A photograph of a football field from an elevated perspective, looking down the center. The field is green with white yard lines and a goalpost is visible in the distance. The text is overlaid on the field.

PRACTICE LIKE YOU PLAY

Lt Col Chad Millette



Becoming a "Chaosmeister"

John Higbee

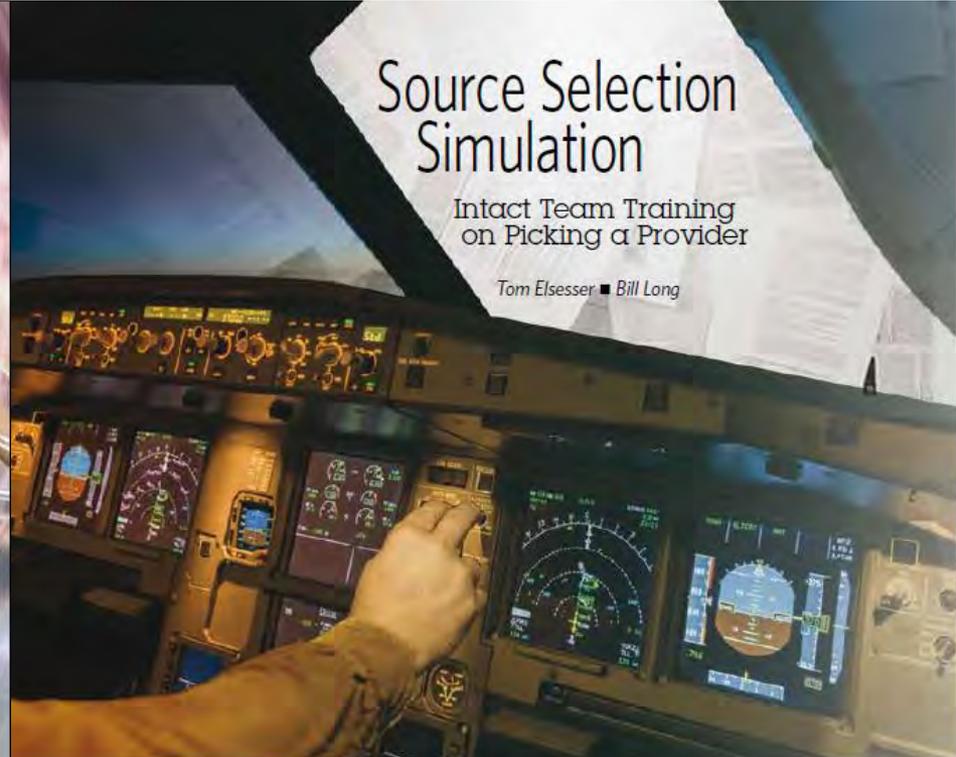
"These are the times that try [our] souls." What was said in Revolutionary War times seems as apt today. Resources are shrinking. Our workforce is changing significantly with the departure of the baby boomers. The warfighter's needs are in great flux, creating instability in Department of Defense (DoD) and military Services requirements. The gulf between Congress and the Executive Branch continues to widen, causing inconsistent direction and uncoordinated oversight. Industry is changing how it works with DoD, adding to the turmoil. Defense acquisition, always a tough job, is getting tougher.

Is the defense acquirer's job in a "no-win" situation? It depends on our perspective.

If we approach the challenge purely as administrators of processes, who can only do what we are explicitly told to do, we are indeed in for an unrewarding, unfulfilling time.

If we approach the challenge as operators—committed to innovating and adapting tools and processes to support our goals, creating networks and coalitions that can enlarge our ability to advance our projects, striving to understand the chaotic operational environment of federal and defense acquisition, and leveraging opportunities that come from that understanding—we can achieve results beyond our most positive expectations.

Higbee is director of Mission Assistance and Knowledge Repository at the Defense Acquisition University at Fort Belvoir, Virginia.



