY OF DEFENSE  
3015 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3015

DEC 06 2010

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
(ATTN: SERVICE ACQUISITION EXECUTIVES)  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
(ATTN: DEFENSE ACQUISITION BOARD VICE CHAIRMAN)  
UNDER SECRETARIES OF DEFENSE  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
DIRECTOR, COST ASSESSMENT AND PROGRAM EVALUATION  
DIRECTOR, ADMINISTRATION AND MANAGEMENT  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: President, Defense Acquisition University

I am pleased to announce that Ms. Katrina McFarland has been selected as the President of the Defense Acquisition University (DAU). She comes with outstanding credentials and a wealth of experience at a very critical time for the Department. In this capacity, Ms. McFarland will be responsible for continuing and building upon DAU's outstanding reputation as DoD's primary learning institution for the 147,000 members of the Defense Acquisition Workforce while overseeing the development of new curriculum and learning opportunities that facilitate implementation of the Under Secretary of Defense's (Acquisition, Technology and Logistics) "Better Buying Power" initiatives.

Ms. McFarland comes to DAU from the Missile Defense Agency (MDA), where she was the Director for Acquisition, serving as the principal advisor to the Director on all issues relating to MDA acquisition, contracting, and small business policy decisions. In this capacity, she functioned as the MDA Acquisition Executive decision authority to define the policies and process activities to execute a single Ballistic Missile Defense System research, development and test program.

Ms. McFarland began her civil service career as an engineer at Headquarters Marine Corps. She later became the Program Manager for the Acquisition Center of Excellence within Marine Corps Systems Command and more recently was the Marine Corps' Director of Battlespace Management and Air Defense Systems.

Please join me in congratulating Ms. McFarland on her appointment.

Frank Kendall

## BETTER BUYING POWER GUIDANCE

The policy memorandum entitled, "Better Buying Power: Guidance for Obtaining Greater Efficiency and Productivity in Defense Spending," and dated Sep. 14, 2010, provides detailed and specific guidance from Dr. Carter, the Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)) for achieving the efficiencies, productivity growth—in simple terms, to do more without more—for achieving the mandate contained in an earlier June 28, 2010 USD(AT&L) memo entitled "Better Buying Power: Mandate for Restoring Affordability and Productivity in Defense Spending." The memo can be found in its entirety on the 4th Estate DACM website in the Policy tab < [www.dau.mil/doddacm/Pages/wkfPolicy.aspx](http://www.dau.mil/doddacm/Pages/wkfPolicy.aspx) > .



OFFICE OF THE UNDER SECRETARY OF DEFENSE  
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DFP 14

MEMORANDUM FOR ACQUISITION PROFESSIONALS

SUBJECT: Better Buying Power: Guidance for Obtaining Greater Efficiency and Productivity in Defense Spending

On June 28, I wrote to you describing a mandate to deliver better value to the taxpayer and warfighter by improving the way the Department does business. I emphasized that, next to supporting our forces at war on an urgent basis, that was President Obama's and Secretary Gates' highest priority for the Department's acquisition professionals. To put it bluntly, we have a continuing responsibility to prevent the critical goods and services our forces need as the years ahead, but we will not have ever-increasing budgets to pay for them. We must therefore strive to achieve what economists call productivity growth in simple terms, to DO MORE WITHOUT MORE. This memorandum contains specific Guidance for achieving the June 28 mandate.

Secretary Gates has directed the Department to pursue a wide-ranging Efficiency Initiative, of which this Guidance is a central part. This Guidance affects the approximately \$400 billion of the \$700 billion defense budget that is spent annually on contracts for goods (weapons, electronics, fuel, facilities, etc., amounting to about \$700 billion) and services (IT services, knowledge-based services, facilities upkeep, weapons system maintenance, transportation, etc., amounting to about another \$200 billion). We estimate that the efficiencies targeted by this Guidance can make a significant contribution to achieving the \$100 billion reduction of defense budget deficits from unproductive to more productive purposes that is sought by Secretary Gates and Deputy Secretary Lyon over the next five years.

Since late in the earlier leadership of the acquisition community – the Component Acquisition Executives (CAEs), senior acquisition and systems command leaders, OSD officials, and program executive officers (PEOs) and program managers (PMs) – has been meeting regularly with me to inform and craft this Guidance. We have analyzed data on the Department's practices, requirements, and outcomes and evaluated various options for changing our practices. We have sought to base the specific actions I am directing today on the best data the Department has available to it. In some cases, however, this data is very limited. In those cases, the Guidance makes provision for future adjustments as experience and data accumulate so that unintended consequences can be detected and mitigated. We have conducted every preliminary estimate of the dollar savings anticipated from each action based on reasonable and prudent, but steady and determined, progress against a clear goal and confidence that they can be achieved substantively.

Changing our business practices will require the continued close involvement of others. We have sought out the best ideas and initiatives from industry, many of which have been adopted in this Guidance. We have also sought the input of outside experts with decades of experience in defense acquisition.

This letter is not the end of a process, but the beginning of vigorous implementation and further refinement. Today I have signed our directive memoranda to my key staff elements: DFAP, ARA, DEARL, and the leaders of the CFP's that coordinate the OSD-level oversight of major programs serving those efforts on the way to begin implementing this guidance. I have provided the Component Acquisition Executives with a draft directive memorandum that I intend to sign within the next few days for their review and comments. Starting today but extending over the next several months we will be putting the actions I have described in this guidance into more formal direction and practice. Today, however, I am asking all of you to absorb this guidance closely and begin acting on it within the scope of your existing authority. There is no time to lose.

Ashton B. Carter

## 4TH ESTATE SUMMIT

The 4th annual 4th Estate Summit was held Oct. 26–27 at Fort Belvoir, Va. The Summit drew a record attendance of more than 50 participants from across the 4th Estate community. Topics included Human Capital Strategic Planning, Defense Acquisition Workforce Challenges and Opportunities, DAWIA



Certification, Workforce Data, Defense Acquisition Workforce Development Fund (DAWDF), and FY11 Updates. Thanks to all presenters and attendees who helped to make this a successful summit! All Summit presentations can be found on the 4th Estate DACM website here: < [www.dau.mil/doddacm/dod/4th\\_Estate\\_Summit.aspx](http://www.dau.mil/doddacm/dod/4th_Estate_Summit.aspx) > .



## TRANSITION FROM NSPS TO ACQDEMO

The National Defense Authorization Act for Fiscal Year 2010 (NDAA 2010) requires the DoD to transition all employees from NSPS to the personnel system that last applied or that would have applied if NSPS had never been established no later than Jan. 1, 2012. For some 14,000 employees across the Components, this translates to a transition to the DoD Civilian Acquisition Workforce Demonstration Project (AcqDemo). Within the 4th Estate, employees in the Office of the Under Secretary for Acquisition, Logistics and Technology, the Missile Defense Agency, and the Defense Acquisition University will transition from NSPS to AcqDemo. The conversion date is targeted for **May 22, 2011**. As provided for in NDAA 2010, employees will experience no loss or decrease in pay in transitioning from NSPS.

The DoD AcqDemo Program Office, which oversees AcqDemo policies and operations across the DoD Components and the 4th Estate, is gearing up to provide the necessary support to ensure a smooth transition for eligible employees, supervisors, human resource professionals, and senior leadership. The Program Office is part of the Human Capital Initiatives Office under the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics and is co-located with the Defense Acquisition University, Fort Belvoir, Va.

Several vehicles for communicating transition guidance are already in place or being established. A monthly newsletter, *AcqDemo Contributions*, provides transition updates along with articles of interest to the acquisition workforce and will be distributed to transition managers for widest dissemination to affected employees. A new AcqDemo website is being constructed so watch for that announcement. In the meantime, there is still a lot of good information on the current AcqDemo website at < [www.acq.osd.mil/dpap/ops/acqdemo.html](http://www.acq.osd.mil/dpap/ops/acqdemo.html) > . Senior leaders are receiving orientations during December 2010/January 2011. Training for Human Resources professionals will also begin in December. Then, beginning in January 2011, workforce training will be conducted at each participating command.

