



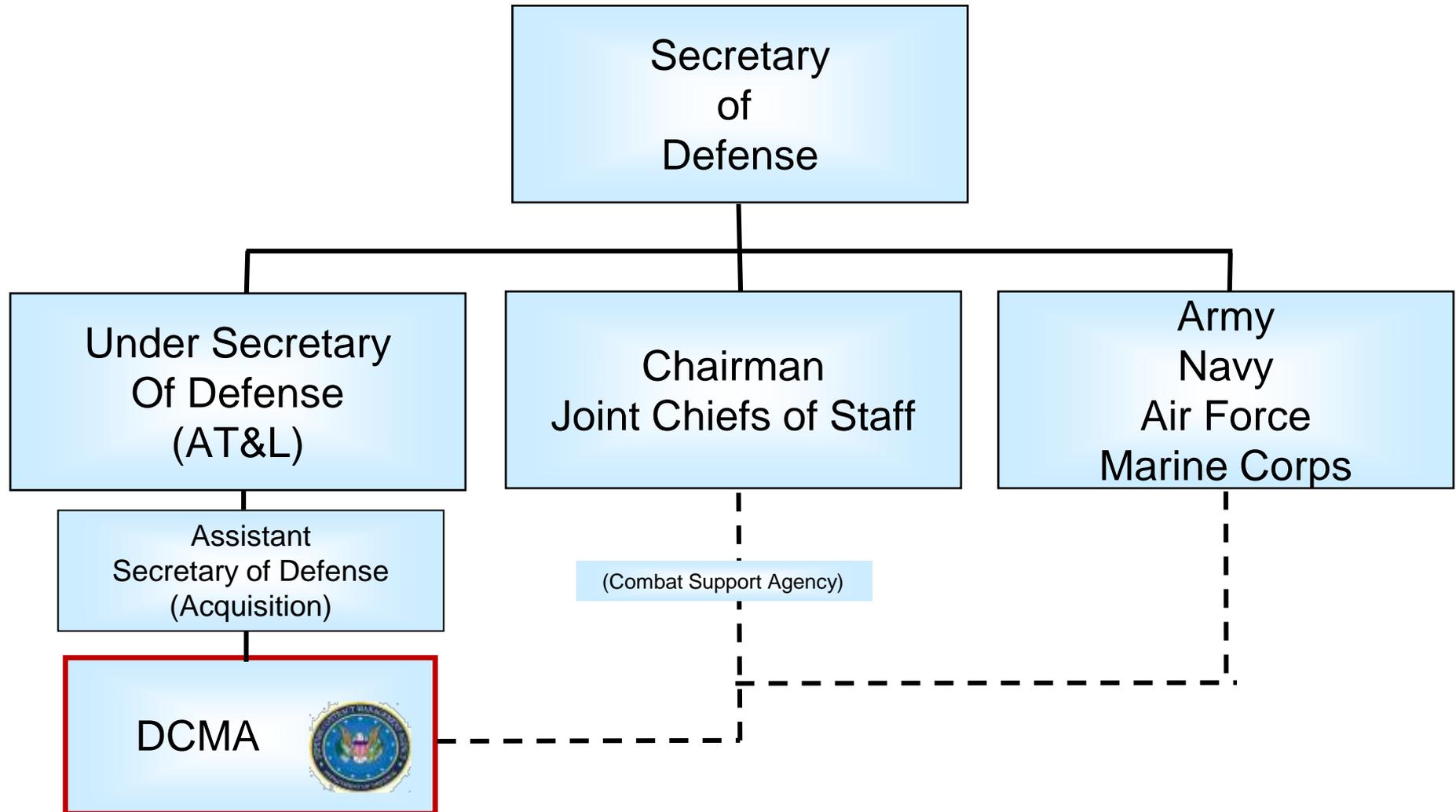
College of Contract Management DAU Board of Visitors

May 9, 2012

Mr. Jim Russell
Deputy Director,
Defense Contract
Management Agency

Dr. Kurt Stonerock
Dean,
College of Contract
Management

Where DCMA Fits Under DoD





Span of Control

- **10,122 Civilian Professionals**
 - ACOs, PI, QA, Engr, IS, Prop
- 562 Military
 - 400 Active Duty
 - 162 Reserves
- 3 Operational Directorates
- **740+ Locations**
 - 46 Contract Management Offices (CMOs)
- **\$1.4B Budget Authority** (Includes O&M, Reimb, RDT&E, PDW, OCO and DAWDF)
- \$122M reimbursable target

