



Acquisition Community Connection

Where the AT&L Workforce Meets to Share Knowledge



**Acquisition
Community
Connection**

Presented by:

Mr. John Hickock

Ms. Jill Garcia

Major John Jansen

*Defense Acquisition
University*

**Using Communities of Practice to Support
the AT&L Workforce**

Business Manager's Conference May 12-13



Purpose & Agenda

Purpose

Provide a Brief Overview of AT&L Knowledge Sharing System (AKSS) & Acquisition Community Connection Communities of Practice (ACC CoP)

Agenda

What is Knowledge Management?

Why develop Communities of Practice?

What is the AT&L Knowledge Sharing System (AKSS)

What is the Acquisition Community Connection (ACC)?

Why Should I Join?



Knowledge Management is about...

- Solving known problems with known solutions
- Sharing & transferring the right know-how
- Applying good practices and key learnings
- Building relationships and trust
- Making it easy to find the right people who know
- Leveraging your organizations collective intellect



The Big Picture:

- **Knowledge resides with people**
 - Knowledge loss via:
 - Downsizing
 - Retirement
 - Mergers/Acquisitions
 - People movement - job changes – teams disband
- = knowledge lost**



Example: DoD Acquisition Workforce

1989-1999

- DoD Civilian acquisition workforce downsized by 50% (approximately 124,000 personnel as of Sept 30,1999)

By 2005

- 50% of remaining acquisition personnel eligible to retire



Knowledge Transfer

Communities of Practice – grow, develop and share tacit knowledge

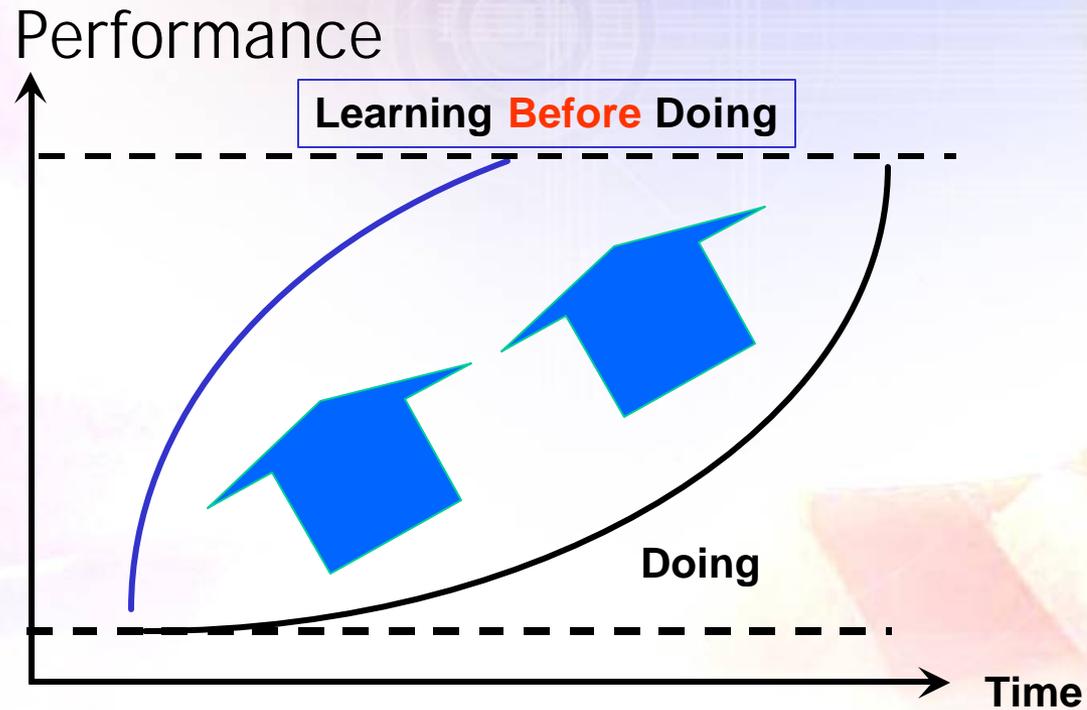
"...the politics accompanying hierarchies hampers the free exchange of knowledge. People are much more open with their peers. They are much more willing to share and to listen."