For answers to questions about transition to AcqDemo, please contact your local transition team. For additional assistance, send a message to the AcqDemo Program Office helpdesk < [AcqDemo.Helpdesk@dau.mil](mailto:AcqDemo.Helpdesk@dau.mil) > .

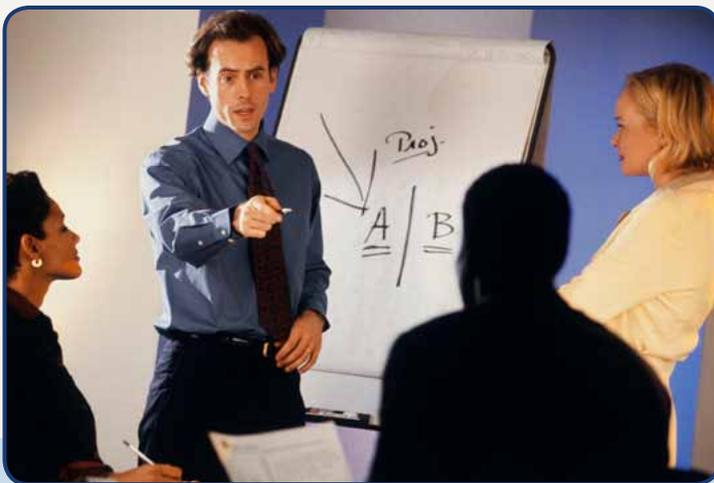


## ADVANCED CONTINGENCY CONTRACTING OFFICER'S COURSE (CON 334)

CON 334 is an intensive 4-day, in-resident immersion experience targeted at personnel who potentially would be in charge of a contingency contracting office or assigned to other leadership roles within the full spectrum of contingency contracting operations (Major Theater War (MTW) to disaster relief operations). CON 334 was born out of findings from the Gansler Commission Report, Inspector General (IG) reports, Government Accountability Office (GAO) findings, and experiential learning highlighting the need for training for leaders of contracting organizations: Chiefs of the Contracting Office (COCOs) and other liaison and staff operations personnel in support of contracting in an expeditionary environment.

CON 334 is heavily predicated on the doctrinal tenets of Operational Contract Support (Joint Publication 4-10) and takes an end-to-end perspective with respect to the contingency contracting process starting with pre-course work requiring students to complete a Contract Support Integration Plan (CSIP) and ending with a discussion on redeployment. In the interim, students are exposed to training on ethics (from the perspective of the leader as an individual, and also as someone responsible for ensuring that the contracting organization operates ethically). The course also focuses on Area of Responsibility (AOR) scenario studies; Crisis Action Planning (CAP); Joint Acquisition Review Board (JARB); Source Selection, and Performance Based Acquisition. CON 334 is delivered with a minimal emphasis on instructor lecture and maximum emphasis on student participation and execution through team-based exercises.

CON 334 is the second in-resident contingency contracting course offering, with Contingency Contracting (CON 234) serving as a prerequisite for CON 334.



## DEFENSE CONTINGENCY CONTRACTING OFFICER REPRESENTATIVE HANDBOOK, 1ST EDITION

The Defense Procurement and Acquisition Policy (DPAP) recently released a memorandum announcing the first edition of the *Defense Contingency Contracting Officer Representative Handbook*. The complete memorandum, shown below, can be found electronically on the 4th Estate DACM website in the Policy tab: < [www.dau.mil/doddacm/Pages/wkfPolicy.aspx](http://www.dau.mil/doddacm/Pages/wkfPolicy.aspx) > .



**OFFICE OF THE UNDER SECRETARY OF DEFENSE**  
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AUG 17 2010

ACQUISITION TECHNOLOGY AND LOGISTICS

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
COMMANDER, U.S. CENTRAL COMMAND  
(ATTN: J-4 CONTRACTING)  
COMMANDER, U.S. SPECIAL OPERATIONS COMMAND  
(ATTN: ACQUISITION EXECUTIVE)  
COMMANDER, JOINT CONTRACTING COMMAND - IRAQ/AFGHANISTAN  
DIRECTOR FOR LOGISTICS, J-4, THE JOINT STAFF  
DEPUTY ASSISTANT SECRETARY OF THE ARMY (PROCUREMENT)  
DEPUTY ASSISTANT SECRETARY OF THE NAVY (ACQUISITION AND LOGISTICS MANAGEMENT)  
DEPUTY ASSISTANT SECRETARY OF THE AIR FORCE (CONTRACTING)  
ASSISTANT DEPUTY UNDER SECRETARY OF DEFENSE (PROGRAM SUPPORT)  
DIRECTOR, ARMY CONTRACTING AGENCY  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE FIELD ACTIVITIES

SUBJECT: *Defense Contingency Contracting Officer (COR) Representative Handbook*  
1<sup>st</sup> Edition

Defense Procurement and Acquisition Policy (DPAP) is pleased to announce the release of *Defense Contingency Contracting Officer Representative Handbook* 1<sup>st</sup> Edition. This handbook is now electronically available at the DPAP website: <http://www.acq.osd.mil/dpap/pacc/cc/index.html>.

The 1<sup>st</sup> edition was developed by a joint team of subject matter Contingency Contracting Officer (CCO) and Contracting Officer Representative (COR) experts representing the components. DPAP is producing approximately 10,000 copies of the handbook in a pocket size format to distribute to each of the components. The pocket sized handbook and its accompanying CD, will provide essential information, tools, templates, and training for DoD contingency CORs to meet the challenges they may face in any contracting environment.

Each component with a contingency COR handbook requirement should provide the information on the attached spreadsheet identifying the quantity required and

shipping address to my POC listed below by September 30, 2010. I encourage the SPEs to coordinate this tasking for each service/agency for submission. To ensure the most effective use of this valuable tool, I am requiring each Component to incorporate this handbook into deployment training for CORs.

The Defense Contingency COR Handbook, June 2010 version, will be updated in FY11/12. Please continue to encourage our deployed CCOs and CORs to share their deployment experiences by submitting recommended changes or sample templates and tools to the following email: [contingencycontracting@osd.mil](mailto:contingencycontracting@osd.mil). CCO and COR recent deployment experiences greatly contribute to making the handbook credible, recent, and relevant.

My point of contact is Lt Col Ann Christianson at [Fiona.Christianson@osd.mil](mailto:Fiona.Christianson@osd.mil), 703-699-3728.

  
Richard J. Pano  
Shay D. Assa  
Director, Defense Procurement and Acquisition Policy

Attachment:  
As stated

## WHY IS A SIS USED?

DAU's Student Information System (SIS) will be a commercial off-the-shelf (COTS) system with integrated capability of providing career training management, schedule development, schedule management, catalog requirements, and DAWIA database of record for transcripts and reporting.”  
*~DAU Business Systems Guide*

## SPECIAL POINTS OF INTEREST

There are several upcoming dates rounding out the process to bring a Student Information System to the Defense Acquisition Workforce:

- Due Diligence  
2007 – Ongoing
- Procurement  
January–December 2010
- DAU Conference Briefing  
October 21, 2010
- Contract Award  
Anticipated December 2010
- Implementation Planning  
4th Qtr FY10 – 2nd Qtr FY11
- Implementation\*  
(Initial Operational Capability)  
2nd Qtr FY11 – 3rd Qtr FY12
- Launch\*  
(Full Operational Capability)  
3rd Qtr FY12 – 2nd Qtr FY13

\*estimated

**WE WILL CONTINUE TO  
KEEP YOU UPDATED ON  
THE SIS DEVELOPMENT**



## CHANGING CAREER MANAGEMENT

DAU's forthcoming Student Information System (SIS) will transform the daily work and training experience of every member of the acquisition community who interacts with it. The system will replace DAU's existing capabilities with 21st century state-of-the-art commercial technology. It will also seamlessly integrate acquisition workforce records with standardized business processes and career management tools.

