



DEFENSE ACQUISITION UNIVERSITY

Learn. Perform. Succeed.



The Expanded International Acquisition Career Path (IACP)

**Acquisition Insight Focus Days
June 23, 2015**

*Prof DT Tripp (duane.tripp@dau.mil)
Center Director, International Acquisition
Defense Systems Management College*



The Expanded International Acquisition Career Path (IACP)

Theme

Created to address problems executing international programs

Evolving to leverage opportunities driven by guidance changes



Main Topics

The Environment

Changing the Culture

Training the Workforce

Take Aways



The Environment



Environment demands we change the way we train international acquisition professionals



International Acquisition & Exportability (IA&E)

New term used in DoDI 5000.02



Provides foundation for current DAU training

The Scale of FMS

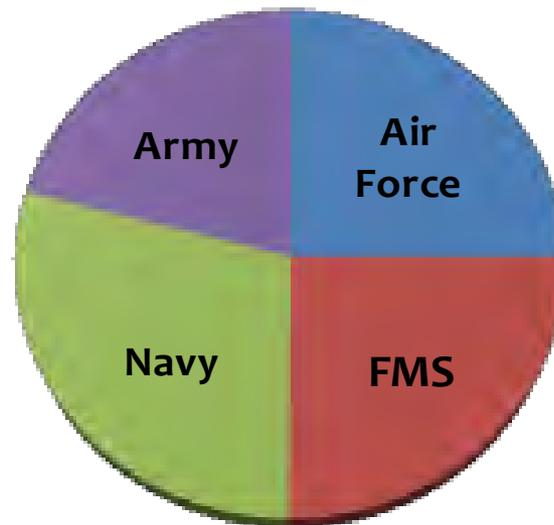
FMS and Service Procurement: 5 Year Average, FY10-14

#1. \$45.1 Billion Navy (incl. USMC)