Scope of Work

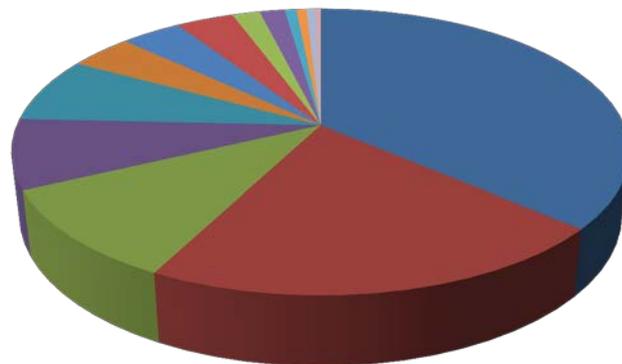
- \$4,182B Face Value of Contracts
- \$1,686B Obligated
 - **19,834 Contractors**
- 333,876 Contracts
- **\$236B Unliquidated Obligations**
- ACAT I, IAC, IC, ID and II Programs: 209
- Flight Operations
 - 2,083 Aircraft/year
 - 21,370 Flying hours
- \$149B Gov't property in plant (CONUS)
- **\$11.7B Progress Payments**
- **\$28B Performance Based Payments**



Core Processes

- ✓ Aircraft Operations
- ✓ Contract Safety
- ✓ Contracting
- ✓ Contractor Business Systems
- ✓ Cost and Pricing
- ✓ Earned Value Management
- ✓ Engineering
- ✓ Manufacturing and Supply Chain Predictability
- ✓ Property & Plant Clearance
- ✓ Quality Assurance
- ✓ Small Business
- ✓ Software Engineering and Acquisition Management
- ✓ Terminations
- ✓ Transportation

Core Processes Manpower Breakdown



- | | |
|-------------------------------|-------------------------------------------------|
| ■ Quality Assurance | ■ Contracting |
| ■ Cost and Pricing | ■ Manufacturing / Supply Chain Predictability |
| ■ Engineering | ■ Software Engineering / Acquisition Management |
| ■ Earned Value Management | ■ Property and Plant Clearance |
| ■ Transportation | ■ Air Operations |
| ■ Contractor Business Systems | ■ Small Business |
| ■ Contract Safety | ■ Terminations |

Combat Support

- ✓ Military Operations
- ✓ Readiness of Fielded Systems
- ✓ Modernization of Military Equipment
- ✓ Industrial Surge – During Conflict

Right Item
(Quality)



Right Time
(Delivery)



Right Price
(Value)