Lord John Browne, CEO BP



Fast Learning & Performing

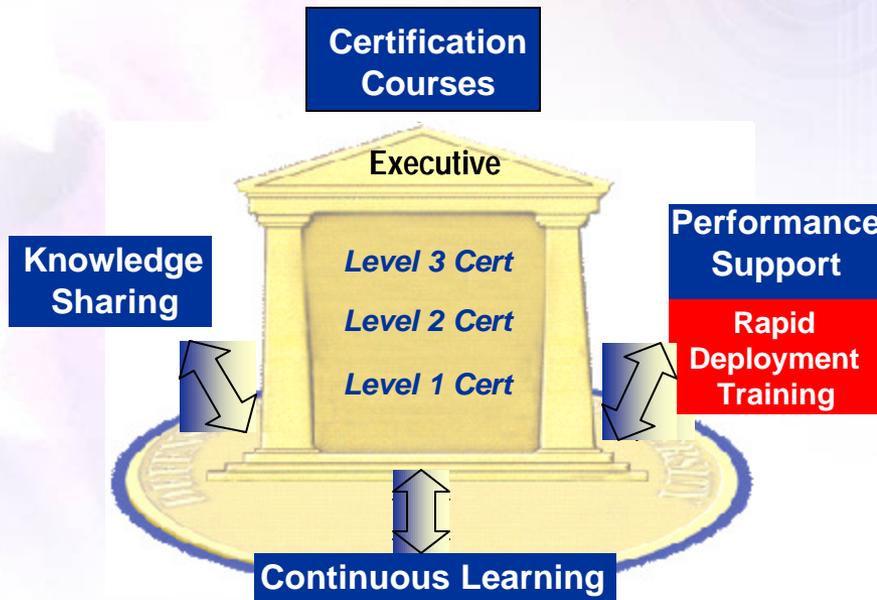
Transforms the Way We Work





Performance Learning Model

An environment in which you learn because learning is integrated into the way business is done



Creating an environment where we learn

- ✓ Before,
 - ✓ During, and
 - ✓ After
- the training intervention...

Closely Linked to Achieving Senior Leadership Goals



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- DAU Homepage
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- Performance Support

AKSS Today!

What's new in DoD acquisition.

AT&L Knowledge Sharing Update

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Use of operation and maintenance appropriations for construction during FY2004:

The Office of the Deputy Secretary of Defense has released a memorandum dated 1 April 2004, that implements Section 2808 of the National Defense Authorization Act for Fiscal Year 2004, and provides guidance for the use of and operation and maintenance appropriations for construction activities pursuant to that section. Section 2808 authorizes the Secretary of Defense to use funds available for operation and maintenance to carry out military construction projects outside the United States that the Secretary determines meets each of the following conditions: [\(more\)](#)

Department of Defense Military Equipment Evaluation: In line with the President's Management Agenda and the Chief Financial Officers Act of 1990, the Secretary of Defense has established a goal of achieving a clean audit opinion by 2007. To meet this objective, the Department needs to comply with all Governmental Accounting Standards, including a new Standard that, as of May 2003, requires the Department of Defense to include the cost of its military equipment on the DoD Balance Sheet. (see the site at AT&L Web Links or click: <http://www.acq.osd.mil/me/>)

New OUSD Policy for Systems Engineering: Effective immediately and to be included in the next DoD 5000 series, programs shall develop a for Milestone Decision Authority approval in conjunction with each Milestone review and integrated with the Acquisition Strategy. Application of rigorous systems engineering discipline is paramount to the Department's ability to meet the challenge of developing and maintaining needed warfighting capability. This is especially true as we strive to integrate increasingly complex systems in a family of systems, systems-of-systems, net centric warfare context. Systems engineering provides the integrating technical processes to define and balance system performance, cost, schedule, and risk. [\(more\)](#)

Interim guidance on implementing the SEP requirement was approved 30 March 2004. [revised 13 Apr 2004]: On February 20, 2004, the Acting Secretary of Defense for Acquisition Technology and Logistics (USD(AT&L)) took a major step to reinvigorate DoD

New JCIDS/DoD 5000/PPBE Policy is Available

[click here](#)



We want your feedback—again!

Reader's Choice

- [CJCS Instructions 3170.01C](#)
- [CJCS Manual 3170.01](#)
- [DoDD 5000.1](#)
- [DoDI 5000.2](#)
- [FMS Manual](#)
- [DCMA One Book](#)
- [DCAA Manual](#)
- [FAR](#)
- [DFARS](#)
- [Other FAR Supps](#)
- [DoD 7000.14-R](#)
- [EI Toolkit](#)

Suggested Reading

- [AF Acquisition Transformation Strategy Forward - Process First, IT Enabled](#)
- [ACE CONOPS Focuses on Agile Acquisition Implementation](#)
- [Requirements: The Root of All Evil](#)
- [SAIving Acquisition Excellence](#)

[Suggested Reading Previous Postings](#)

AT&L Knowledge Sharing System

Your one stop source for AT&L information

Defense Acquisition University



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Use of operation a

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Career Fields

Special Topics

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<http://www.acq.osd.m>

New OUSD Policy

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Interim guidance 2004. [revised 13

Acquisition Technol

Acquisition Logistics
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Environment Safety and Occupational Health
Facilities Engineering
Industrial Property Management
Information Technology
Intelligence Support
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Procurement and Contracts
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Science and Technology
Security
Software Acquisition Management
Sustainment Logistics
Systems Planning, Research, Development & Engineering
Test & Evaluation

ing FY2004:
ated 1 April

Statutory (Law)

