



4th Estate DACM *Newsletter*

IN THE SPOTLIGHT

AT&L NAMES NEW HUMAN CAPITAL INITIATIVES (HCI) DIRECTOR

The 4th Estate DACM Office is pleased to welcome Keith Charles as the new director for Acquisition, Technology and Logistics (AT&L) Human Capital Initiatives. Mr. Charles has more than 30 years of successful Senior Executive Service leadership experience in resource and manpower management. He led the establishment of the modern Defense Acquisition Workforce, including the human capital and education requirements. He established aggressive career development programs to enhance program management expertise through master's level programs at the Harvard Business School and the Naval Postgraduate School.



Keith Charles

He has demonstrated strategic leadership in producing the budget of the United States over four consecutive years, developing and administering extremely large (multibillion-dollar) DoD budgets, and serving as U.S. Army lead in developing and persuading Congress to establish a first-ever DoD-wide modern professional Acquisition Corps. He brings expert knowledge of high-level U.S. government operations, with specific emphasis on DoD operations, and a clear understanding of how U.S. government funds are justified, approved, and obtained, including daily work with the Planning, Programming, Budgeting and Execution System.

In previous appointments, Mr. Charles was the deputy assistant secretary of the Army for research, development and acquisition; deputy director of the Threat Reduction Support Center; deputy director of budget at the Office of Management and Budget; lead NASA congressional liaison; and adviser to a U.S. president.

Mr. Charles has identified several key priorities as he leads the Human Capital Initiatives Team:

- **Improve Workforce Quality.**
 - Focus on People—leading and supporting the workforce to a higher level of qualification, performance excellence, and professionalism.
 - Focus on ensuring readiness of midcareer workforce to take on major acquisition responsibilities.

Mr. Charles believes that one of our greatest opportunities and imperatives in strengthening the acquisition workforce is ensuring the success of our newly hired and midcareer workforce members. We must engage the newly hired workforce in meaningful acquisition work and help workforce members develop the expertise and experience necessary for DoD acquisition and personal success. We also must help the midcareer workforce assume mission and leadership responsibilities as these members become the DoD's senior-career workforce. This includes providing "key experience" opportunities for workforce members and supporting the components and

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NEW HCI DIRECTOR (CONTINUED)

their local organizations in deliberate efforts to coach and mentor midcareer workforce members as the Baby Boomer generation departs the acquisition workforce. The current generation of leadership must prepare this midlevel group for future success.

The unprecedented strengthening of the Defense Acquisition Workforce, during a new chapter of flat or declining budgets, reflects the strategic and critical role of the Defense Acquisition Workforce in achieving major Department objectives. A high-quality acquisition workforce is key to increasing our buying power while modernizing and resetting our military force, delivering on efficiency and affordability imperatives, and improving acquisition outcomes to ensure our warfighters always have the decisive edge.

We look forward to Mr. Charles' leadership as he engages the entire community to further strengthen the Acquisition Workforce.

Welcome Mr. Charles!



Jeffrey B. Birch

4TH ESTATE DAWDF SUPPORT

Susan Horab joins the AT&L Human Capital Initiatives (HCI) team as contractor support for the 4th Estate Defense Acquisition Workforce Development Fund initiatives. In this support role, formerly held by Adam Go-wayed, she is responsible for collaborating with the 4th Estate Community and the DAU DAWDF team to ensure successful implementation of the DAWDF Program. She brings a wealth of knowledge and expertise from her experience in the finance and accounting worlds and has held positions in both the public and private sectors.

Welcome Susan!



Susan Horab

4TH ESTATE EXECUTIVE FORUM

The 4th Estate Executive Forum was held April 19 at DAU's Fort Belvoir campus. We were pleased with the senior leadership support and participation. Their participation is vital to moving the 4th Estate DACM in the right direction. Human Capital Initiatives Director, Keith Charles, briefed attendees on his main focuses for the Department, which include actively supporting the newly hired acquisition workforce and helping the midcareer workforce prepare to lead the 21st century DoD acquisition mission. Katrina McFarland, president of DAU, discussed the DAU mission, governance process, and training challenges and goals. Other topics included a PORTiCO Student Information System update from Project Manager Diane Cunha, an update on the Contracting Curriculum changes from Leonardo Manning, director of DAU's Center for Contracting, as well as presentations from the DACM team regarding current initiatives and policies. Presentations from the Forum are available on the DACM website:

< http://www.dau.mil/doddacm/dod/4th_EstateExecutiveForum.aspx > .