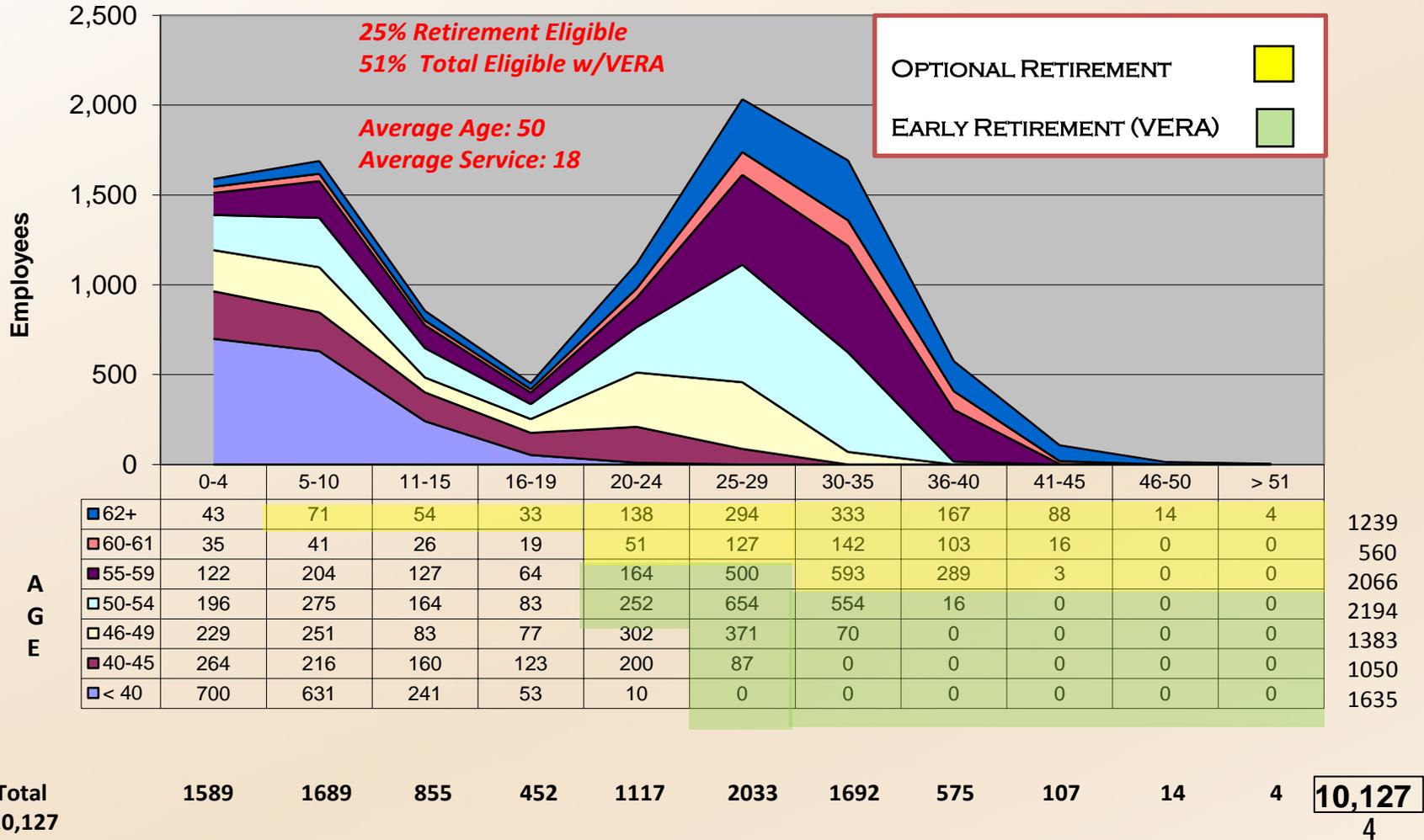
Customer Focused
CAS



Within 5 Years: More than 50% of Workforce with Less than 5 Years in Agency, Yet Few to Train Them

DCMA Workforce

March 2012



Years of Service



Why is DCMA Turning to a Corporate University Solution?

The Burning Platform

- Requirements beginning to exceed capacity
 - Aging workforce is retiring
 - Agency growing by 3,000 employees
- Increasing appreciation in Department and Congress of the cost/mission benefits of robust contract management
 - e.g., negotiating overhead rates, providing pricing/audit support, validating contractor business systems; monitoring contractor quality/engineering/schedules; executing robust contingency contract management; etc.



Why is DCMA Turning to a Corporate University Solution?

Current Status

- No dedicated instructor pool – must pull from within
 - SMEs performing instructor duties are often supervisors
 - No instructor development program
- No standardized instructional design framework
 - On-going risk of outdated, Powerpoint-based training materials
- No organic institutional training (AFIT, DCAA Institute)
 - Training a mix of Gov't, DAU, in-house and contracted courses



Partnership Signing: October 28, 2011





Cornerstone MOA Principles

- Dean reports to DAU Vice President
 - Focused on training priorities of the DCMA Director
- DCMA responsible for course content
- DAU responsible for curriculum development
 - Ensure courses are educationally sound
- Deployed courses become DAU learning assets
 - DCMA will continue to provide SME support for updates
- DAU's 7th Branch Campus (National Population--DSMC)
- College co-located with HQ DCMA at Fort Lee
 - Little "brick and mortar" -- take courses to the students



Why Not Just Deepen Training of Current DAU Courses?

- Several contract management disciplines already under a designated Functional Leader (e.g., contracting, EVM)
 - CCM courses in those disciplines designed to needed levels of depth for DCMA professionals as designated by the DCMA Director, and coordinated with those cognizant Functional Leaders
 - Other contract management disciplines have no functional leader (e.g., transportation, contract safety)
 - Seeking AT&L designation of DCMA Director as Functional Leader
- ✓ Most DAU students only need “general practitioner” level training in contract management; DCMA personnel need that exposure and additional, deep-dive contract management training
 - ✓ Over time, key learning concepts from CCM courses will likely roll into existing DAU courses
 - ✓ CCM courses will offer rich training opportunities for NAVSUP and other contract management pros



Current Functional Training of a Level II DCMA Contracting Professional



- 10 DAU Level II contracting courses (plus prerequisites)
- 8 DCMA developed/delivered training modules and other DCMA developed/delivered targeted training events
- *Limited refresher training (mostly local office-developed brownbag sessions)*
- *Outdated Learning Management System (tracking when she needs what training)*
- *Inconsistent On-the-Job training (no centrally-developed OJT requirements);*
- *Inconsistent supervisor competency assessment*
- *Inconsistent measurement of certification to qualification*



Future Functional Training of a Level II DCMA Contracting Professional



- 10 DAU Level II contracting courses (plus prerequisites)
- 3 to 4 accredited College of Contract Management courses
- *DAU learning/knowledge sharing tools to complement and sustain course learning*
- *New DCMA Learning Management System (integrated with DAU LMS)*
- *Centrally-developed On-The-Job training requirements (to apply what is taught)*
- *New DCMA first-line Supervisor Competency Assessment tool (mandatory use)*
- *Joint DAU/DCMA measurement of certification to qualification (of DCMA-identified critical competencies taught in courses)*



Current Status

- Job/Task/Gap/Media analysis ongoing for the first 6 of 13 functional areas identified for CCM support by the DCMA Director
 - Contract Management; Quality Assurance; Naval Special Emphasis Program; Technical Support to Negotiations; Manufacturing and Supply Chain, Earned Value Management*
- * CCM's EVM courses will focus on the competencies needed to ensure systems compliance of a contractor's EVM system (allowing the EVM Functional Leader to continue to focus other DAU courses on the use of EVM as a program management tool)



Path Forward

- DCMA will be championing additional DAWDF to complete functional area analyses, course development, sustainment costs
- DCMA will decide on sequence of functional area analyses and course development based on their priorities and available funding
- Additional staff and intermittent faculty hired when needed
- DAU accreditation application will be sent to COE in August, with a site visit in March 2013

Questions/Discussion