#2. \$39.0 Billion FMS

#3 \$38.8 Billion Air Force

#4 \$32.4 Billion Army

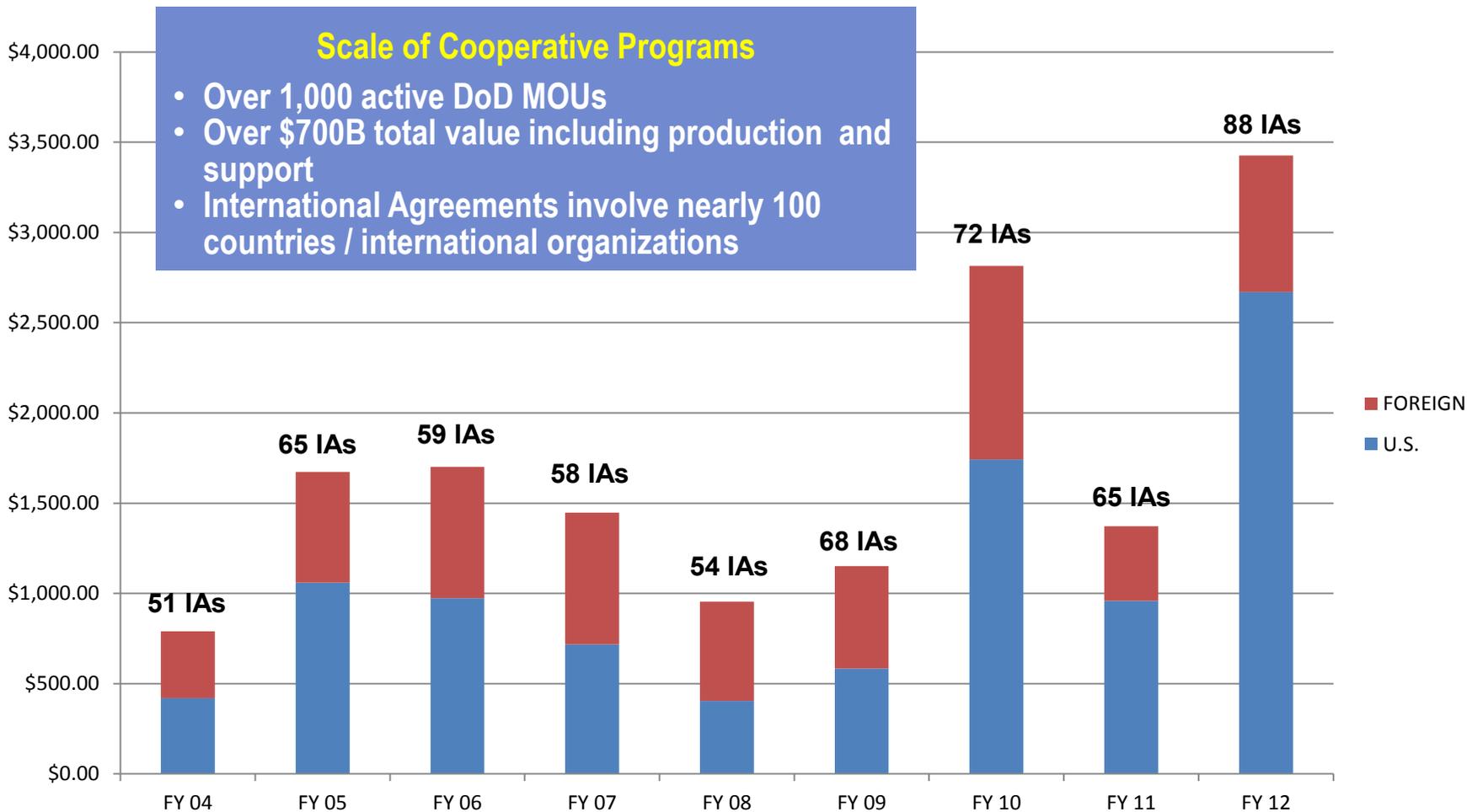


Benefits to the U.S.

- Builds U.S.-partner relationships
- Interoperability
- Lowers unit costs for the U.S. DoD
- Maintain production lines
- Dollars into the U.S. economy
- Jobs



Cooperative Programs



This graph reflects only cooperative R&D MOU contributions

IA = International Agreement



Major IA&E Policy Summary

Allied and Coalition Partner Interoperability

- Establish JCIDS attributes for equipment interoperability

Acquisition Strategy

- Integrate IA&E considerations at each milestone/decision point

Program Protection Planning

- Consider TSFD and exportability throughout life-cycle

International Cooperative Programs (ICPs)

- Consider partnership opportunities throughout life-cycle

Defense Exportability Features (DEF) (BBP 2.0)

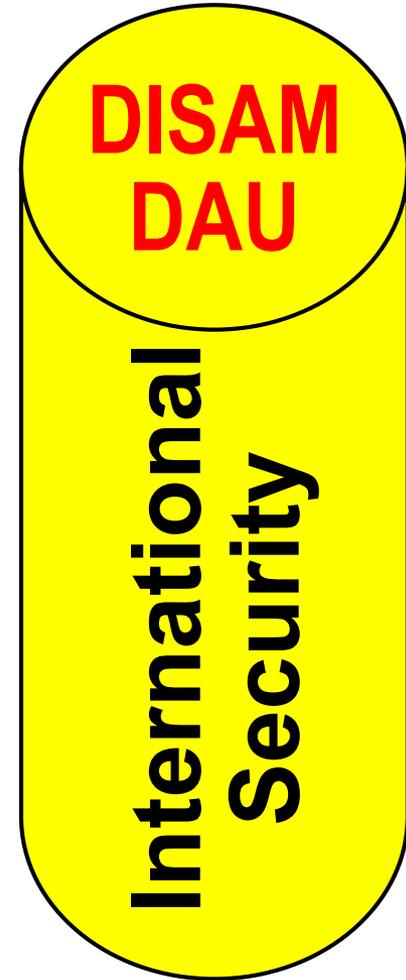
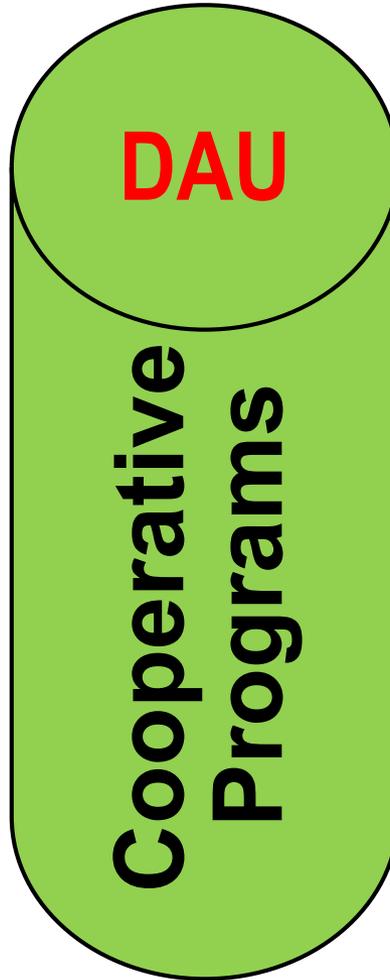
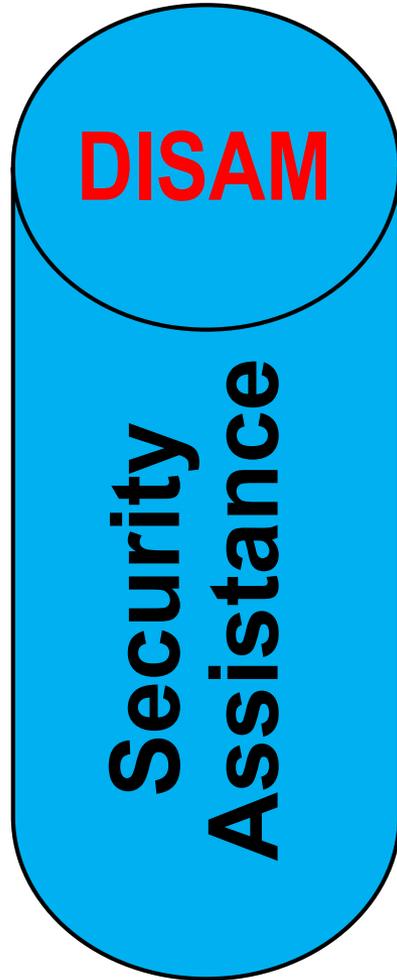
- Develop/incorporate technology protection features during the R&D phase