We would like to thank all those who attended. Your participation and support are very much appreciated!



Keith Charles



4th Estate Executive Forum

April 19, 2011

4TH ESTATE FY 2011, MIDYEAR HIGHLIGHTS

As of the end of the second quarter, FY 2011, the 4th Estate has decreased by 80 members compared to the end of FY 2010. The 4th Estate's largest career field remains Contracting, with 7,046 (or 33 percent). The Program Management career field grew the most with an increase of 89 people since the close of FY 2010.

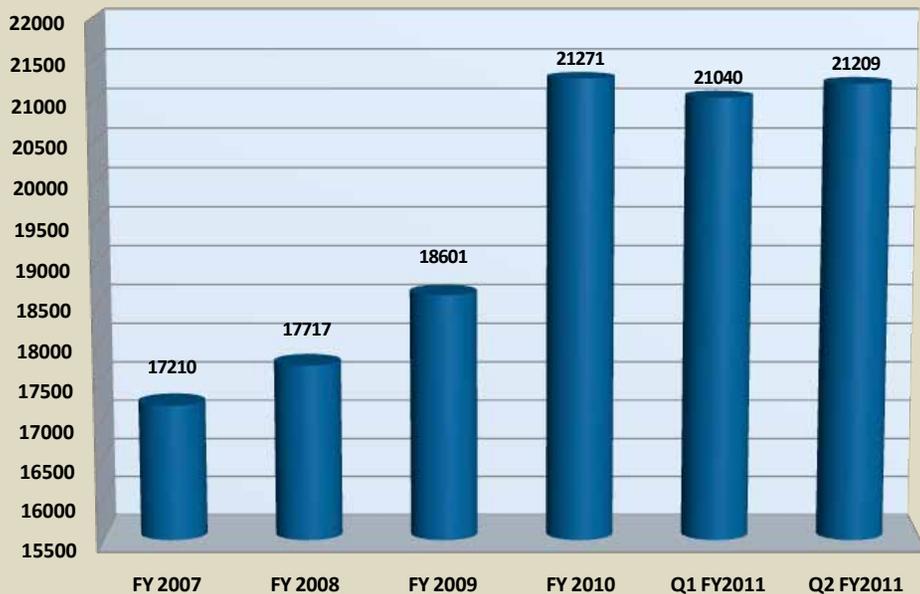
The 4th Estate's "Meets or Exceeds" certification status has gone from 68 percent at the close of FY 2010 to 70 percent by second-quarter FY 2011. The number of workforce members who meet or exceed certification requirements increased by 291 during this time frame. That is growth in the right direction! Let's keep up the good work and focus on achieving certification requirements. There are still 480 workforce members within the 4th Estate who do not meet the certification requirements associated with their

job position. If you are one of these members, please contact your acquisition manager to discuss your certification requirements and establish a certificate plan to satisfy your position requirements.

We continue to encourage all agencies to keep data up-to-date and accurate. In particular, we will focus on KLP and CAP data over the next quarter. All workforce members currently designated as a CAP or KLP must be Level III required and a member of the Acquisition Corps. If these conditions aren't met, a waiver must be processed.

For more information about the waiver process, see the waiver tool and user guide on the Workforce Manager Resource page of the DACM website: < www.dau.mil/doddacm/Pages/wkmgrResources.aspx > .

4th Estate Workforce Count by Year



	FY 2007	FY 2008	FY 2009	FY 2010	Q1 FY 2011	Q2 FY 2011
Totals	17210	17717	18601	21271	21040	21209

4th Estate Workforce Totals



FAI DIRECTOR ANNOUNCED



Welcome Donna Jenkins, the new director, Federal Acquisition Institute (FAI). As the FAI Senior Executive, she facilitates and promotes career development and strategic human capital management for the acquisition workforce

across the civilian agencies.

Ms. Jenkins' diverse experience will be very beneficial as she leads the civilian acquisition workforce community. She is a results-oriented leader with significant experience in building and executing workforce programs and interagency coalitions. She has been a contract specialist with the Department of the Navy, a contracting officer with the Department of the Treasury, and a contracting specialist and officer at the Missile Defense Agency. She was a procurement analyst and director of the Acquisition Workforce with the Department of Homeland Security. She also holds a commission in the U.S. Navy Reserves as a commander. For more information about FAI visit < www.fai.gov > .



Donna Jenkins

Congratulations Ms. Jenkins!