Federal

Federal Acquisition Regulation

DoD

DoD Policy Letters and Memos

Multi Component

Army

DCMA

Education and Training Materials

Other

Joint Staff

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130 March
Defense for
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Acquisition Community Connection	
Contract CoP	
Community Resource Center	Facilities Engineering CoP
Service and Other Communities	Logistics CoP
Other Knowledge Sources	Program Management CoP
Department needs to comply with a Standard that, as of May 2003, requires military equipment on the DoD Balance Sheet	Risk Management CoP
http://www.acq.osd.mil/me/	Systems Engineering CoP
	Acquisition Research SIA
	Information Technology SIA
	Spectrum Compliance SIA
	ESOH SIA
	PBSA SIA
	Total Ownership Cost SIA
	Data Management SIA
	EVM SIA
	BCEFM SIA
	Contingency SIA
	BCEFM SIA

line with the President's the Secretary of Defense To meet this objective, the standards, including a new to include the cost of its AT&L Web Links or click:

New OUSD Policy for Systems Engineering

the next DoD 5000 series, programs in conjunction with each Milestone Application of rigorous systems engineering ability to meet the challenge of development is especially true as we strive to integrate systems-of-systems, net centric warfare technical processes to define and (more)

Interim guidance on implementing the new DoD 5000 series as approved 30 March

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1-1 Chief **Financial** Officer Structure 4
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[515: VOLUME 1 GENERAL FINANCIAL MANAGEMENT INFORMATION, SYSTEMS AND REQUIREMENTS](#)

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[2933: DoD Financial Management Regulation Volume 3, Publications Incorporated](#)

DoD **Financial Management** Regulation Volume 3, Publications Incorporated
This Volume of the DoD **Financial Management** Regulation incorporates the policy and procedures contained in the following publications:
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[OMB Circular A-127: Financial Management Systems; Revised -- Transmittal Letter 2, June 10, 1999](#)

2 (**Financial Management** Systems)
All questions or inquiries concerning OMB Circular A-127 should be addressed to the Office of Federal **Financial Management**, Federal **Financial** Systems Branch...
97% <http://www.whitehouse.gov/omb/circulars/print/a127transmittal2.html> - **Highlighted View**

[DoD 7000.14-R -- DoD Financial Management Regulations: Volumes 1 to 15](#)

FINANCIAL MANAGEMENT REGULATION
The DoD **Financial Management** Regulation (DoDFMR) is presented as Adobe Acrobat files.
Comments: *The DoD Financial Management Regulation provides all DoD components with the policy, regulation, and procedures within the area of responsibility of the Comptroller, DoD, and consists of 15 volumes.*
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[3182: Volume 1, Introduction DoD Financial Management Regulation INTRODUCTION](#)

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[DoD Directive 5000.1](#)
107-314, "Bob Stump National Defense Authorization Act for Fiscal Year 2003," "Development and Implementation of **Financial Management** Enterprise Architecture"
Financial Management Enterprise Architecture (FMEA) Requirements shall be addressed for all **financial management** and mixed (**financial** and non-**financial**) information systems...
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[DoDD 5000.1: The Defense Acquisition System](#)
Section 1004, Public Law 107-314, Bob Stump National Defense Authorization Act for Fiscal Year 2003, Development and Implementation of **Financial Management** Enterprise Architecture
Financial Management Enterprise Architecture (FMEA) Requirements shall be addressed for all **financial management** and mixed (**financial** and non-**financial**) information systems and...
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[DoD Instruction 5000.2](#)
Certification of compliance with the **Financial Management** Enterprise Architecture (**Financial Management** MAIS acquisition programs only)
In the case of **financial management**, enterprise resource planning, and mixed **financial management** systems, the developer shall conduct an independent assessment of compliance...
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[11: DoD Acquisition Transformation](#)
future-oriented capabilities- based resource allocation process, accelerated acquisition cycles built on spiral development, out-put based **management**,
Financial Management
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[39,000 Scope of part.](#)

(c) Agencies must follow OMB Circular A-127, **Financial Management** Systems, when acquiring **financial management** systems. Agencies may acquire only core **financial management** software certified by the Joint **Financial Management** Improvement Program. 67% [http://www.arnet.gov/far/current/html/Subpart_39_1.html - Highlighted View](#)

[Subpart 32.4- Advance Payments for Non-Commercial Items](#)

In these cases, the agency shall closely monitor the contractor's performance and **financial** controls to reduce the Government's **financial** risk. Insert the following, if applicable: (The Contractor's **financial management** system provides for effective control over and accountability for all Federal funds under governing regulations of the... 65% [http://www.arnet.gov/far/current/html/Subpart_32_4.html - Highlighted View](#)

[Subpart 6.5- Competition Advocates](#)

..., specialists in engineering, technical operations, contract administration, **financial management**, supply **management**, and utilization of small business concerns), as may be necessary to carry out... 65% [http://www.arnet.gov/far/current/html/Subpart_6_5.html - Highlighted View](#)

[Subpart 28.2- Sureties and Other Security for Bonds](#)

Financial Management Service use the sight draft set forth in the clause at 52.228-14, and present it with the ILC (including letter of confirmation, if any) to the issuing **financial** institution or the confirming **financial**... 65% [http://www.arnet.gov/far/current/html/Subpart_28_2.html - Highlighted View](#)