### DAU FACULTY: VIEWING DATA ON DEMAND

Faculty will use the system to manage their classroom. When viewing student profiles, instructors will have access to class rosters anytime in real time, along with students' backgrounds. The system will also include flexible messaging options to interact with the workforce.

### DAU STAFF: MANAGING THE TRAINING SCHEDULE

Staff will have the ability to project growth in career fields and plan resources by using SIS reporting capabilities. These tools will allow them to adjust course schedules to meet the true needs of the workforce.

### DACMs AND FUNCTIONAL LEADERS: MANAGING THE WORKFORCE

The SIS will provide DACMs access to information organized by person or career field at the micro and macro levels. They will use the system to approve training requests, track workforce progress toward certification, and assess future workforce training demands.

### STUDENTS: MANAGING THEIR DAWIA TRAINING

The SIS will be a one-stop-shop for students. They will use the SIS to view the iCatalog, access the training schedule, and register for courses. It will also allow them to track their own progress toward certification, post assignments, and communicate with peers, faculty, and DACMs.

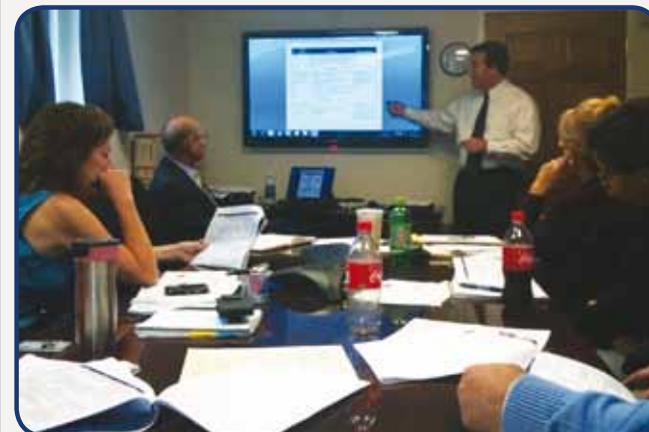
## ENGAGING OUTSIDE PERSPECTIVES

Engaging in a project with the magnitude and impact of the Student Information System (SIS) is a substantial endeavor for the Defense Acquisition University and one that must be undertaken carefully. To ensure the project is on track and maximizing all of its resources, the SIS team enlisted the expertise of an independent assessment.

Gartner, a market research group that provides insights on the higher education industry, began meeting with team members in August to evaluate the SIS team's preparations for the new system.

The review includes assessments of SIS project management, the team's composition, implementation planning, and the Request for Proposal (RFP). Gartner representatives have reviewed several documents, plans, and met with team members individually and collectively.

The company continued to work with the SIS team through October, highlighting areas where the project is excelling as well as those areas in need of improvement. The team is taking all findings into consideration and working with Gartner to improve program management, planning, and protocols.



**A representative from Gartner presents an assessment of DAU's plans to obtain a student information system to the SIS team Oct. 7.**

## STUDENT INFORMATION SYSTEM (SIS) GATHERS STEAM TOWARD IMPLEMENTATION

The procurement process is underway for a commercial off-the-shelf Student Information System (SIS) technology that will allow Defense Acquisition Workforce members to manage all of their acquisition processes such as registration and certification tracking in one place. With the SIS procurement process in full swing, preparation has begun for the next phase of the SIS project: *Implementation*.

SIS core team members are executing the planning function by gathering information about current systems and processes. The team is conducting student surveys and gathering thousands of responses from the Defense Acquisition Workforce about their likes, dislikes, and suggestions for system improvements. The SIS team is also visiting each of the Services as part of a discovery effort to document current processes, explore opportunities for improvement, gather lessons learned, reaffirm requirements, and begin change management. In turn, the SIS team has started and will continue interactive sessions with faculty and staff members at all DAU Regions and business units to address their aspirations for this strategic initiative. In reviewing how processes are currently managed, the team hopes to understand “as is” functionality and lessons learned from the current systems, while also building a foundation of knowledge to prepare for the new “to be” SIS environment.

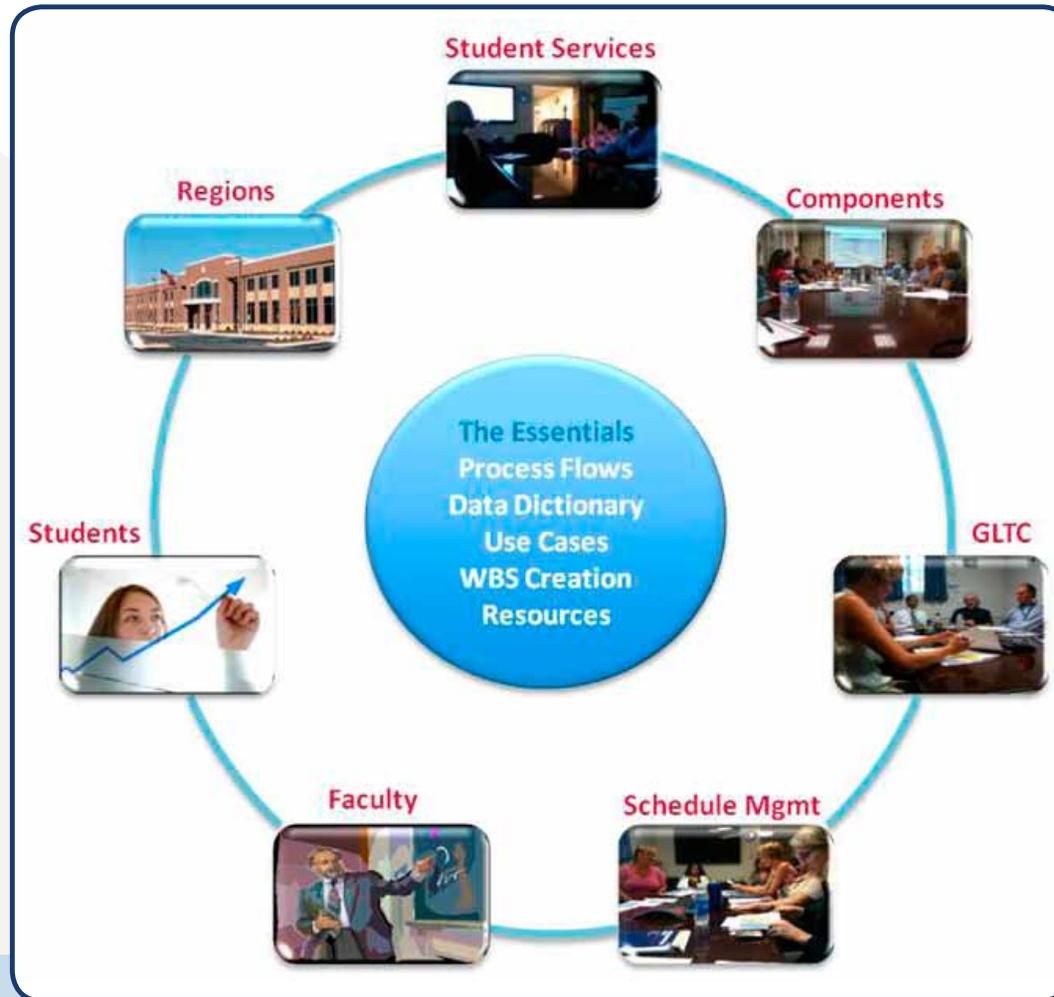
The team began their one-on-one interactive sessions with Student Services to find out how they interact with the existing systems for tasks such as sending welcome

letters and overseeing registration. The review of key functional areas continued when the SIS team had a similar review session with PRM Scheduling. In each instance, the collaborative sessions sought to understand the complex processes that underpin these departments and to identify opportunities for standardization, streamlined tasks, and broader visibility.

Outside of campus, the SIS team continued its ongoing dialogue with the Component Directors, Acquisition Career Management (DACM) teams. In these sessions, key workflows reviewed included waitlist management and approval cycles. Discussions with the DACMs also concentrated on the importance of human-system interactions and ensuring that the user experience was engaging, informative, and productive.