Better Buying Power (BBP 3.0)

- Improve DoD outreach for technology and products from global markets



Traditional Perspectives



How have we trained the workforce?

Changing the Culture



In the past when did we first consider Foreign Military Sales, an International Cooperative Program, or Technology Security and Foreign Disclosure?

- In production phase after receipt of a Letter of Request (LOR)**
- In early development only when directed by OSD**
- For many in the Acquisition Workforce, never – if they could get away with it**





Major Events

1990

- **DAWIA required positions - joint development with other government agencies and countries**
- **Separate career field not established**

2007

- **USD(AT&L) established International Acquisition Career Path (IACP) attached to PM Career Field**
- **International positions coded to require training**

2014

- **USD(AT&L) expands IACP to allows coding of positions in any functional area**
- **DACMs currently identifying and coding positions**

2015

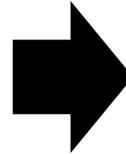
- **BBP 3.0: Improve knowledge base of acquisition professionals on foreign solutions & int'l processes**
- **Target positions are PMs and SCO personnel**



Changing the International Acquisition Culture

Conventional

- Separate ICP, FMS, DCS business planning
- Sequential, stove-piped transaction mechanisms
- Reactive TSFD and export control policy development
- Exportability mods to U.S. design by launch partners/customers



IA&E

- Integrated international business planning
- Multiple, parallel transaction mechanisms
- Early TSFD and export control policy engagement
- Design for exportability throughout the acquisition life cycle

Improved Outcomes for DoD, Allies, and Friends!

Training the Work Force





Expanded International Acquisition Career Path (IACP)

Objective: *Provide required IA&E training to DAW members, other DoD/USG personnel, and DoD contractors via DAU courses and learning assets*



IACP Management Process

DACMs identify and designate INTL positions



Military and civilian personnel systems coded and annotated to reflect required training and status