[DFARS Part 232 Contract Financing](#)

(i) Army: Office of the Assistant Secretary of the Army (**Financial Management**); (ii) Navy: Office of the Assistant Secretary of the Navy (**Financial Management** and Comptroller), Office of **Financial** Operations; 64% [http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/fardfars/dfars/dfars232.htm - Highlighted View](#)

[Subpart 32.5- Progress Payments Based on Costs](#)

(1) Whose **financial** condition is in doubt; by prepayment review or periodic review, should vary inversely with the contractor's experience, performance record, reliability, quality of **management**, and **financial** strength, and with the... 64% [http://www.arnet.gov/far/current/html/Subpart_32_5.html - Highlighted View](#)



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[resource management operations](#)

acquiring funds, distributing and controlling funds, tracking costs and obligations, cost capturing and reimbursement procedures, and establishing a **management** control process.

See also **financial management**.

100% <http://www.dtic.mil/doctrine/jel/doddict/data/r/04540.html> - Highlighted View

[Global Air Transportation Execution System](#)

(DOD) The Air Mobility Command's aerial port operations and **management** information system designed to support automated cargo and passenger processing, the reporting of in-transit visibility data...

and passenger processing, the reporting of in-transit visibility data to the Global Transportation Network, and billing to Air Mobility Command's **financial management** directorate.

84% <http://www.dtic.mil/doctrine/jel/doddict/data/g/02273.html> - Highlighted View

[SCI Knowledge Management Exchange Acronyms F](#)

SCI Knowledge **Management** Exchange Acronyms F

Financial Management and Comptroller

82% http://www.acq.osd.mil/log/logistics_materiel_readiness/organizations/sci/html/knowledge_exchange/site/Acronym_f.htm - Highlighted View

[SCI Knowledge Management Exchange Acronyms S](#)

SCI Knowledge **Management** Exchange Acronyms S

Supply and **Financial Management**

81% http://www.acq.osd.mil/log/logistics_materiel_readiness/organizations/sci/html/knowledge_exchange/site/Acronym_s.htm - Highlighted View

[SCI Knowledge Management Exchange Acronyms A](#)

SCI Knowledge **Management** Exchange Acronyms A

Assistant Secretary of the Army for **Financial Management** and Comptroller

81% http://www.acq.osd.mil/log/logistics_materiel_readiness/organizations/sci/html/knowledge_exchange/site/Acronym_a.htm - Highlighted View

[financial management](#)

financial management

(DOD) **Financial management** encompasses the two core processes of resource **management** and finance operations.



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[DSCA - Defense Security Assistance Management System \(DSAMS\)](#)

Program **Management**
Financial Management
84% [http://akss.dau.mil/software/31.jsp](#) - Highlighted View

[AFMC - Security Assistance Management Info System \(SAMIS\)](#)

- Security Assistance **Management** Information System (SAMIS) is a **management** information system responsive to the logistics, accounting and **management** needs of Foreign Military Sales (FMS).
The system provides materiel, services and **financial management** capabilities, which meet the needs of FMS.
83% [http://akss.dau.mil/software/15.jsp](#) - Highlighted View

[DSCA - Training Management System \(TMS\)](#)

TMS was then developed, initially as a DOS based custom database program, to provide the SAO with a program **management** tool that could be used in all aspects of training program **management** at...
Financial Management
82% [http://akss.dau.mil/software/35.jsp](#) - Highlighted View

[SAF □ Cost/Risk Identification & Management System \(CRIMS\)](#)

CRIMS was developed and is sponsored by the Space and Missile Systems Center, **Financial Management** Division (SMC/FMC) and implemented by the SMC Acquisition Development Division (SMC/AXD...
a risk assessment matrix and Monte Carlo simulation; coordinates earned value, technical performance measures, and IPT discussions for risk **management** support in the Risk Feedback **Management**...
80% [http://akss.dau.mil/software/45.jsp](#) - Highlighted View

[AFMC - Process Analysis and Project Integrated Environment](#)

PAPIE 3.2 combines the features of PAPIE 2.0 and also provides a multiple document interface, enhanced **financial management** roll-ups, and database driven process improvement tracking throughout..
Automated metrics and **financial management** charts are provided via the database.
75% [http://akss.dau.mil/software/47.jsp](#) - Highlighted View

[AFMC - Viewfinder/ds and Louis II](#)

The primary use of this tool is for **financial management**.
Air Force and Defense Finance and Accounting Service (DFAS) comptroller, **financial management**, and budget personnel worldwide currently use the system.