The regions have also figured prominently in these early stage discussions. In the early summer, SIS team members travelled to the Mid-Atlantic Region where they were given a survey of regional operations from members of the staff including faculty, training technicians, scheduling and student services representatives, and the associate dean for outreach. The tour of regions will continue over the coming months as the SIS team makes its way to every region.

The General Services Administration released the project’s request for proposal on Aug. 6, and proposals were received in September. The team will continue to prepare and plan for implementation until contract award, which is anticipated late in the 1st quarter of FY11.



## WHAT'S NEW IN FY11?

### CAREER FIELD CERTIFICATION

Did you know that certification standards for each career field and career level change over time? It is important for career managers and workforce members to ensure that the certification requirements that employees are working towards are current.

The most current requirements for certification are posted on the DAU iCatalog < <http://icatalog.dau.mil/> > in the form of "Career Field Certification & Core Plus Development Guides." While this article focuses on the changes in certification requirements, this guide also includes other recommendations for continuing training and education depending on the workforce member's type of assignment within their career field/path.

### WHAT CAREER FIELDS HAD CHANGES IN CERTIFICATION REQUIREMENTS FROM FY10 TO FY11?

- **Business, Cost Estimating and Financial Management** changed the most from FY10 to FY11 when it was **split into two career fields**:
  - **Business – Cost Estimating and Business**
  - **Business – Financial Management**

Current Core-Plus development guides for each of these career fields is available in the DAU iCatalog.

- **Contracting** added CON 090 as a requirement at **Level I**. Personnel serving in a Contracting Coded position on Sep. 30, 2010, are exempt from CON 090 through Sep. 30, 2012.
- **Industrial/Contract Property Management** removed the requirement of CON 217 at **Level II**.
- **Life-Cycle Logistics** added LOG 103 as a requirement for **Level I**; and added LOG 206 as a requirement for **Level II**.
- **Program Management** now requires PMT 251 and PMT 256 at **Level II** instead of PMT 250. Employees that completed PMT 250 would get credit for having completed both of these courses.
- **Systems Planning, Research, Development and Engineering – Program Systems Engineer (SPRDE-PSE)** had changes made to certification requirements at **Levels I, II, and III**. In FY10, there was a requirement to take cross-disciplinary training from a specified listing of career fields. In FY11, this requirement was changed to require that this cross-disciplinary training be completed from a specified listing of courses.
- **Systems Planning, Research, Development and Engineering – Systems Engineer (SPRDE-SE)** added a requirement for **Level III** certification that specifies that functional training required at **Level II** (which is ACQ 201A/B) must be completed to be certified at **Level III**.
- **Test and Evaluation (T&E)** changed the experience requirement at **Level I** from one year of acquisition experience to one year of experience in test and evaluation.

### THE FOLLOWING CAREER FIELDS DID NOT HAVE ANY CHANGES IN CERTIFICATION REQUIREMENTS FROM FY10 TO FY11:

- Information Technology
- Purchasing
- Facilities Engineering
- Production, Quality, and Manufacturing
- SPRDE – Science and Technology Manager

## IMPROVING DEPARTMENT OF DEFENSE ACQUISITION REQUIREMENTS DEVELOPMENT

The full memorandum can be found electronically on the 4th Estate DACM website in the Policy tab: < [www.dau.mil/doddacm/Pages/wkfPolicy.aspx](http://www.dau.mil/doddacm/Pages/wkfPolicy.aspx) > .



ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

PRINCIPAL DEPUTY UNDER SECRETARY OF DEFENSE  
3015 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3015

NOV 19 2010

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
(ATTN: ACQUISITION EXECUTIVES)  
COMMANDER, UNITED STATES SPECIAL OPERATIONS  
COMMAND (ATTN: ACQUISITION EXECUTIVE)  
COMMANDER, UNITED STATES TRANSPORTATION  
COMMAND (ATTN: ACQUISITION EXECUTIVE)  
DIRECTORS OF THE DEFENSE AGENCIES

SUBJECT: Improving Department of Defense Acquisition Requirements Development

Section 813 of the John Warner National Defense Authorization Act for Fiscal Year 2007 directed the Secretary of Defense to establish a "Panel on Contracting Integrity" to conduct reviews of the progress made by the Department of Defense (DoD) to eliminate areas of vulnerability of the defense contracting system that allow fraud, waste, and abuse to occur.

As part of these reviews, the Panel determined the need to address requirements development, which has been identified as a weakness in the Department and has led to cost and schedule overruns on many programs. Requirements development is paramount to successful acquisition outcomes. Properly developed requirements enhance competition, ensure sound business strategies, provide the basis for realistic Government estimates, mitigate requirements creep, and help enable the Department meet critical acquisition timelines.

The Panel on Contracting Integrity has reviewed available requirements development training and related courses, which are compiled in the attached matrix of training offered by the Defense Acquisition University (DAU). Of special note is the Service Acquisition Workshop that is tailored to address performance-based requirements for services. Additionally, the matrix provides Agency-unique training and guides. Since DAU is continually updating its course offerings, I strongly recommend regularly reviewing their website for additions to the requirements curriculum and associated courses.

I ask that all acquisition professionals take advantage of these training opportunities and am confident this additional training will help our programs to ensure more successful acquisition outcomes in the future.

  
Frank Kendall

Attachment:  
As stated

## GOVERNMENT PERFORMANCE OF CRITICAL ACQUISITION FUNCTIONS

The full memorandum can be found electronically on the 4th Estate DACM website in the Policy tab: < [www.dau.mil/doddacm/Pages/wkfPolicy.aspx](http://www.dau.mil/doddacm/Pages/wkfPolicy.aspx) > .



ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

### THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

AUG 25 2010

#### MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS DIRECTORS OF THE DEFENSE AGENCIES

SUBJECT: Government Performance of Critical Acquisition Functions

References: (a) Section 820, P.L. 109-364, John Warner National Defense Authorization Act for FY 2007, as amended, Section 805, P.L. 111-84, National Defense Authorization Act for FY 2010  
(b) DoDI 5000.55, "Reporting Management Information on DoD Military and Civilian Acquisition Personnel and Positions," September 11, 1991

Per reference (a), the Department is to ensure selected positions assigned to Major Defense Acquisition Programs (MDAP) and Major Automated Information System (MAIS) programs are performed by a properly qualified member of the Armed Forces or full-time employee of the Department of Defense by October 16, 2011.

The Department's implementation strategy includes establishment of Key Leadership Positions (KLPs) that have a significant level of responsibility and authority and are key to the success of a program or effort. The Military Departments and Defense Agencies may designate any position which meets the criteria. However, the following have been identified as mandatory KLPs because they are identified in reference (a) or have significant levels of responsibility and authority and are essential for the success of a program:

- Program Executive Officer/Deputy Program Executive Officers
- Program Manager (PM) (Acquisition Categories I, IA and II)
- Deputy Program Manager (DPM) (Acquisition Category I)
- Senior Contracting Official
- MDAP/MAIS positions (Acquisition Categories I and IA) when the function is required based on the phase or type of acquisition program:
  - Program Lead Systems Engineer
  - Program Lead Cost Estimating

- Program Lead Contracting Officer
- Program Lead Logistician (Product Support Manager)
- Program Lead Business Financial Manager
- Program Lead Test and Evaluation
- Program Lead Production, Quality, and Manufacturing
- Program Lead Information Technology

In general, the "program lead" positions are expected to be filled by military members at the lieutenant colonel/colonel or commander/Navy captain levels or by the civilian equivalent. Program leads advise the PM/DPM and may be matrixed to the program office. Although program leads may report to a higher-level functional (i.e., command/center functional lead or his or her direct report), these positions must be designated as KLPs. Program lead KLPs must be designated in the position category associated with the lead function. For example, "lead logistician" positions must be designated as positions in the "Life Cycle Logistics" position category.