DAU LAUNCH OF BBP GATEWAY

On April 25, the Defense Acquisition University (DAU) launched the Better Buying Power (BBP) Gateway on the Defense Acquisition Portal (DAP).

This site is a central point of access to the latest information on the BBP efficiency initiatives outlined in the Sept. 14, 2010, USD(AT&L) memo to the acquisition workforce. The current "Better Buying Power" site in the Acquisition Community Connection (ACC) Special Interest Area (SIA), also has been updated to provide a wider membership with added collaborative capabilities, such as asking a BBP-related question and commenting on specific initiatives.

These sites are intended to make BBP information available widely and quickly, and to provide a venue for the acquisition workforce to obtain clarifications on BBP instructions and guidelines,



1. Target Affordability
2. Incentivize Productivity
3. Promote Competition
4. Improve Tradecraft
5. Reduce Bureaucracy

as needed. You can browse these sites by going to the BBP Gateway at < <https://dap.dau.mil/bbp> > , or the BBP (Public Site) at < <https://acc.dau.mil/bbp> > .



2011 SMALL BUSINESS TRAINING CONFERENCE BY MARCIA RICHARD

The Office of the Under Secretary of Defense, Office of Small Business Programs (OSBPs) 2011 Small Business Training Conference (SBTC) took place May 16–20, 2011, in New Orleans. The conference, based on various metrics, has been deemed a success!



First, the turnout was excellent. There were more than 400 participants ranging from senior leaders across the federal sector to entry level acquisition professionals with less than five years of government service.

Second, this year's conference was the first time the Small Business Administration partnered with DoD to provide training, exchange information and ideas, network and build synergy that permeated the entire conference. The Under Secretary Defense for Acquisition, Technology and Logistics, Dr. Ashton Carter has shown he is very serious about Small Business participation in the Defense Acquisition process by selecting and supporting a new director, Andre Gudger, who was formerly a successful small business owner.

Mr. Gudger is a real people person with high energy and lots of new and innovative ideas that he has already begun to develop and implement in support of Dr. Carter's Better Buying Power initiatives. One example Mr. Gudger shared is the new interim rule, Accelerated Payments for

Small Business, which became effective April 28. Mr. Gudger said, "Good decisions are made on purpose." Paying small businesses faster will allow them to pay their creditors in a more timely manner, reinvest in infrastructure and hire new employees, as needed. Thus, the Accelerated Payment for Small Business rule will help stimulate the economy. In addition, the department presented sessions on Small Business Subcontracting and AT&L Better Buying Power Initiatives; Roles and Responsibilities of the Small Business Specialist (SBS); Workforce Competency Study (Determining the appropriate career field/path for SBSs), and many more topics.

Many senior leaders actively participated in the DoD 2011 SBTC, including Joseph Jordan, associate administrator, Government Contracting and Business Development, U.S. Small Business Administration. During a question-and-answer session, Mr. Jordan vowed to continue to work closely with Mr. Gudger to ensure that DoD and SBA are heading in the right direction, in support of all small businesses working with the federal government. Presentations included sessions on Historically Underutilized Business Zone (HUBZone), Women Owned Small Business (WOSB) and the new and powerful legislation, the Small Business Jobs Act (SBJA).

Daniel Gordon, administrator of the Office of Federal Procurement Policy (OFPP), also participated and was the keynote luncheon speaker. Mr. Gordon stressed the importance of the

contributions of small businesses in the federal procurement process and shared OFPP's continued support of the small business community. Mr. Gordon discussed OFPP's three top priorities:

- 1) the acquisition workforce—the right number of properly trained and developed professionals
- 2) fiscal responsibility
- 3) rebalancing the relationship between the public and private sectors

The conference was both interesting and informative and could almost be summed up by a comment during a networking session by Tiffany Bellard, director, Small Business Office, Air Force Global Support Center. Ms. Bellard, only five months on the job and a former contracting officer, said: "I've learned a lot from this conference because we really did talk to each other, especially during the exercises. And I found it very helpful to understand the different perspectives, it truly helps you grow."

To learn more about the 2011 Small Business Training Conference go to: < http://www.regonline.com/2011_DoD_SBT > . Presentations from the conference can be found here: < <http://www.acq.osd.mil/osbp/sbs/conferences.shtml> > .