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[What's a Financial Management Plan?](#)

Business, Cost **Financial Management**
What's a **Financial Management** Plan?
83% <http://akss.dau.mil/askaprof-akss/normal/qdetail2.asp?cgiSubjectAreaID=15&cgiQuestionID=10932> - Highlighted View

[Is there additional guidance to Financial Management Enterprise Architecture \(FMEA\), other than Sec. 8808, Pub.L. 107-314?](#)

Business, Cost **Financial Management**
Is there additional guidance to **Financial Management** Enterprise Architecture (FMEA), other than Sec.
82% <http://akss.dau.mil/askaprof-akss/normal/qdetail2.asp?cgiSubjectAreaID=15&cgiQuestionID=10755> - Highlighted View

[DOD 7290.3-M FMS Financial Management Manual](#)

DOD 7290.3-M FMS **Financial Management** Manual
It refers to DOD 7290.3-M, FMS **Financial Management** Manual, paragraph 70305 for guidance recovery of CAS, and what is assessed for QA.
79% <http://akss.dau.mil/askaprof-akss/normal/qdetail2.asp?cgiSubjectAreaID=5&cgiQuestionID=8425> - Highlighted View

[Audit the use of Earned Value Management](#)

Business, Cost **Financial Management**
Business, Cost **Financial Management**
77% <http://akss.dau.mil/askaprof-akss/normal/qdetail2.asp?cgiSubjectAreaID=15&cgiQuestionID=8564> - Highlighted View

[What are the definitions of cradle-to-grave management?](#)

"Integrated Weapon System **Management** (IWSM) -- A **management** concept that integrates all life-cycle **management** activities of a system or commodity under a single manager: the System Program...
- AFMC **Financial Management** Handbook, Chapter 18 Integrated Weapon System **Management**
76% <http://akss.dau.mil/askaprof-akss/normal/qdetail2.asp?cgiSubjectAreaID=14&cgiQuestionID=8356> - Highlighted View

[Centralized Item Management and Asset Control](#)

Business, Cost **Financial Management**
The reference for information pertaining to Centralized Item **Management** and Asset Control is the **Financial Management** Regulation, DoD 7000.14R, Vol.
76% <http://akss.dau.mil/askaprof-akss/normal/qdetail2.asp?cgiSubjectAreaID=15&cgiQuestionID=9704> - Highlighted View



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[2755.PDF: Standard Form 1199A, Direct Deposit Sign-up Form, June 1987](#)

As representative of the above-named **financial** institution, I certify that the **financial** institution agrees to receive and deposit the payment identified above in accordance with 31 CFR Parts 240...

Comments concerning the accuracy of this burden estimate and suggestions for reducing this burden should be directed to the **Financial Management** Service, Facilities **Management** Division, Property...

76% <http://www.dior.whs.mil/forms/SF1199A.PDF> - [Highlighted View](#)

[0400-0499 Range - Air Education and Training Command](#)

Request for **Financial Management** Data Element

Request for **Financial Management** Data Element

71% <http://www.e-publishing.af.mil/formsformlist.asp?puborg=AETC&series=0400-0499> - [Highlighted View](#)

[4212.pdf: S D Form 812, D O D Acquisition Position Description Coding Sheet, March 19 97](#)

a b c d a b 21 22 20 19 23 e f

70% <http://www.dior.whs.mil/forms/SD0812.pdf> - [Highlighted View](#)

[4230.pdf: DOD ACQUISITION WORKFORCE QUALIFICATIONS CODING SHEET \(AWQCS\)](#)

70% <http://www.dior.whs.mil/forms/SD0813.pdf> - [Highlighted View](#)

[4150.pdf: DD 2761, Personal Check Cashing Agreement, February 2004](#)

70% <http://www.dior.whs.mil/forms/DD2761.pdf> - [Highlighted View](#)

[4079.PDF: DD Form 2648, Preseparation Counseling Checklist, July 2002. This form has not been set up](#)

Typically, full-time is defined as a minimum of **33** hours **per** week or 143 hours per month, including paid holidays and paid periods of leave or vacation.

The **intent** of the form is to ensure that the retiree is able to furnish validated proof of employment.

70% <http://www.dior.whs.mil/forms/DD2648.PDF> - [Highlighted View](#)

[3061.PDF: DD Form 577, Appointment/Termination Record - Authorized Signature, January 2004](#)

REMARKS b. DATE (YYYYMMDD) b. DATE (YYYY**MMDD**) b. DATE (YYYYMMDD) PREVIOUS EDITION MAY BE USED.

69% <http://www.dior.whs.mil/forms/DD0577.PDF> - [Highlighted View](#)



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[FMS Customer Financial Management Handbook \(Billing, 10th Edition\) \(Red Book\)](#)

FMS CUSTOMER **FINANCIAL MANAGEMENT** HANDBOOK
The FMS Customer **Financial Management** Handbook (Billing) is intended to provide an explanation of the **financial** aspects of the U.S. Foreign Military Sales (FMS) program, with emphasis on FMS...
86% <http://disam.osd.mil/pubs/Red Book 10th Edition/28 Oct 02 REDBOOK.pdf> - [Highlighted View](#)

[444: HIGH-RISK AREAS: Actions Need to Solve Pressing Management Problems GAO/T-AIMD/GGD-97-60](#)

Federal **financial management** suffers from decades of neglect, inattention to good controls, and failed attempts to improve **financial management** and modernize outdated **financial** systems. They have expressed a commitment to **financial management** reform and have many initiatives underway to address long-standing **financial management** weaknesses.
74% <http://www.dau.mil/pubs/gaorpts/highrisk.pdf> - [Highlighted View](#)