Please identify your Component strategy not later than October 15, 2010, to ensure KLP functions are performed by properly qualified members of the Armed Forces or full-time employees of the Department of Defense by October 16, 2011. KLPs as identified in this memorandum should be designated by December 31, 2010, and reflected in the data submitted in accordance with reference (b). KLP metrics must be reported at future Senior Steering Boards. Mandatory metrics include KLP fill rates and qualification rates of workforce members assigned to KLPs. We will work with your staffs to develop the formats to establish the reporting templates.

My point of contact is Ms. Carolyn Willis, OUSD(AT&L)/HCI, at 703-805-5916.

  
Frank Kendall  
Acting

## REVISED IMPLEMENTATION INSTRUCTIONS AND GUIDANCE FOR THE PROGRAM MANAGEMENT – INTERNATIONAL ACQUISITION (PM-IA) CAREER PATH

The full memorandum can be found electronically on the 4th Estate DACM website in the Policy tab: < [www.dau.mil/doddacm/Pages/wkfPolicy.aspx](http://www.dau.mil/doddacm/Pages/wkfPolicy.aspx) > .



ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

### OFFICE OF THE UNDER SECRETARY OF DEFENSE

3000 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3000

SEP -9 2010

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Revised Implementation Instructions and Guidance for the Program Management - International Acquisition (PM-IA) Career Path

Reference: Joint IC and HCI memorandum, same subject, August 7, 2009

This memorandum supplements the Reference and provides Program Management-International Acquisition (PM-IA) career path guidance for coding civilian Level II positions by December 31, 2010, and military Level II positions by September 30, 2011. The attachment includes guidance, a revised Position Category Description, coding requirements, and training standards. We are conducting a study to examine expanding the use of the International Acquisition Career Path to other career fields.

The point of contact for this effort is the career path Executive Secretary, Mr. Richard Kwatnoski, at 703-697-7798 or [Richard.Kwatnoski@osd.mil](mailto:Richard.Kwatnoski@osd.mil)

Shay D. Assad  
Performing the Duties of ASD(A)

A. Volkman  
Director, International Cooperation

Attachment:  
As stated

## APPOINTMENT OF THE ACQUISITION FUNCTIONAL COMMUNITY MANAGER AND FUNCTIONAL LEADERS FOR THE DEFENSE ACQUISITION WORKFORCE

The full memorandum can be found electronically on the 4th Estate DACM website in the Policy tab: < [www.dau.mil/doddacm/Pages/wkfPolicy.aspx](http://www.dau.mil/doddacm/Pages/wkfPolicy.aspx) > .



ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

### THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

SEP 22 2010

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Appointment of the Acquisition Functional Community Manager and Functional Leaders for the Defense Acquisition Workforce

- References: (a) DoD Instruction 5000.66, "Operation of the Defense Acquisition Workforce Education, Training, and Career Development Program," December 21, 2005  
(b) USD(AT&L) memorandum, "Appointment of the Acquisition Functional Community Manager and Functional Leaders for the Defense Acquisition Workforce," June 11, 2010

Pursuant to reference (a), reference (b) is amended to establish "Acquisition Attorneys" as an acquisition position category. In consultation with the Office of the General Counsel (OGC), I have determined that attorneys may be identified as acquisition personnel in the acquisition workforce for the purpose of Chapter 87 of Title 10, United States Code. Reference (a) will be updated to reflect this change.

Mr. Jeh Johnson, the General Counsel, will serve as the Functional Leader for Acquisition Attorneys. As such, the General Counsel will exercise authority, direction, and control over these attorneys.

An updated listing is attached. My point of contact is Ms. Carolyn Willis, OUSD(AT&L)-HCI, at 703-805-5916.

Ashton B. Carter PDUUSD(AT&L)

Attachment:  
As stated

## DAU DIRECTIVE 704, STUDENT ACADEMIC POLICIES

With the beginning of the new academic year, it is always a good idea to review DAU student policies. The complete policy is available electronically on the 4th Estate DACM website in the Policy tab: < [www.dau.mil/doddacm/Pages/wkfPolicy.aspx](http://www.dau.mil/doddacm/Pages/wkfPolicy.aspx) > .

Department of Defense  
Defense Acquisition University

DAU Directive 704  
HQ (LCIC)

July 1, 2009

### STUDENT ACADEMIC POLICIES

1. **REFERENCES:** This document consolidates Defense Acquisition University (DAU) student academic policies and supersedes Student Academic Policies, DAU Directive 704, of December 6, 2007.

2. **PURPOSE:** To state the Student Academic Policies governing students participating in DAU courses.

3. **DISCUSSION:**

a. Students at DAU are expected to meet the highest standards of personal, ethical, and moral conduct. These standards require personal integrity and honesty. The discovery, advancement, and communication of knowledge will be achieved only with a commitment to these standards. The policies cited in this directive are intended to establish a minimum standard of conduct, conducive to attainment of excellence in training and education.

b. DAU encourages students who have an issue or concern with the learning environment to discuss it with their instructor. Students who feel their issue is not resolved satisfactorily may go to the department chair/site manager or Regional Associate Dean for Academics.

4. **POLICY:**

a. Student Standards of Conduct

(1) Arrival and Departure. Students must arrive on time or risk losing their reservation to a walk-in student. Specific information such as course dates, hours, and class location are provided in the welcome letter or e-mail sent to each student before a class begins. Students must make their departure arrangements to ensure attendance through scheduled class graduation.

(2) Attendance/Absenteeism. The DAU expectation is full-time attendance; however, DAU recognizes that this may not always be possible. Accordingly:

## DAU's No Show Policy—ARE YOU AWARE OF THE CONSEQUENCES?

### WHAT IS A No-SHOW?

A “No-Show” is the status a student receives when he or she does not report to a class they have reserved by the listed start date. For classroom courses only, the student may not re-apply for the same course for a period of 180 days, from the start date of the class in which they received the No-Show. There is no penalty for a No-Show in an online web course.

### WHY ARE No-SHOWS BAD?

No-Shows take away from the 4th Estate’s course quotas and constitute a bad mark on the 4th Estate’s scheduling record. It is very important to request cancellations rather than not showing up for a class. No-Shows are penalized heavily because they prevent other DAWIA students from attending that class. By decreasing No-Shows in our records, we will promote the 4th Estate’s commitment to certification and uphold good standing within DAU.

### HOW DO I PREVENT A No-SHOW?

If a student will not be able to make it to a class, they must simply cancel from the class with enough time to allow the cancellation request to be approved before the class start date. To cancel from a class, the student can go into ACQTAS and use the “Request Cancellations” function on the main menu. Instructions appear at the top of that page. A red box with a “C” will appear to the left

of the student’s future classes and the student can click that button to request cancellation. Once requested, an e-mail is sent to the manager notifying them of a cancellation request. Once the manager approves the request in ACQTAS, the student is no longer in danger of receiving a No-Show.

### HOW DO I SUBMIT AN EXCUSAL REQUEST FOR A No-SHOW?

If a student has a valid reason for not attending the class, such as a medical emergency, he can submit an excusal request. Within 14 days of receiving a No-Show, a student can log on to ACQTAS, click on “Review/Edit Applications” and click on the “N” that appears in the “No Show Excused” column. The student may then submit the excusal request by providing the reason for not attending the class. The excusal is then sent to the manager for approval. After 14 days, a student must contact their Quota Manager and request assistance to request a No-Show excusal.

### WHAT ARE THE 4TH ESTATE’S No-SHOW RATES?

In FY09, the 4th Estate had 185 No-Shows, which was 2.9 percent of the total reservations. As of Q3 FY10, the 4th Estate had 130 No-Shows, 2.4 percent of the total reservations. Our goal is to decrease the rate of No-Shows in FY11 by 10 percent. To do this, we need your commitment! **Students:** Apply for cancellations in a timely manner. **Managers:** Process cancellations promptly. Thanks for your support.

## ACQTAS TUTORIALS

Look for the following tutorials to be rolled out over the course of FY11. Each category below will include separate tutorials for Quota Managers and students.