Designated personnel complete required training

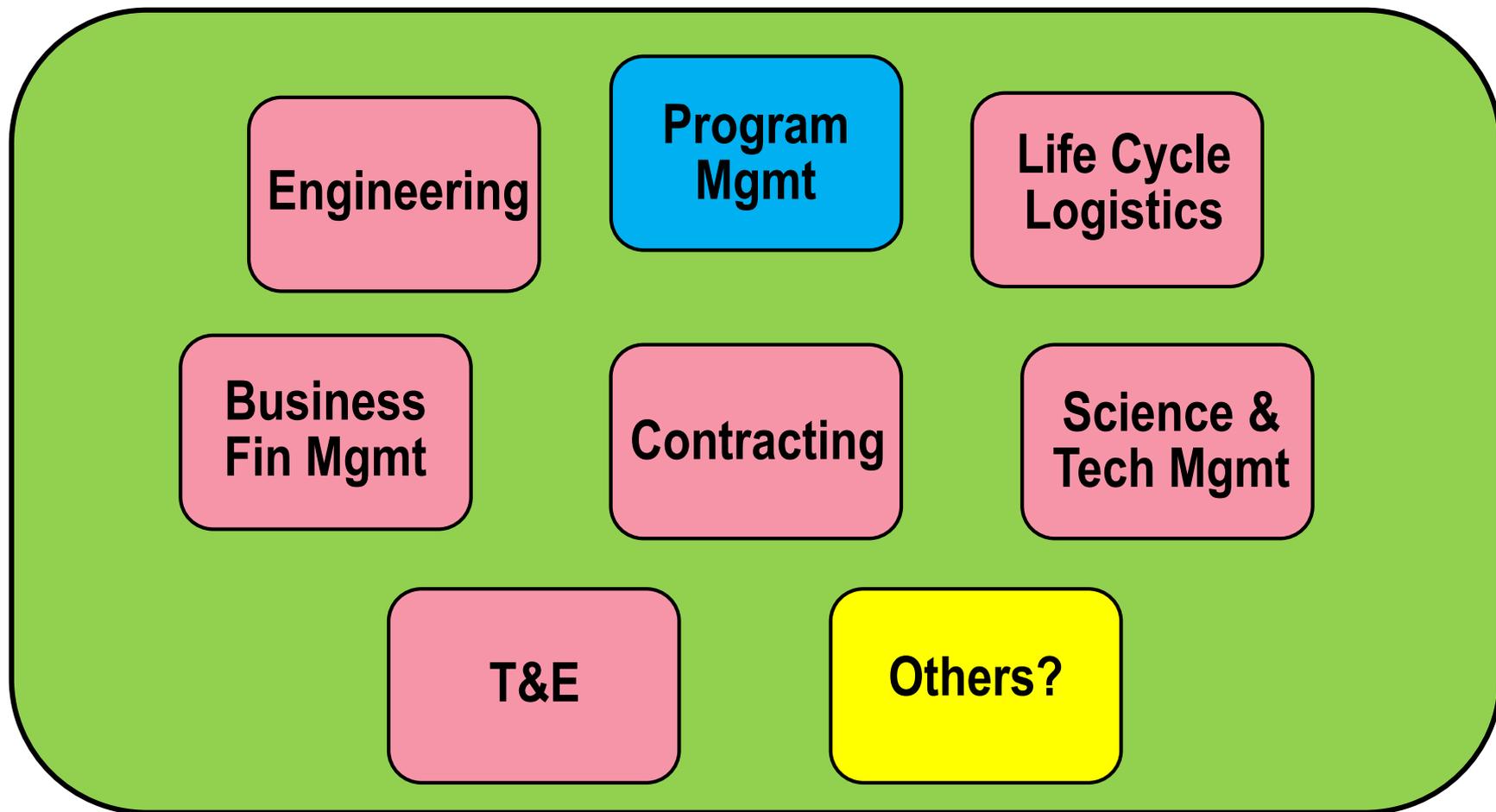


DAU transcripts will reflect training completion

How completion of required training is recognized is a DoD Component responsibility



Potential Career Field Impact



DCPDS/MILDEP Coding Efforts → “New Reality”



International Positions

- Duties that involve implementing or providing support to international programs or projects:
 - Associated with an [Acquisition Strategy with an international system or cooperative opportunity identified](#).
 - Associated with an existing AT&L [cooperative international agreement](#), or upon submission or approval of a Summary Statement of Intent for a potential AT&L international agreement.
 - Associated with an approved [FMS Letter of Offer and Acceptance](#) for purposes of International sale, lease, or logistics support of U.S. major defense equipment.
 - [Designated](#) an international program/project or high-potential future foreign sales program by the USD (AT&L) or Component Acquisition Executive, or as further delegated



IACP Training Requirements Catalog Depiction

Past

Requirements included in PM “Career Field Certification and Core Plus Development Guide”

Current

Requirements provided in “International Acquisition Training Standards & Core Plus Development Guide”



IACP iCatalog

TRAINING STANDARDS & CORE PLUS DEVELOPMENT GUIDE INTERNATIONAL ACQUISITION

Type of Duty	Representative Activities
International Cooperative Programs (ICP)	Managing or supporting planning or executing cooperative programs with international partners conducted under the terms of an international agreement to include projects or programs ranging from cooperative science and technology to major system development and production.
Defense Sales and Transfers	Managing or supporting planning or executing of foreign military sales, building partner capacity, and/or hybrid direct commercial sales programs.
Acquisition Strategy Development	Analyzing cooperative opportunities, conducting analyses of alternatives, and integrating international acquisition and exportability considerations into a program's acquisition strategy.
Technology Security and Foreign Disclosure (TSFD)	Supporting development or implementation of exportability-related technology security, foreign disclosure, or export control policies and positions.