[446: MAJOR ACQUISITIONS: Significant Changes Underway in DOD's Earned Value Management Process GAO/N](#)

In its 1967 **financial management** regulations, We also obtained historical information from the **Management** Systems Deputy, Air Force Assistant Secretary for **Financial Management** and Comptroller.
73% <http://www.dau.mil/pubs/gaorpts/majacq.pdf> - [Highlighted View](#)

[DPAP - About Us](#)

Portfolio **Management**
The Domain includes relevant activities in the functional areas of program **management**, acquisition oversight, systems engineering, procurement, **financial management**...
72% <http://www.acq.osd.mil/dpap/ebiz/aboutus.html> - [Highlighted View](#)

[445: INVENTORY MANAGEMENT: The Army Could Reduce Logistics Costs for Aviation Parts by Adopting Best](#)

Under a recently established program called **Velocity Management**, the Army plans to focus on and improve four key areas: repair of components, order and shipment of parts, inventory levels, and...
teams for the following four areas: (1) ordering and shipping of parts, (2) the repair cycle, (3) inventory levels and locations, and (4) **financial management**.
71% <http://www.dau.mil/pubs/gaorpts/invmgmt.pdf> - [Highlighted View](#)

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has established a goal of achieving a clean audit opinion by 2007. To meet this objective, the Department needs to comply with all Governmental Accounting Standards, including a new Standard that, as of May 2003, requires the Department of Defense to include the cost of its military equipment on the DoD Balance Sheet. (see the site at AT&L Web Links or click: <http://www.acq.osd.mil/me/>)

New OUSD Policy for Systems Engineering: Effective immediately and to be included in the next DoD 5000 series, programs shall develop a for Milestone Decision Authority approval in conjunction with each Milestone review and integrated with the Acquisition Strategy. Application of rigorous systems engineering discipline is paramount to the Department's ability to meet the challenge of developing and maintaining needed warfighting capability. This is especially true as we strive to integrate increasingly complex systems in a family of systems, systems-of- systems, net centric warfare context. Systems engineering provides the integrating technical processes to define and balance system performance, cost, schedule, and risk. [\(more\)](#)

Interim guidance on implementing the SEP requirement was approved 30 March 2004. [revised 13 Apr 2004]: On February 20, 2004, the Acting Secretary of Defense for Acquisition Technology and Logistics (USD(AT&L)) took a major step to reinvigorate DoD Systems Engineering by signing into policy a requirement that "All programs responding to a capabilities or requirements document...shall develop a Systems Engineering Plan (SEP) for Milestone Decision Authority (MDA) approval in conjunction with each Milestone review."[\(more\)](#)

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What Do You Think

Is it part of your work team's process to reflect on lessons learned and document them for future sharing ?

Yes No Can't say [Vote](#) [View Results](#)

- [DFARS](#)
- [Other FAR Supps](#)
- [DoD 7000.14-R](#)
- [EI Toolkit](#)

Suggested Reading

- [AF Acquisition Transformation Strategy Milestone Forward - Process First, IT Enabled](#)
- [ACE CONOPS Focuses on Agile Acquisition Implementation](#)
- [Requirements: The Root of All Evil](#)
- [SAVing Acquisition Excellence](#)

[Suggested Reading Previous Postings](#)

New Policy Documents

- [Military Standard \(MIL-STD\) 882D, Standard Practice for System Safety](#)
- [Department of the Navy \(DON\) Section \(Discretionary\) of the Defense Acquisition Deskbook](#)
- [Office of Management and Budget \(OMB\) Circular A-119, Federal Participation in the Development and Use of Voluntary Consensus Standards in Conformity Assessment](#)
- [MCO 3093.1C, Intraoperability and Interoperability of Marine Corps Tactical C4I2 Systems](#)
- [OPNAVINST 9070.1, Survivability Policy for Ships of the U.S. Navy](#)

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What's new in DoD acquisition.
AT&L Knowledge Sharing Update

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Use of operation and maintenance appropriations for construction during FY2004:
 The Office of the Deputy Secretary of Defense has released a memorandum dated 1 April 2004, that implements Section 2808 of the National Defense Authorization Act for Fiscal Year 2004, and provides guidance for the use of and operation and maintenance appropriations for construction activities pursuant to that section. Section 2808 authorizes the Secretary of Defense to use funds available for operation and maintenance to carry out military construction projects outside the United States that the Secretary determines meets each of the following conditions: [\(more\)](#)

Department of Defense Military Equipment Evaluation: In line with the President's Management Agenda and the Chief Financial Officers Act of 1990, the Secretary of Defense has established a goal of achieving a clean audit opinion by 2007. To meet this objective, the Department needs to comply with all Governmental Accounting Standards, including a new Standard that, as of May 2003, requires the Department of Defense to include the cost of its military equipment on the DoD Balance Sheet. (see the site at AT&L Web Links or click: <http://www.acq.osd.mil/rme/>)