Guide for ACQTAS	Mid-December 2010
Guide for ACQTAS Continuous Learning	Jan 31, 2011
Guide for ACQTAS Certification	Mar 30, 2011
Guide for ACQTAS Acquisition Corps Membership	May 31, 2011



## DAU TO UNVEIL NEW CONTRACTING CERTIFICATION TRAINING FOR FY12

The most significant overhaul of the contracting (CON) curriculum in nearly two decades is underway at DAU, and involves Defense Acquisition Workforce Improvement Act (DAWIA) Levels I, II, and III. The effort will involve restructure of existing course assets and development of new learning assets. While a strategic goal of DAU is to “provide an integrated, interactive learning environment that helps acquisition workforce members, teams, and organizations improve acquisition outcomes,” the restructure is driven in large measure by direction provided in a memorandum by Dr. Ashton Carter, Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)), entitled “Better Buying Power: Guidance for Obtaining Greater Efficiency and Productivity in Defense Spending,” dated Sep. 14, 2010. The memorandum identified 23 initiatives for reducing inefficiencies and improving cost performance. These initiatives were mapped across the multifunctional portfolio of DAU DAWIA courses. Thirty-seven courses have been linked to at least one of the Carter initiatives. Nine contracting courses were identified. The restructure will provide greater detail of topics in the CON curriculum and identify opportunities for increased rigor and depth of instruction in contracting and contract pricing. Case studies and simulations are anticipated as relevant data becomes available. Course launches are scheduled to begin in October 2011 and continue into the start of the 2nd quarter of FY12.

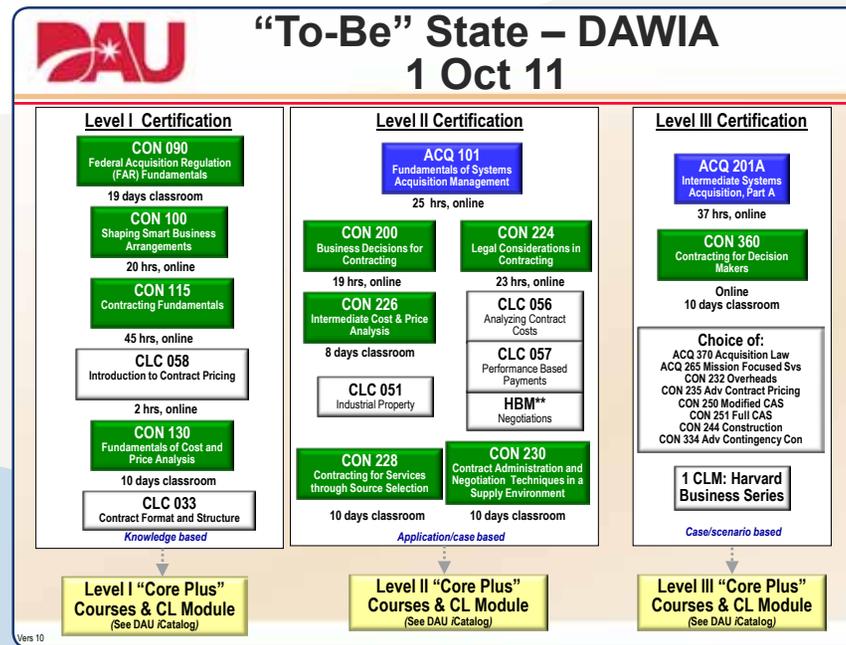
From Aug. 31–Sep. 3, 2010, DAU contracting leaders, course managers, and a representative from Defense Procurement and Acquisition Policy (DPAP) met at DAU Headquarters in Fort Belvoir, Va. Their task was to review the entire CON certification curricula with specific focus on Pricing Weighted Guidelines (WGL), small business, services, industrial property, source selection, competition, contract types (incentives), and Should (Will) Cost. The restructure will align CON Levels I–III with CON competencies and leverage continuous learning modules to reinforce the classroom experience. A summary of projected changes are as follows:

Level I: CON 090 Federal Acquisition Regulation (FAR) Fundamentals, launched in April 2010 proved to be game changer. The “immersion” offering affords students a solid foundation of basic contracting concepts similar to precursor Management of Defense Acquisition Contracts (MDAC) basic

course. CON 115 will absorb and replace CON 110, 111, 112, and parts of CON 120. CLC 058, Introduction to Contract Pricing will serve as a primer for cost and price analysis. CON 100 will remain unchanged. CON 170 will similarly be the fundamental cost and price analysis course analogous to QMT 170 and CON 104 to provide students a solid foundation in contract pricing. CON 170 will require successful completion of a pretest prior to entry.

**Level II:** CON 200 (formerly CON 214) will remain largely unchanged. The major additions to that course will be a source selection module and increased emphasis on small business. CON 216 will not be impacted by the curriculum restructure. CLC 056 will be a new asset that will serve as a transition module between CON 170 and CON 270. It will be designed to reinforce knowledge acquired in CON 170 and will introduce students to concepts associated with quantitative analyses and show how those concepts can be used. CON 270 will build upon and expand on those concepts. CON 270 will be an application-based course. It will also serve as a “tools” course for both CON 280 (formerly CON 215) and CON 290 (formerly CON 218), which will both be enhanced. CON 270 will focus on the application of various quantitative tools and on topics such as fundamentals of pricing equitable adjustments, payments and financing arrangements, cost realism analysis, and indirect cost analysis. CON 280 will focus on source selection and the acquisition of services, while CON 290 will focus on the acquisition of supplies. CLC 057, CLC 051, and Harvard Business Module on Negotiations, will be prerequisites to CON 280 or CON 290 which can be taken in any order.

**Level III:** CON 360 represents a minor revision to the current CON 353. The course will maintain the major themes of critical thinking, problem solving, risk management, and leadership. As with all courses faculty will update CON 360 with new acquisition policy and regulatory changes as they become available. Workforce members will also choose from seven courses to complete the DAWIA Level III certification requirement. As they develop their individual development plan, the member along with their supervisor, can choose one of the seven electives that best complements their assigned position. For example, while some may choose acquisition law, a chief of construction may choose CON 244.



## REQUIREMENTS MANAGEMENT CURRICULUM UPDATE

Responding to a Congressional mandate to train the Requirements Management community of military and civilian personnel, DAU has created a comprehensive set of online and classroom courses. These include: three online continuous learning modules, one distance-learning course; a 1-week resident course; and an executive-level overview.

- **CLM 041**—Capabilities Based Planning describes the framework that unites strategic guidance, the three elements of defense acquisition, and the operational “here and now” elements of Global Force Management and Adaptive Planning.
- **RQM 110**—Requirements Management is a distance learning course on Core Concepts for Requirements Management. This course covers the requirements manager’s role within “Big A” acquisition and examines the requirements generation process from end-to-end, highlighting the intersection between acquisition, resources, and requirements.
- **CLR 250**—Capability-Based Assessments (CBA) explores CBA history, context, and procedures.
- **CLR 252**—Developing Requirements investigates how to document CBA results as Key Performance Parameters (KPPs) and as Key System Attributes (KSAs).
- **RQM 310**—Advanced Concepts and Skills for Requirements Managers is a capstone classroom course for Requirements Managers that goes beyond facilitated discussions, exercises, and case studies. In-class computer simulations let students organize a CBA study team, prioritize project development milestones, respond to a rapid response situation, and coordinate requirements documents. Turning Point handheld clicker “voting” technology is used during facilitated class discussions and evaluations.
- **RQM 403**—The Requirements Executive Management Overview provides general/flag officers/senior executives with an understanding of the role of the requirements manager within “Big A” acquisition.

Additionally, DAU has created a Requirements Community of Practice at: < <https://acc.dau.mil/requirements> > —an online 24/7 resource that provides information resources and an interactive discussion forum.

The FY11 schedule provides six offerings of RQM 310 with an expectation of 10 offerings in FY12. Regional campus support will be solicited to meet future demand.