Core Training Standards *(required for this career path)*

Acquisition Training	<ul style="list-style-type: none"> ● ACQ 101 Fundamentals of Systems Acquisition Management ● ACQ 202 Intermediate Systems Acquisition, Part A
Functional Training	<ul style="list-style-type: none"> ● ACQ 120 Fundamentals of International Acquisition (FIAC) ● ACQ 130 Fundamentals of Technology Security/Transfer (FTS/T) ● ACQ 230 International Acquisition Integration (R)
Education	As required by the Career Field
Experience	As required by the Career Field

Unique Position Training Standards

ALL ICP Duty Types (See note 7 below)	● PMT 304 Advanced International Management Workshop (R)
ALL TSFD duty types (see note 7 below)	● PMT 313 Advanced Technology Security/Control Workshop (R)



IACP iCatalog

Core Plus Development Guide (desired training)	Type of Duties			
	ICP	Def Sales and Trans	Acq Strat Dev	TSFD
Training				
CLC 027 Buy American Statute	✓	✓	✓	✓
CLC 052 Contracting with Canada WC)	✓	✓	✓	✓
CLC 125 Berry Amendment	✓	✓	✓	✓
CLE 022 Program Manager Introduction to Anti-Tamper	✓	✓	✓	✓
CLE 068 Intellectual Property and Data Rights	✓	✓	✓	✓
CLI 001 International Armaments Cooperation (IAC), Part 1	✓			
CLI 002 International Armaments Cooperation (IAC), Part 2	✓			
CLI 003 International Armaments Cooperation (IAC), Part 3	✓			
CLI 004 Information Exchange Program (IEP), DoD Generic	✓			
CLI 005 RDT&E (IEP) Army-Specific	✓			
CLI 006 RDT&E (IEP) Navy-specific	✓			
CLI 007 Technology Transfer and Export Control	✓	✓	✓	✓
Education				
As required by the Career Field				
Experience				
As required by the Career Field				

- Notes:**
- 1** The Core Certification/Training Standards section lists the training and/or education and experience REQUIRED for certification at this level or training for this career path.
 - 2** "(R)" following a course title indicates the course is delivered as resident-based instruction.
 - 7** Workforce members assigned to the position(s) identified in the Unique Position Training Standards section should meet the training standard(s) identified within 12 months of assignment.
 - 11** Workforce members assigned to the position(s) listed in the Unique Position Training Standards section MUST meet these training standard(s) within 24 months of assignment.



What's the Plan?

- Jan – Mar 2015:
 - DACMs initiate initial IACP survey/coding effort
 - Actions to mitigate low FY 2015 DAU international course fill rates
- Jul – Dec 2015:
 - DACMs complete/report IACP coding effort
 - DAU Student Info System (SIS) mod adds course requirements for IACP positions
 - DAU assesses/adjusts throughput needs for CY 2016
- CY 2016:
 - DAU completes development of “capstone” IACP ACQ 380 course
 - IACP changes introduced in other DAU courses (BBP 3.0)
- CY 2017:
 - DAU fields ACQ 380 course
 - Follow-on international workforce survey/review

Take Aways





Take Aways

Prediction

International Acquisition and Exportability (IA&E) emphasis within DoD will continue to increase as U.S. and foreign budgets decrease

Advice

Take advantage of the International Acquisition Career Path (IACP) DAU training and when in doubt, “get professional help” from your DoD Component International Program Organization (IPO), OSD (AT&L/IC, DSCA, and/or DTSA) or DAU