Source Selection Simulation

Intact Team Training
on Picking a Provider

Tom Elsesser ■ Bill Long

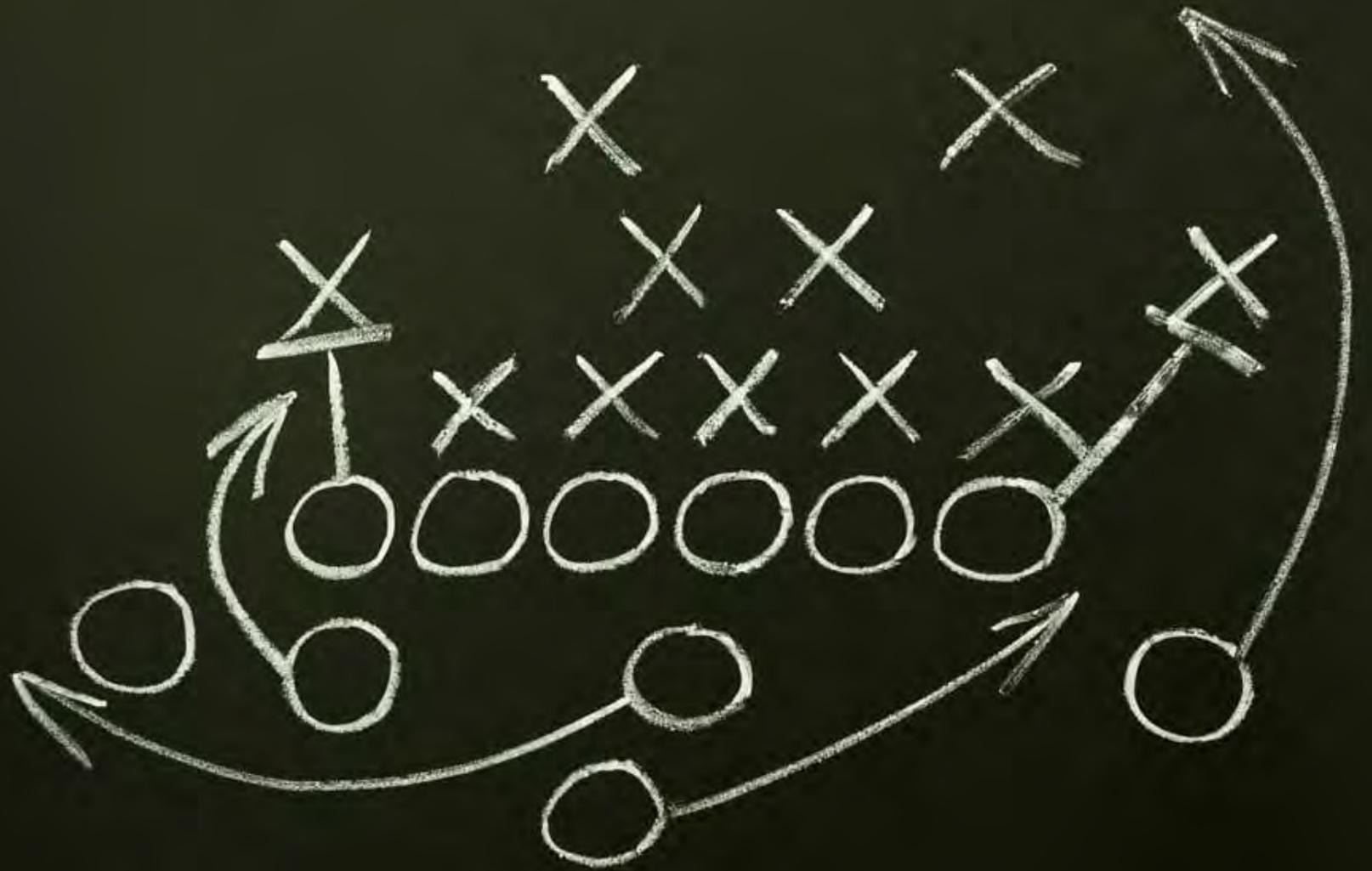
Our Defense Acquisition Workforce struggles with a shortage of employees skilled in source selection—the art or science of choosing a provider for a product or service. The significant lack of experience is due to the recent hiring of many new workforce members, and few of these have been through the highs and lows of essentially a sequestration while determining the most likely offeror. Col. (Brig. Gen. select) Cameron G. Holt, then serving as director of contracting for Air Force Life Cycle Management Center (AFLCMC/Contracting Organization) at Eglin Air Force Base in Florida, identified this concern and spoke with Defense Acquisition University (DAU) Professor Bill Long about ways to resolve this dilemma.