Daniel Gordon

OFFICE OF FEDERAL PROCUREMENT POLICY—NOTES FROM THE ADMINISTRATOR, DANIEL I. GORDON

Each month, OFPP publishes *Notes from the Administrator*, which contains current and useful information regarding the federal acquisition community. Mr. Gordon, administrator, OFPP, is very focused on the acquisition workforce. The March 2011 edition includes sections on Strengthening our Acquisition Workforce, Strategic Sourcing

Update, Changes to the FAR, and opportunities and challenges across agencies. April 2011's edition highlights Interagency contracts, workforce developments, and a spotlight on a DLA contracting officer. In the May edition, the Chief Acquisition Officers Council Acquisition Excellence Awards were announced, a Strategic Sourcing Progress

Update was provided, and workforce development notes were included. The Administrator notes are found on the 4th Estate DACM website < www.dau.mil/doddacm/Pages/Administrator%20Notes.aspx > , also located in a blue box on the left hand side of the main page. Check back frequently for new editions.

NEW *PRODUCT SUPPORT MANAGER (PSM) GUIDEBOOK* AND *BUSINESS CASE ANALYSIS (BCA) GUIDEBOOK* PUBLISHED

The Principal Deputy Assistant Secretary of Defense for Logistics and Materiel Readiness (L&MR) has signed out two important new guidebooks with direct benefits and immediate implications for the DoD Life Cycle Logistics community in general, as well as the new Product Support Managers (PSM) in particular. The two guidebooks, both dated April 2011, are the *Product Support Manager (PSM) Guidebook* and the *Product Support Business Case Analysis (BCA) Guidebook*.

This new *Product Support Manager (PSM) Guidebook* develops the Product Support Business Model (PSBM) recommended in the November 2009 Weapon System Acquisition Reform: Product Support Assessment (WSAR-PSA) and provides guidance to the Program Manager/Product Support Manager on how to develop and execute a product support strategy. It supports (USD(AT&L)) Dr. Ashton Carter's November 2010 memorandum on "Better Buying Power" by addressing the themes of increased competition, long-term affordability and controlling cost growth, and innovation in industry. This guidebook is written for the PSM and provides an easy reference addressing key requirements for managing product support across the entire life cycle of a weapon system. This *PSM Guidebook* will serve as an operating guide to assist the PSM and the Acquisition Community with the implementation of next-generation product support strategies. This April 2011 *Product Support*

Manager (PSM) Guidebook will supersede the highly successful *Performance Based Logistics: A Program Manager's Product Support Guide*, first published in March 2005, and which has been commonly referred to as "the PBL Guide."

Additionally, the WSAR-PSA report included eight integrated recommendations to improve life-cycle product support. One of the eight recommendations included clarifying and codifying policies and procedures on use of analytical tools, including business case analysis (BCA) in the life-cycle product support decision-making process. The new *Product Support Business Case Analysis (BCA) Guidebook* is a living document that will continue to be updated with new best practices and methodologies, and provides overall guidance for conducting a product support BCA. It is intended to be used in conjunction with other analytical tools and guidance, and can be further tailored for specific types of BCAs.

Both new guidebooks can be accessed from the Product Support Policy, Guidance and Tools site on the DAU Logistics Community of Practice (LOG CoP).

Longer-term, both guidebooks will form the foundation of a new LOG 340 Life Cycle Product Support course, slated to replace the existing LOG 236 PBL course effective Oct. 1, 2011. DAU also plans to hyperlink and host both guidebooks in a Web-enabled format similar to that of the *Defense Acquisition Guidebook (DAG)* in the coming months.



DAU FY 2012 CLASS SCHEDULE RELEASED

DAU class schedule for all classroom courses for FY 2012 was released May 18, 2011.

All Defense Acquisition Workforce students are encouraged to review their Acquisition training needs for their next Career Field Certification and register for all classes they will need in FY 2012. Students are now able to create DAU applications for all upcoming classroom classes. Students should register as soon as possible. The largest number of open seats, in the most cost effective locations, will be available at the start of the scheduling process. Go to < <http://icatalog.dau.mil/> > for the course schedule and other pertinent information. Register for classes through the ACQTAS system here:

< <https://www.atrrs.army.mil/channels/acqtas/> >

Please note that a select number of courses are not yet available for registration. These classes are listed below with their projected availability dates. Check the ACQTAS bulletin board, located in the link listed above, for updates.

CON 270 — approx. late summer FY 2011.

CON 280 — approx. first quarter/FY 2012.

CON 290 — approx. first quarter/FY 2012.

LOG 211 — to be determined.

LOG 340 — to be determined.