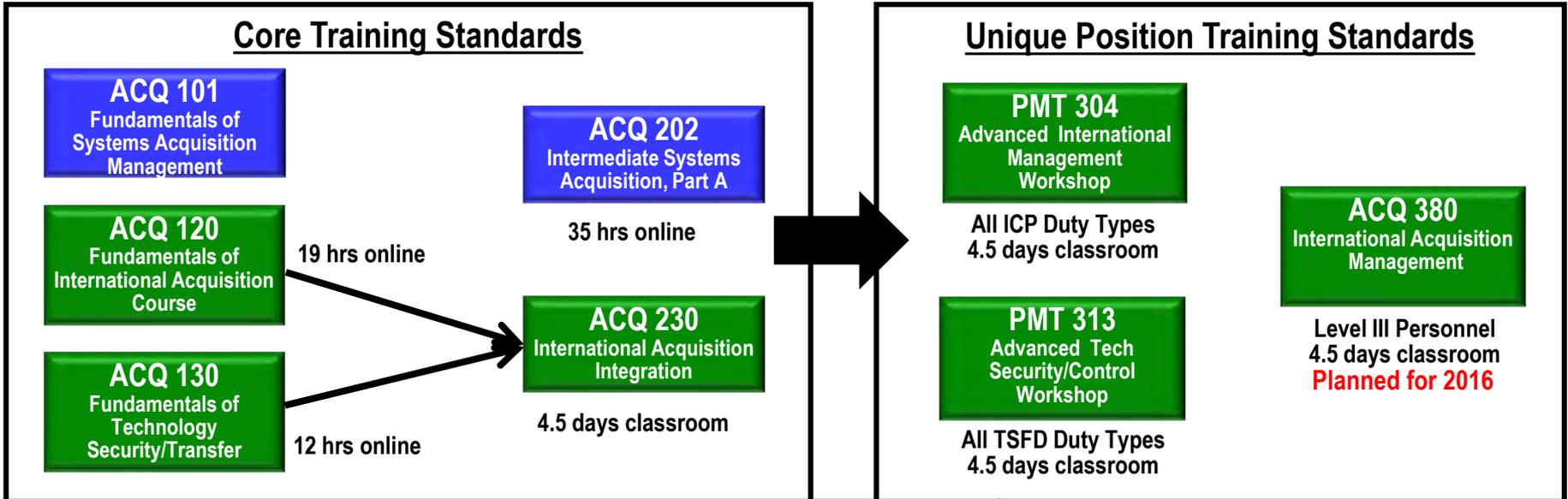
Observation

“It takes a village.....”

Questions????



Expanded IACP



Core Plus Development Guide		Type of Duties			
Desired Training		ICP	Def Sales	Acq Strat	TSFD
CLC 027	Buy American Act	✓	✓	✓	✓
CLC 052	Contracting with Canada	✓	✓	✓	✓
CLC 125	Berry Amendment	✓	✓	✓	✓
CLE 022	Program Manager Introduction to Anti-Tamper	✓	✓	✓	✓
CLE 068	Intellectual Property and Data Rights	✓	✓	✓	✓
CLI 001/002/003	International Armaments Cooperation (IAC), Part 1/2/3	✓			
CLI 004	Information Exchange Program (IEP), DoD Generic	✓			
CLI 005/006	RDT&E (IEP) Army-Specific/RDT&E (IEP) Navy-Specific	✓			
CLI 007	Technology Transfer and Export Control	✓	✓	✓	✓



DAU Training Courses

100 Level

- Two new 100-level distance learning courses
- ACQ 120, Fundamentals of International Acquisition
 - ACQ 130, Fundamentals of Technology Security/Transfer

200 Level

- One new resident course fielded in FY15
- ACQ 230, International Acquisition Integration
 - PMT 202 and PMT 203 retired in 2014

300 Level

- PMT 304, Advanced International Management Workshop (**Becomes ACQ 340 in FY16**)
- PMT 313, Advanced Technology Security/Control Workshop (**Becomes ACQ 350 in FY16**)
- ACQ 380, International Acquisition Management (**Planned**)



International CL Modules (CLMs)

	Name	Last Update
CLI 001	International Armaments Cooperation (IAC), Part 1	January 2014
CLI 002	International Armaments Cooperation (IAC), Part 2	July 2013
CLI 003	International Armaments Cooperation (IAC), Part 3	July 2013
CLI 004	Information Exchange Program (IEP), DoD Generic	July 2013
CLI 005	RDT&E (IEP) Army-Specific	March 2015
CLI 006	RDT&E (IEP) Navy-Specific	November 2011
CLI 007	Technology Transfer and Export Control	March 2015



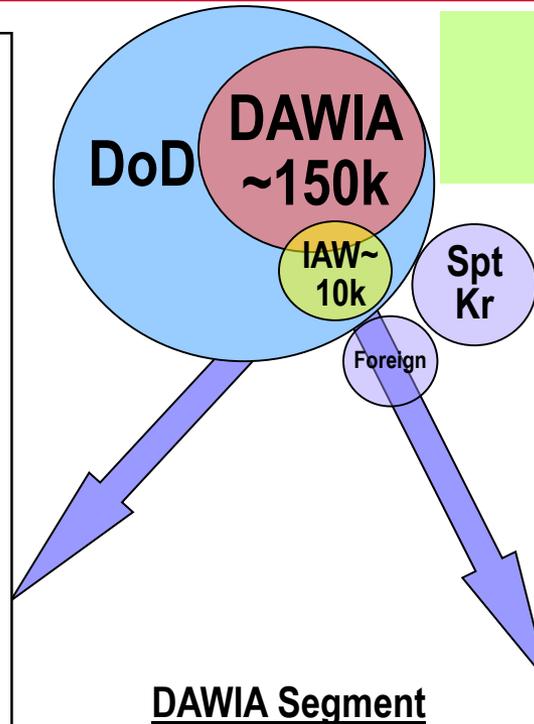
International Acquisition Workforce Magnitude

Security Assistance

SCO Personnel	681
Regional Centers	384
Field Agencies	801
DSCA Activities	230
DSCA HQ	280
COCOMS/MAJCOMS	28
Army	1561
Navy	717
Air Force	2006

Work Years 6688

Or approximately 10,000 People



Non-DoD IAW Elements Include:

- Foreign Exchange and Liaison Officers
- Cooperative Program Personnel
- Numerous Support Contractors

Armaments Cooperation

SCO Personnel	50
Field Agencies	360
COCOMS/MAJCOMS	40
Army	20
Navy	25
Air Force	25

520 People

Dedicated: PM, Contracting, BCF, Logistics
 Part time: PQM, SPRDE, T&E, S&T

Non-DAWIA

Operations, Plans, Intel, Ops Logistics, Policy

Estimated 30% are DAWIA Workforce ~ 3-4000 People



International Positions (2)

September 2014 Revised Position Category Description (PCD)

- Duties that involve implementing or providing support to:
 - Managing an international defense acquisition program/project or a significant portion or support an international defense acquisition program/project (e.g. life cycle logistics, contracting, systems engineering, business – financial management, test & evaluation, information technology, production, quality & manufacturing) [multiple career fields]
 - Responsibilities may be broad (e.g., PM, DPM, PSM, PEO, or Deputy Assistant Secretary (International Programs)) or focused (e.g., Assistant PM, contracting officer, or test engineer for a particular function), and may be operational or staff in nature.
 - Supporting development or implementation of technology security, foreign disclosure, or export control policies and positions



“The Other IACP”

AT&L Directed

International Acquisition Career Path

- Any career field
- Requirement: AT&L memo
- Initiation: Positions coded by DACM
- Criteria: Training Standards & Core Plus Development Guide
- Recognition of Completion: Up to DACM

DSCA Directed

International Affairs Certification Program

- Many functional areas
- Requirement: DSCA Directive 5012, April 2008
- Initiation: On-line application
- Criteria: DSCA website
- Recognition of Completion: Certificates (Level I, II, III)



Cooperative Opportunities

- **10 USC 2350(a) requires Cooperative Opportunities Document before 1st milestone or decision point**
- **Statutory Cooperative Opportunities requirement is addresses in DoDI 5000.02**
 - **Due at first program milestone review**
 - **Documented in Acquisition Strategy or equivalent document**
 - **Required for MDAP, MAIS, ACAT II & III**
 - **Approved by Milestone Decision Authority (MDA)**

DoDI 5000.02, Table 2 (Milestone and Phase Information Requirements), Page 47



Defense Exportability Features (DEF) **Pilot** Program

- **FY11 NDAA directed SECDEF to “carry out a pilot program to develop and incorporate technology protection features in a designated system during the research and development phase of such system.”**
- **FY12 NDAA Amendment – Industry to share at least half the cost of the pilot program**
- **FY14 Amendment – Extends pilot program through Oct. 1, 2020**
- **Program Scope/Status**
 - **Identify MDAPs for which there is significant anticipated export demand and whose technical aspects are amenable to DEF**
 - **Pilot program to provide funding to evaluate exportability and facilitate planning for, design, and incorporation of exportability features during RDT&E**
 - **AT&L selects candidate programs; most are pre-Milestone A**



FY12 DEF Pilot Programs

OUSD(AT&L) International Cooperation

Programs	MILDEP	Contractor	Milestone
Joint Proximity/Height of Burst Fusing (HOBFB)	Army	Picatinny Arsenal	Non-MDAP
Army Integrated Air and Missile Defense (AIAMD)	Army	Northrop Grumman	Post-B
Indirect Fires Protection Capability, Increment 2 – Intercept (IFPC2-I)	Army	AoA	Pre-A
Common Infrared Counter Measures (CIRCM)	Army	BAE Systems Northrop Grumman	Pre-B
MQ-4C Triton (formerly Broad Area Maritime Surveillance, BAMS)	Navy	Northrop Grumman	Post-B
Three Dimensional Expeditionary Long Range Radar (3DELRR)	Air Force	Raytheon Lockheed Martin Northrop Grumman	Pre-B



FY13-14 DEF Pilot Programs

OUSD(AT&L) International Cooperation

Programs	MILDEP	Contractor	Milestone
Next Generation Jammer (NGJ)	Navy	Source Selection	Post-A
Air & Missile Defence Radar (AMDR)	Navy	Source Selection	Post-B
P-8A Poseidon	Navy	Boeing	Post-C
E2D Advanced Hawkeye	Navy	Northrop Grumman	Post-FRP
Small Diameter Bomb II (SDB II)	Air Force	Raytheon	Post-B
MQ-9 Reaper	Air Force	General Atomics	Post-C
Joint Air-to-Surface Standoff Missile (JASSM)	Air Force	Lockheed Martin	Post-C
Joint Ground to Air Missile (FY14)	Army	Lockheed Martin (LM)	Pre-B
Armed Aerial Scout and Ground Combat Vehicle	Army	N/A	N/A