For questions or comments, contact Dr. Chuck Court, DSMC Requirements Management Department Chair, < [Charles.Court@dau.mil](mailto:Charles.Court@dau.mil) > .

## ACC REACHES 100,000 MEMBERS

On Aug. 21, the Acquisition Community Connection (ACC) reached a significant milestone when it welcomed its 100,000th member, MAJ Brenda Brockington, a full-time Reservist in the Army Reserve Active Guard Reserve (AR AGR). Brockington currently works as a Budget Analyst in the Office of the Chief, Army Reserve-Comptroller Division in Crystal City, Va. Brockington was the guest of honor at a celebration commemorating this milestone and was presented with a DAU coin by Acting DAU President, Dr. James McMichael. Jill Garcia, ACC Program Manager, presented MAJ Brockington with a DAU plaque recognizing her as ACC’s 100,000th member.

The ACC is an online community of practice centered on acquisition-specific topics that supports a completely voluntary member-base made up of acquisition professionals across DoD and Industry. Community members are able to interact and share lessons learned and experiences to support job performance, access information relevant to their jobs, avoid the duplication of effort, and advance the connection of people and ideas.

The ACC includes a number of Web 2.0 features to enhance collaboration, participation, and discovery, among them a robust personal networking feature and profile feature that integrates a Facebook-like functionality; and tag clouds that give users the ability to add to a user-contributed discovery capability. The ACC is scheduled to migrate to a new version of the software on Oct. 1, and will introduce a number of new capabilities and features to keep pace with the evolving collaborative technologies.

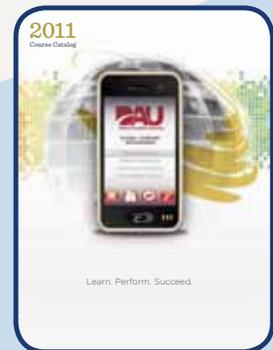


Major Brockington and Dr. McMichael.

## 2011 CATALOG HAS ARRIVED!

DAU has another great year in the works, with new training and services to offer the acquisition workforce! Another year means another catalog released, and the DAU 2011 Catalog is now available for viewing at < <http://icatalog.dau.mil/onlinecatalog/doc/catalog2011.pdf> > .

Print copies are limited, but if you’d like a copy, please send an e-mail to Donna Reece at < [donna.reece@dau.mil](mailto:donna.reece@dau.mil) > or to Student Services at < [student.services@dau.mil](mailto:student.services@dau.mil) > . Remember, the most current catalog information can be found on the iCatalog at < <http://icatalog.dau.mil> > .



## DIRECTIVE-TYPE MEMORANDUM (DTM) 10-015 “REQUIREMENTS FOR LIFE CYCLE MANAGEMENT AND PRODUCT SUPPORT” ISSUED BY USD(AT&L)

The Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)) issued a vitally important new Directive-Type Memorandum (DTM) 10-015 entitled “Requirements for Life Cycle Management and Product Support” on Oct. 6, 2010. A copy of the signed memorandum is available for download on the DAU Logistics Community of Practice (LOG CoP) Product Support Manager (PSM) website < <https://acc.dau.mil/psm> > .

This new DTM establishes policy to implement and institutionalize the requirements of Section 805 of the FY10 National Defense Authorization Act (Public Law 111-84), which directed a number of changes to DoD policies designed to improve weapon systems life cycle management and product support by establishing new requirements that directly impact acquisition, fielding, and sustainment decisions. The DTM states that “it is DoD policy that a mandatory Product Support Manager (PSM) position shall be identified and assigned for each ACAT I and ACAT II system and filled by a properly qualified Military Service member or full-time employee of the Department of Defense.” Benefits to the DoD, the military Components, the warfighter, weapon system program offices, industry partners, and yes, even the taxpayers by the establishment of this new PSM position are many, and will likely include, but are by no means limited to:

- Focuses on desired performance outcomes
- Enhances DoD weapon system product support
- Potential for decreased life cycle product support costs
- Key leadership support to the PM
- Facilitates Life Cycle Management (LCM)
- Clearly delineates inherently governmental product support functions
- Helps achieve long-term best value outcomes

- Establishes clearer lines of authority
- Clearly articulates roles and responsibilities
- Standardizes product support terminology
- Further integrates acquisition and sustainment
- PSM required to be KLP for MDAPs and CAP for all other major weapons systems
- Identifies the LCSP as vehicle to document product support strategy
- Includes use of analytical tools (including BCAs) to support sustainment strategy decisions
- Enhances enterprise opportunities
- Ties directly to new product support business model
- Product Support Integrator/Product Support Provider selection based on best value
- Greater post-IOC visibility

Bill Kobren, DAU’s Logistics and Sustainment Center Director, regularly discussed the subject of the PSM on his blog over the last year, including those

listed below. However, now that the DTM has been issued, much remains to be done. Near-term, the Components will be developing and issuing implementation policies of their own, and identifying top-notch personnel to fill new PSM positions. Kobren continues to periodically blog about progress, issues, and best practices in the coming weeks and months.

Establishment of the PSM position is a truly significant milestone in the annals of product support and weapon system sustainment planning and execution, and our intent is to help provide the information, references and resources needed by our Life Cycle Logistics workforce as DoD implements this new policy.



**THE UNDER SECRETARY OF DEFENSE**  
3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

October, 6, 2010

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Directive-Type Memorandum (DTM) 10-015 – Requirements for Life Cycle Management and Product Support

References: See Attachment 1

Purpose. This DTM:

- Establishes policy in accordance with DoD Directive 5134.01 (Reference (a)) to implement and institutionalize the requirements of section 805 of Public Law 111-84 (Reference (b)). Reference (b) directs a number of changes to DoD policies designed to improve weapon systems life cycle management and product support by establishing new requirements that directly impact acquisition, fielding, and sustainment decisions.
- Is effective upon its publication to the DoD Issuances Website; it shall be incorporated into DoD Instruction (DoDI) 5000.02 (Reference (c)), DoDI 5000.66 (Reference (d)), the Defense Acquisition Guidebook (Reference (e)), and the Defense Acquisition Workforce Career Management Manual (Reference (f)). This DTM shall expire effective April 4, 2011.

Applicability. This DTM applies to:

- OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (hereafter referred to collectively as the “DoD Components”).
- Acquisition Category (ACAT) Program Levels: Major Defense Acquisition Programs (ACAT I), major weapon systems (ACAT II) programs, and former ACAT I/II programs that are post-Initial

DTM 10-015  
OCT 07 2010

Operational Capability (IOC) or no longer have program managers (PMs) reporting to Component Acquisition Executives (CAE).

Definitions. See Glossary.

Policy. It is DoD policy that a mandatory Product Support Manager (PSM) position shall be identified and assigned for each ACAT I and ACAT II system and filled by a properly qualified Military Service member or full-time employee of the Department of Defense.

Procedures. See Attachment 2 for changes to be included in Reference (c). See Attachment 3 for changes to be included in Reference (d). See Attachment 4 for changes to be included in Reference (e). See Attachment 5 for changes to be included in Reference (f).

Releasability. UNLIMITED. This DTM is approved for public release and is available on the DoD Issuances Website at <http://www.dtic.mil/whs/directives>.

  
Ashton B. Carter, P.D., ACTING

Attachments:  
As stated

## INTERNATIONAL SOCIETY OF LOGISTICS 2010

DAU was represented by David S. Floyd, Logistics and Sustainment, at the International Society of Logistics (SOLE) 45th Annual International Logistics Conference and Exhibition, in Dallas, Texas, Aug. 17-19. Floyd's presentation was entitled "Transforming Logistics for Fast Jets: a United Kingdom Success Story" The overall theme of the conference was "Global Logistics Sustainability."