After the first three weeks of DAU classroom reservations for FY 2012 being available, the 4th Estate has made 1,717 reservations! We are off to a good start! Keep up the good work.



DAU Hosts Successful Acquisition Community Symposium

“Making Every Dollar Count—Improving Acquisition Outcomes” was the theme of the annual Acquisition Community Symposium held April 12 at DAU’s Fort Belvoir campus. More than 900 people attended the event, including 300 at remote sites.

The symposium provided Service-level and industry perspectives on implementing a new direction in acquisition leadership and management. The conference included acquisition executives, industry panels, and speakers such as the Honorable Christine H. Fox, director, Cost Assessment and Program Evaluation, who presented “The Analysis of Tough Choices.”

Shay Assad, Assistant Secretary of Defense (Acquisition), and Director, Defense Procurement and Acquisition Policy, delivered the keynote address. Symposium presentations can be viewed on the Acquisition Community Connection at < <https://acc.dau.mil/symposium11> > .

The event concluded with an awards banquet. Mr. Assad received the DAU Alumni Association’s Acker Award. Randy Fowler, Alan Gilbreth, Paul McMahon, and Frank Anderson, Jr., were inducted into the DAU Hall of Fame.

The banquet also recognized the winners of the Edward Hirsch Acquisition Research and Writing Award:

- First place: “Calculating Return on Investment for U.S. Department of Defense Modeling and Simulation,” by Ivar Oswald and co-authors Tim Cooley, William Waite, Elliot Waite, Steve “Flash” Gordon, Richard Severinghaus, Jerry Feinberg, and Gary Lightner
- Second place: “Employing Risk Management to Control Military Construction Costs,” by Lt. Col. Steven M. F. Stuban, U.S. Army (Ret.), and co-authors, Dr. Thomas Mazzuchi and Dr. Shahram Sarkani
- Third place tie: “Mitigating Spirals of Conflict in DoD Source Selections,” by Steven M. Maser and co-author Fred Thompson; and “Maximizing Federal IT Dollars: A Connection between IT Investments and Organizational Performance,” by Brig. Gen. Ennis C. “Jim” Whitehead III, U.S. Army Reserve (Ret.), and co-authors Dr. Shahram Sarkani and Dr. Thomas A. Mazzuchi.

Plan on attending the next annual symposium!



Shay Assad, Assistant Secretary of Defense (Acquisition), and Director, Defense Procurement and Acquisition Policy.

2011 OUSD(AT&L) Workforce Development Award



Applications for the 2011 Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)) Workforce Development Award are now being accepted.

The USD(AT&L) Workforce Development Award was established to help promote the objectives of the USD(AT&L)’s goal of a high-quality, agile, and ethical Defense Acquisition Workforce. This program recognizes DoD AT&L organizations that have made exemplary contributions to the career long development of their workforces.

All Component and DoD AT&L organizations, except DAU, are eligible to compete for the 2011 USD(AT&L) Workforce Development Award. There is no application fee for this award program.

To apply, each organization’s POC must complete the award application form and submit it, via e-mail, to the award coordinator at learning.award@dau.mil. The application form, instructions, and additional information may be found at the award website < www.dau.mil/acqawards/development > . Please note that each submission must include an endorsement from a flag officer/SES in the organization’s chain of command.

Each application will be evaluated in one of two categories as determined by the organization’s size—fewer than 500 employees, and 500 or more employees. Selected organizations will be recognized as Gold, Silver, or Bronze award winners. The application procedures are the same for both categories.

The 2011 USD(AT&L) Workforce Development Awards will be presented in November 2011 in conjunction with the Program Executive Officers’/Systems Command (PEO/SYSCOM) Commanders’ Conference at Fort Belvoir, Va. Award winners will receive plaques and recognition on the USD(AT&L) and DAU Web pages.

Please address any questions to the award coordinator at 703-805-4570 or learning.award@dau.mil.

Applications must be received by Aug. 1, 2011, to be considered.



Dr. Ashton Carter

SHARON R. PARISH “PEOPLE ALWAYS” LEADERSHIP AWARD

On March 18, the newly instituted Sharon R. Parish “People Always” Leadership Award was announced to honor the memory of Mrs. Sharon R. Parish and to encourage and promote the leadership qualities she exemplified. The award recognizes leaders at all levels within the DoD acquisition community who have developed, motivated, and inspired others through both formal and informal means.