Cooperative Opportunities Document

- **10 USC 2350(a)(e) - Cooperative Opportunities Document (COD)**
- **COD must be prepared before first milestone or decision point for review by the Milestone Decision Authority (MDA)**
 - **Required for MDAP, MAIS, ACAT II & III**
 - **Is a similar project in development or production by another country, organization, or NATO?**
 - **If yes, an assessment required as to whether that project could satisfy, or could be modified in scope so as to satisfy DoD military requirements**
 - **An assessment of the advantages and disadvantages with regard to program timing, developmental and life cycle costs, technology sharing, and Rationalization, Standardization, and Interoperability (RSI) of a cooperative development program**
 - **Recommendation to MDA as to whether the DoD should explore the feasibility and desirability of a cooperative development program**

**Documented in Acquisition Strategy (AS) or Business Case for initial milestone (A, B, or C)
(DoDI 5000.02, Table 2 (Milestone and Phase Information Requirements), Page 47)**



Contributions to Affordability

Technology Development

- Access to foreign technology can reduce technology development cost and risk
- Foreign NDI can reduce/avoid development

EMD

- RDT&E costs can be shared
- Foreign test facilities used at reduced costs

Production & Deployment

- Non-recurring costs can be shared
- Economies of scale through defense sales

Operations & Support

- Share non-recurring mod and upgrade costs
- Create overseas support footprints



JCIDS Provisions

“For capability requirements documents advocating creation of international acquisition programs with allies/partner nations, Sponsors will **consider to the greatest extent possible, foreign disclosure review and document structuring to facilitate releasability, in whole or in part, to the nations concerned.**”

“Other system attributes may include physical and operational security needs, including **technology security, foreign disclosure, defense exportability features, and anti-tamper.**”

JCIDS Manual **(New in 2015 version)**



Acquisition Strategy

“Program management is responsible for **integrating international acquisition and exportability considerations into the program’s Acquisition Strategy at each major milestone or decision point.** Program management will consider the potential demand and likelihood of **cooperative development or production, Direct Commercial Sales, or Foreign Military Sales** early in the acquisition planning process; and, where appropriate, **program managers will pursue cooperative opportunities and international involvement throughout the acquisition life cycle** to enhance international cooperation and improve interoperability in accordance with DoD Instruction 2010.06.”

DoDI 5000.02 (Enclosure 2, paragraph 7.a.) **New**



Acquisition Strategy

“The [acquisition] strategy must reflect the Program Manager’s understanding of the business environment; [*cost, schedule, technical, etc.*] ... **opportunities in the domestic and international markets; foreign disclosure, exportability, technology transfer, and security requirements;** and the plan to support successful delivery of the capability at an affordable life-cycle price, on a realistic schedule.”

DoDI 5000.02 (Enclosure 2, paragraph 6.a.(1)) **New**



Program Protection

“Program protection also supports international partnership building and cooperative opportunities objectives by enabling the export of capabilities without compromising underlying U.S. technology advantages.”

Program managers will describe in their PPP the program’s critical program information and mission-critical functions and components ... [including] planning for exportability and potential foreign involvement.

Countermeasures should include anti-tamper, exportability features, security ... and other mitigations ...”

DoDI 5000.02 (Enclosure 3, paragraph 13) New



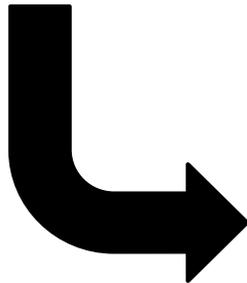
Better Buying Power (BBP) (International Elements)

BBP 2.0

Control Costs Throughout the Product Lifecycle

- **Increase the incorporation of defense exportability features in initial designs**

Continued in
BBP 3.0



BBP 3.0

Promote Effective Competition

- **Improve DoD outreach for technology and products from global markets**



Outreach for Technology & Products in Global Markets

Much of today's technical innovation occurs outside the U.S.

Allies and friends who share our values can assist us in pursuing innovation and technological superiority

Non-U.S. products may be adequate and more affordable freeing up resources for other priorities

Increased investments in cooperative research, co-development, and co-production may also provide better products for our warfighters at reduced cost



BBP 3.0 Implementation Actions

- **Establish centralized process that integrates and provides awareness of global technology for potential application in acquisition and S&T programs**
- **Improve knowledge base of acquisition professionals, enabling greater awareness of foreign solutions and processes**
 - **Assess current career field training to identify opportunities for IA&E training not in international positions**
 - **Target communities are Program Managers and U.S. Embassy Security Cooperation Organization (SCO) personnel**