New OUSD Policy for Systems Engineering: Effective immediately and to be included in the next DoD 5000 series, programs shall develop a for Milestone Decision Authority approval in conjunction with each Milestone review and integrated with the Acquisition Strategy. Application of rigorous systems engineering discipline is paramount to the Department's ability to meet the challenge of developing and maintaining needed warfighting capability. This is especially true as we strive to integrate increasingly complex systems in a family of systems, systems-of- systems, net centric warfare context. Systems engineering provides the integrating technical processes to define and balance system performance, cost, schedule, and risk. [\(more\)](#)

Interim guidance on implementing the SEP requirement was approved 30 March 2004. Revised 13 Apr 2004: On February 20, 2004, the Acting Secretary of Defense for

New JCIDS/DoD 5000/PPBE Policy is Available

[click here](#)

We want your feedback—again!

Reader's Choice

- [CJCS Instructions 3170.01C](#)
- [CJCS Manual 3170.01](#)
- [DoDD 5000.1](#)
- [DoDI 5000.2](#)
- [FMS Manual](#)
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- [EI Toolkit](#)

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- [AF Acquisition Transformation Strategy Moves Forward - Process First, IT Enabled](#)
- [ACE CONOPS Focuses on Agile Acquisition Implementation](#)
- [Requirements: The Root of All Evil](#)
- [SAVing Acquisition Excellence](#)

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Interim guidance on implementing the SEP requirement was approved 30 March 2004. [revised 13 Apr 2004]: On February 20, 2004, the Acting Secretary of Defense for Acquisition Technology and Logistics (USD(AT&L)) took a major step to reinvigorate DoD Systems Engineering by signing into policy a requirement that "All programs responding to a capabilities or requirements document...shall develop a Systems Engineering Plan (SEP) for Milestone Decision Authority (MDA) approval in conjunction with each Milestone review."[\(more\)](#)

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Yes No Can't say

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- [MCO 3093.1C, Intraoperability and Interoperability of Marine Corps Tactical C4I2 Systems](#)
- [OPNAVINST 9070.1, Survivability Policy for Surface Ships of the U.S. Navy](#)

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Purpose & Agenda

Purpose

Provide a Brief Overview of AT&L Knowledge Sharing System (AKSS) & Acquisition Community Connection Communities of Practice (ACC CoP)

Agenda

What is Knowledge Management?

Why develop Communities of Practice?

What is the AT&L Knowledge Sharing System (AKSS)

What is the Acquisition Community Connection (ACC)?

Why Should I Join?



Operating Principles

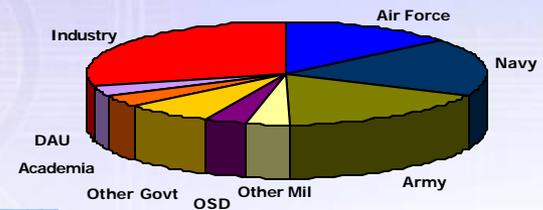
- **Membership is voluntary**
- **ALL community members are eligible to contribute content**
- **Those with the knowledge manage the content**
- **Communities set their own agenda and determine the appropriate focus for their community**
- **Communities are responsible for the configuration and maintenance of their content**
- **Community roles are assigned and operate within the established rules of the ACC**



Acquisition Community Connection

- Exponential Growth
 - Over 6500 registered members
 - Growing at rate of 50-75/week
 - Over 325,000 page views/month

Community Distribution



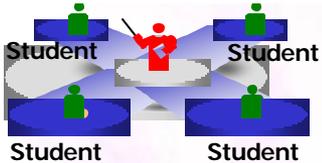
Business, Cost
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Management

A screenshot of the Acquisition Community Connection website displayed in a Microsoft Internet Explorer browser window. The page title is "Acquisition Community Connection" and the URL is "http://www.dau.edu/acc". The website features a navigation menu with links for "ACC Home", "Contact Us", "Site Map", and "Privacy Policy". The main content area is titled "Participate in a Community" and lists various topics such as "Contract Management", "Facilities Engineering", "Logistics Management", "Program Management", "Risk Management", and "Systems Engineering". A "Special Interest Areas" section is also visible, with the link "Business, Cost Estimating & Financial Management" circled in red. The "What's New" section includes news items about "New OSD Policy for Systems Engineering" and "New POB S&E". The "In the Spotlight" section highlights "New System Safety Area". The browser's taskbar at the bottom shows several open applications, including "ACC Acquisition Co...", "EPW Course Manager...", and "Microsoft PowerPoint...".



- Collaboration
- Knowledge Sharing
- Find/Accelerate Solutions

Instructor Centric



Learner Centric

Faculty/
Staff Contributions

Student
Participation

Course
Development



Community
Connection

Policy & Guidance

Knowledge
Repository

Expertise
Location

Training
Center

Tools

Shifting from a traditional instructor centric paradigm to 24/7 performance support focused on the needs of the AT&L workforce.