While he was developing contingency contracting training, Long came up with the idea of developing an interactive development platform. This would allow the team to develop from remote locations and also record the results in a DVD, to allow troops in remote locations access to Federal Acquisition Regulation (FAR), Defense Federal Acquisition Regulation Supplement (DFARS), policies, procedures, templates and

Elsesser and Long are professors of contracts at the Defense Acquisition University-South Region. Elsesser is program manager for the Source Selection Simulation and Long is program manager for the Acquisition Planning Strategy simulation.



















PARACHUTE PACKING
& INSPECTION DATA





WA
299

WA

WA
65 AGRS
AF80000

SI



Equator

★ Quito

ECUADOR

Guayaquil

Iquitos

Piura

Río Marañón

Río Ucayali

Trujillo

Huánuca

PERU



FOOTBALL AND USAF PILOT TRAINING

1. The Fundamentals - blocking and tackling; how to fly a plane
2. The 'system' – offensive / defensive plays; how the unit flies
3. Practice – run the plays; home station sorties / simulator time
4. Scrimmage – play against an opponent; exercises like Red Flag
5. Execute – games that count in W/L; live missions

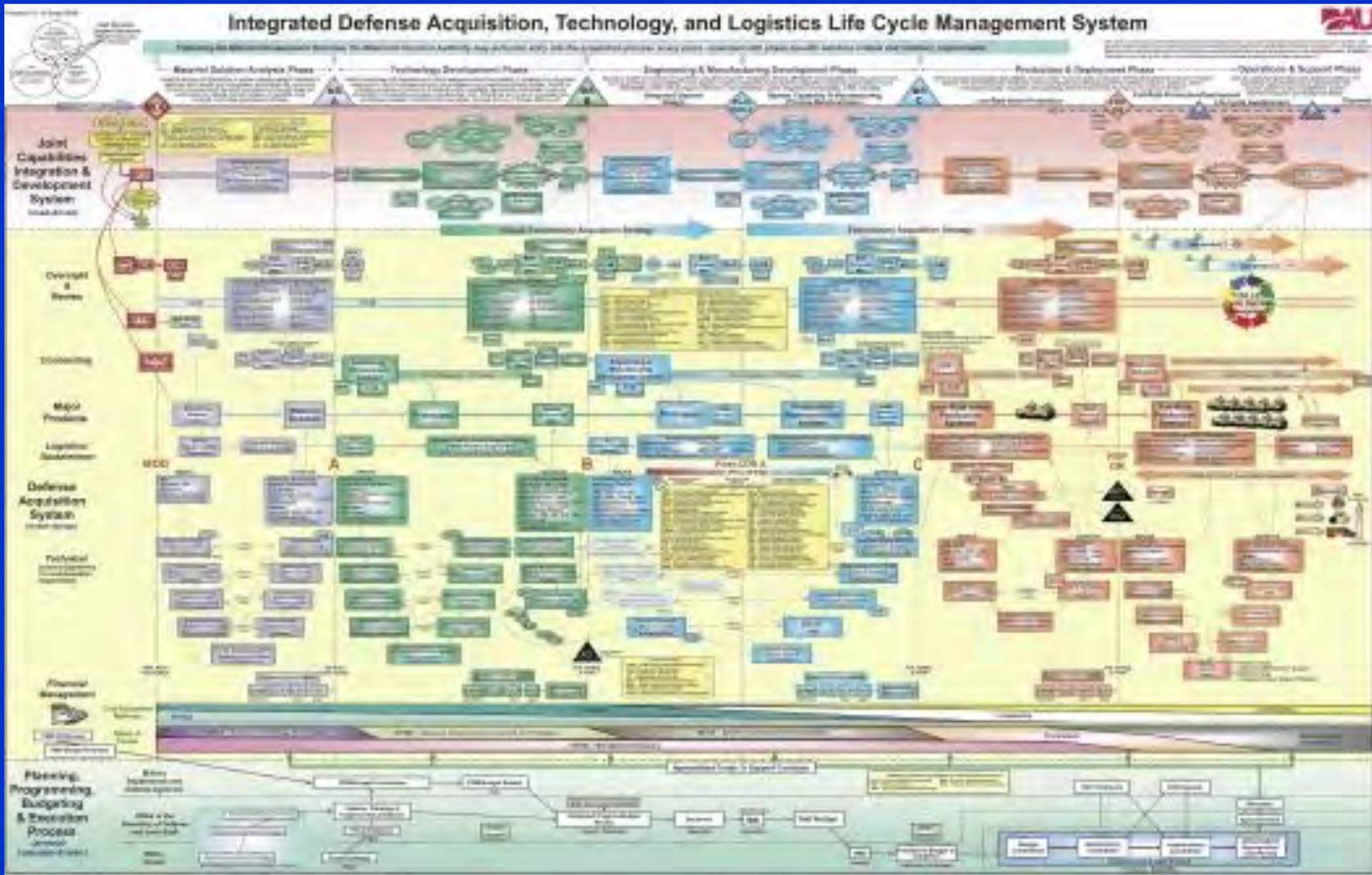
HOW ABOUT ACQUISITION TRAINING

1. The Fundamentals