The opening keynote speakers were Charles E. Freese, Executive Director, Global Fuel Cell Activities, General Motors Corporation; and Shannon E. Cunniff, Director, Chemical and Material Risk Management, Office of the Under Secretary of Defense for Acquisition, Technology and Logistics. Freese presented an overview of the logistic challenges, both in developing cars with hydrogen fuel cell technology and supporting them by strategically locating recharging stations. Cunniff raised risk concerns about the growing number of different chemicals and materials used in technology and manufacturing that we know very little about in terms of their toxicity to humans and the environment. She also made a strong case for DoD going green.

Randy Fowler, Assistant Deputy Under Secretary of Defense for Materiel Readiness, and Nicholas Torelli, Deputy Director, Office of the Director, Defense Research and Engineering/Systems Engineering, debated the progress made in "Achieving Product Support in an Era of Acquisition Reform" in an opening plenary session. After the plenary, SOLE awarded Fowler its 2010 Eccles Medal in recognition of his outstanding DoD career achievements in the development, delivery, and administration of logistics education and professional development.



**Mr. Fowler accepting the 2010 Eccles Medal from Mr. Erb.**

## DLA JOINS THE LCL DEFENSE ACQUISITION WORKFORCE

On Aug. 6, 2010, Nancy Heimbaugh, DLA Director, Acquisition Management, announced that approximately 3,000 DLA logisticians will join the Life Cycle Logistics (LCL) Defense Acquisition Workforce.

The inclusion of DLA will provide for a better equipped workforce, which will improve our ability to provide efficient and effective life cycle sustainment to our customers, says Heimbaugh. One of the opportunities for improved support outlined in the DLA Strategic Plan is to forge stronger performance-based logistics partnerships to bring the best of public and private capabilities to support program managers (PMs) and product support managers (PSMs). Developing our logistics workforce and raising awareness and understanding of the full life cycle planning process will certainly enhance DLA's ability to achieve this strategic goal.

DLA is currently in the final stages of the planning process, prior to the release of its first spiral of LCL Defense Acquisition Workforce Improvement Act of 1990 (DAWIA) coded positions. The long-term strategy is to assign the LCL requirement to the position descriptions (positions are coded; employees are impacted based on their positions being coded) of approximately 500 employees per fiscal year beginning FY11 and concluding by the end of FY16. Targeted positions range from entry-level supply intern positions to the Senior Executive Service level. Coding the range of grades will provide for career progression commensurate with the level of involvement and responsibility required to successfully build relationships with the PMs and PSMs. This effort spans across the DLA enterprise from the DLA Headquarters, at Fort Belvoir, Va., to the primary level field activities (DLA Aviation in Richmond, Va.; DLA Distribution in New Cumberland Pa.; DLA Land and Maritime, Columbus, Ohio; and DLA Troop Support, Philadelphia, Pa.).



If you have training and development questions, always begin with your local agency travel or quota management point of contact—typically located in your training, human resources, or acquisition offices—for agency-specific guidance.

**ACQTAS Help Desk** (for registration or ACQTAS issues) 703-645-0161 or < [acqtashelp@asmr.com](mailto:acqtashelp@asmr.com) > . Hours of Operation: 7:30 a.m. to 5:30 p.m., EST.

**ACQTAS Travel Technician**, 703-645-0161 (commercial), 703-645-0432 (fax), or < [ACQTAStravel@asmr.com](mailto:ACQTAStravel@asmr.com) > .

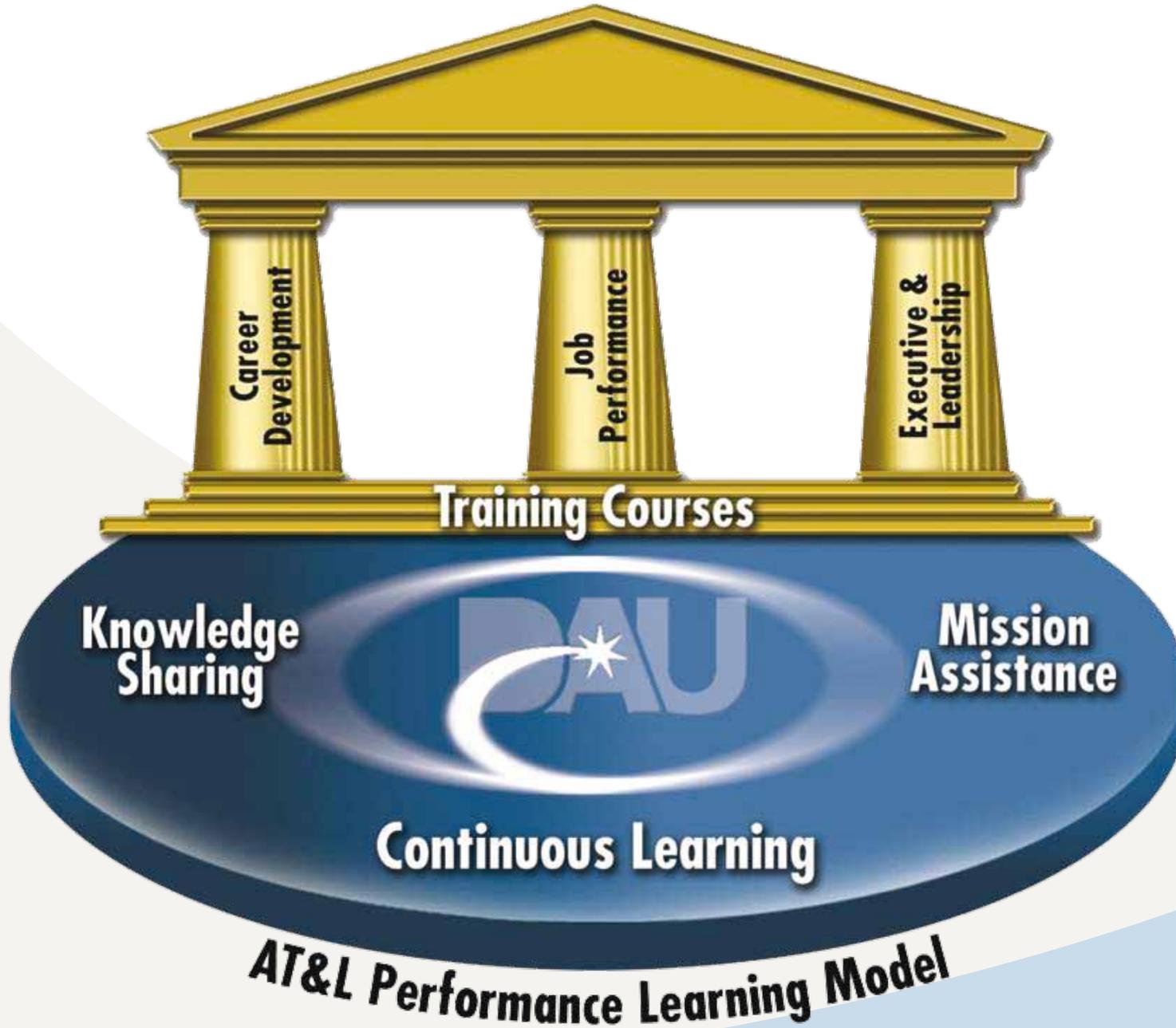


**DAU Student Services** (general information and questions about welcome messages) < [student.services@dau.mil](mailto:student.services@dau.mil) > , 703-805-3003/DSN 655-3003, or toll-free 888-284-4906.

**DAU Virtual Campus Help Desk** (questions on distance learning courses and continuous learning modules) < [dauhhelp@dau.mil](mailto:dauhhelp@dau.mil) > , 703-805-3459, or toll-free 866-568-6924/DSN 655-3459 (choose option 1).

We hope you find this newsletter informative. Let's collectively commit to providing outstanding support to our 4th Estate Defense Acquisition Workforce.





**THE AT&L PERFORMANCE LEARNING MODEL (PLM) ENSURES THAT ALL LEARNING ACTIVITIES ARE FOCUSED ON ENHANCING JOB PERFORMANCE AND WORKPLACE CAPABILITY TO ENABLE THE DEFENSE ACQUISITION WORKFORCE TO ACHIEVE MISSION GOALS.**