Business Cost Estimating & Financial Management Special Interest Area

BCEFM: Acquisition Community Connection (3.1.4) - Microsoft Internet Explorer provided by Defense Acquisition University

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Where the AT&L Workforce Meets to Share Knowledge

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BCEFM
Business, Cost Estimating and Financial Management (BCEFM)
BCEFM Topic
ID: 1499

Date Added: 2002-03-22 3:54 pm CST DST
Data Modified: 2004-04-23 2:02 pm CST DST

We have many subtopics available, but we need volunteer editors for them. If you are interested in becoming an editor, please contact one of the existing editors listed in the "Editors of this Topic" box located to the left, below the "Participate" box. You would be provided comprehensive training on how to use the community of practice tool to manage content and expand the topic area, as desired.

BUSINESS, COST ESTIMATING AND FINANCIAL MANAGEMENT (BCEFM)

This career field encompasses all aspects of business financial management. It includes cost analysis, financial planning, formulating financial programs and budgets, budget analysis and execution, and earned value management. As advisors to commanders, Program Executive Officers (PEOs), program managers, or other acquisition decision makers, individuals in this career field are responsible for business financial management of defense acquisition programs in direct support of the defense acquisition process.

BCEFM includes a number of topics (see below). Scroll down this page for more general information on BCEFM or click on one of the following links to sub-topic pages where you can find useful information, start a discussion, or share your knowledge.

- **Cost Analysis** - Requirements for acquisition program cost estimates; estimating methodologies; learning curve; links to the Service cost analysis agencies and much more....
- **Defense Industry Business Management** - financial management from the perspective of the defense contractor; evaluating a company's financial condition; business strategies and much more....
- **Financial Management** - financial management from the government perspective. Topics include budget formulation (building a budget), budget

April 2004

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- Find in Discussions
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- Calendar
- Email Groups

What's New

- **BCEFM Career Track Brochure**
- **Society of Cost Estimators and Analysis National Conference - June 15-18, 2004 - Manhattan Beach, CA**
2004-06-15 8:00 am CST DST

Start | Inbox - Microsoft Outlook | BCEFM: Acquisition ... | PW: Course Managers ... | Microsoft PowerPoint ... | 7:42 AM



Purpose & Agenda

Purpose

Provide a Brief Overview of AT&L Knowledge Sharing System (AKSS) & Acquisition Community Connection Communities of Practice (ACC CoP)

Agenda

What is Knowledge Management?

Why develop Communities of Practice?

What is the AT&L Knowledge Sharing System (AKSS)

What is the Acquisition Community Connection (ACC)?

Why Should I Join?



Member Stories

“Got to work at 0800 and immediately got the hot requirement to have 'proof' of RM in the DoD regulations by 0900. I logged into your website, found the appropriate DoD Regs in the Risk Management CoP, and met the suspense. I am impressed with your site, very functional and very efficient!”

Find and Accelerate solutions



Member Stories

“Recently, I was asked to lay out how organizations translate operational requirements into technical specifications. I searched the Internet for available information, without success. I logged on and asked my question. Within a very short period of time, I received a reply which enabled me to answer the mail. Thanks for your support and cooperation.”

Access to expertise and knowledge



Member Stories

“As the ARC-210 APML (Assistant Program Manager- Logistics) for PMA-209 (Air Combat Electronics for NAVAIR) I consider access to the information as well as the ability to network through the use of this site a valuable professional tool”

Connecting people and “know how”

BCEFM ACC/AKSS Participation



- **Goal: Build a community of Business Financial Experts**
 - Includes cost analysis, financial planning, formulating financial programs and budgets, budget analysis and execution, defense industry and earned value management
- **Past...**
 - BCEFM web pages consisting of links to teaching notes, OSD and Service level information
 - One way information push, many duplicate links, difficult to maintain currency
- **Present...**
 - Special Interest Area on ACC, Uses DAU Staff and Faculty as editors
 - More direct links to source documents, owner responsible for currency
- **Future...**
 - Coordinated use of ACC (People) and AKSS (Information) for exchange of knowledge
 - Become a full CoP (e.g. Program Management CoP)
 - Use DAU Staff, Faculty and Acquisition experts in the field as editors
 - “Real time” updates to issues affecting BCEFM Community



What can you do from here?

- **Sign up to join your community...**
- **Help design the symbol of your community...**
- **Attend a workshop to build the community...**
- **Become a community subject matter expert...**
- **Host a topics page...**

- **Participate in your community**
 - **Share your knowledge**
 - **Gain from the knowledge of others**



Help us...help you

- **Review the AKSS and ACC sites and provide feedback**
 - Let us know what's missing
 - Let us know what you want moved
- **POCs (Chief Editors)**
 - Major John Jansen (john.jansen@dau.mil)
 - Major Rob Roberts (julian.roberts@dau.mil)
 - Ms. Ellen Rosenthal (ellen.rosenthal@dau.mil)



Resources

- Acquisition Community Connection <http://acc.dau.mil>
- DAU Community of Practice Implementation Guide – The Why, What, and How... <http://acc.dau.mil/copguide>
- ACC User Training Guide <http://acc.dau.mil/usertraining>
- AT&L Knowledge Sharing System (AKSS) <http://akss.dau.mil>