 - DAU / Initial Skills Training
2. The 'system'
 -
3. Practice
 -
4. Scrimmage
 -
5. Execute the mission
 - Managing a program in a SPO

WHAT WOULD IT LOOK LIKE

1. The Fundamentals – DAU and Initial Skills Training
2. The ‘system’ – *Program Office specific process training*
3. Practice – *Program Office exercises / simulations*
4. Scrimmage – *Center / Service-wide exercises / simulations*
5. Execute – Managing programs in SPOs

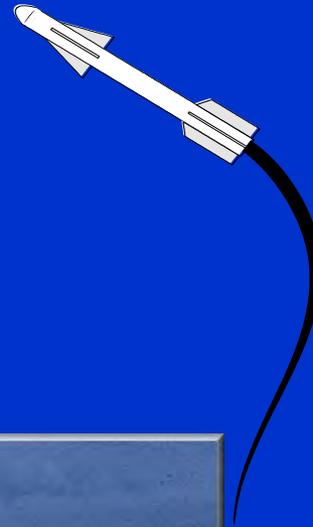
THE FUNDAMENTALS



THE SYSTEM 'PRACTICE'



SCRIMMAGE



RECOMMENDATION

- Make acquisition training more robust; football / pilot training models
 - DAU / AFIT assist program offices in developing training
 - Require PMs to get “checked out” before performing actual mission
 - Acquisition centers develop / reinstitute acquisition exercises

Acquisition Program Managers Practice Like They Play!

CONCLUSION

**“I’M A STRONG BELIEVER THAT YOU PRACTICE
LIKE YOU PLAY, LITTLE THINGS MAKE BIG
THINGS HAPPEN.”**

TONY DORSETT

© Lifehack Quotes



***“We want all participants to
experience their first 10 combat
mission sorties here at Red Flag, as
it will increase their survivability
tenfold when involved in fighting
real wars” – 1Lt Paul Heins, Deputy
Chief, 547th Intelligence Squadron***



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