Sharon R. Parish, deputy director of acquisition for the National Geospatial-Intelligence Agency (NGA), was tragically killed in a car accident on Feb. 9. Sharon began her career in 1971 and worked in the field of Contracting for most of her 40 years of government service. For seven years, she served as the senior procurement executive and director of contracts at NGA. Sharon was an inspirational leader throughout her entire career, regardless of the position or title she held at a given time.

Sharon believed that people with strength should use it to lift up those around them to new heights. She was a “servant leader” who believed in “Mission First, People Always.” She was a champion of personal interaction and mentoring at all levels. She always let her actions speak louder than her words.

Training and professional development were two of Sharon’s most important priorities. She encouraged formal training, joint duty, and rotational assignments. She developed and actively promoted leadership-focused programs. She implemented new ideas, methodologies, and approaches brought to her from people across all levels of the organization. Through her exceptional creativity and inventiveness, she developed unique solutions and encouraged others to do the same.

Sharon inspired people to give more than they dreamed possible, and she encouraged people to reach farther than they thought they could. She led by example



Sharon R. Parish

and with a high degree of emotional intelligence, using inspiration, persuasion—and, most of all, heart.

Nominees for the Sharon R. Parish People Always Leadership Award were evaluated on four main areas: mentorship, commitment to training and professional development, collaboration, and creative leadership. On May 11, the award was presented during the evening banquet of the 2011 DoD Procurement Conference and Training Symposium in Orlando, Fla., to Carl Workman.

Mr. Workman is deputy director, Special Programs at the Defense Contract Management Agency (DCMA) in Fort Lee, Va. Mr. Workman was fortunate enough to learn from Mrs. Parish’s example during his employment at NGA. Through her tutelage, encouragement, and guidance, Mr. Workman has become a leader who focuses on helping others thrive. His efforts with the DCMA Tomorrows Leader’s Initiative and mentoring program have helped numerous others grow and learn through trustworthy relationships. His involvement in establishing an Intern program in DCMA Special Programs also illustrates his commitment to emerging leaders. Mr. Workman has also distinguished himself and DCMA by being selected into the Defense Leadership and Management Program (DLAMP) and graduating with honors from George Mason University, where he earned an executive master’s degree in Business Administration. He has worked to develop effective partnerships within his agency to collaborate on a number of fields to facilitate operations and provide opportunities.

Congratulations Mr. Workman!



Tonya Crawford, acting senior procurement executive, NGA; Carl Workman, award recipient; and Shay Assad, director, Defense Procurement and Acquisition Policy.



UPDATED LIFE CYCLE LOGISTICS CAREER FIELD DAWIA CERTIFICATION TRAINING REQUIREMENTS

By Bill Kobren, Executive Secretary, Life Cycle Logistics Functional Integrated Process Team (FIPT), Defense Acquisition University

In the November 2009 “DoD Weapon System Acquisition Review: Product Support Assessment,” Dr. Ashton Carter, the Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)) reiterated the following strategic imperative to our community: “As DoD moves forward with weapon system acquisition reform, attention to product support must be increased, and life cycle management must be better focused to achieve affordable operational Warfighter outcomes.” In conjunction with other key initiatives listed below, DoD is already well on its way to implementing the recommendations contained in this product support assessment:

- Life Cycle Sustainment Outcome Metrics (March 2007)
- DoD Logistics Human Capital Strategy (June 2008)
- Public Law 111-84, Section 805 Establishing Requirement for Product Support Manager (PSM) (October 2009)
- USD AT&L Better Buying Power Initiatives (September and November 2010)
- USD AT&L Directive-Type Memorandum (DTM) 10-015 – Requirements for Life Cycle Management and Product Support (October 2010)
- USD AT&L Directive Type Memorandum (DTM) 11-003 – Reliability Analysis, Planning, Tracking, and Reporting (March 2011)
- *Defense Acquisition Guidebook (DAG)* Chapter 5 (April 2011 Revision)
- *DoD Product Support Manager (PSM) Guidebook* (April 2011)
- *DoD Product Support Business Case Analysis (BCA) Guidebook* (April 2011)

FY 2012 DAWIA Certification Changes. As a result, in January, the DoD Life Cycle Logistics Functional Integrated Process Team (FIPT) approved, and the Life Cycle Logistics career field Functional Leader (Assistant Deputy Secretary of Defense for Materiel Readiness) directed, the following changes to the Life Cycle Logistics Defense Acquisition Workforce Improvement Act (DAWIA) certification training requirements effective at the start of the next fiscal year (FY 2012).

While experience and education requirements for certification remain unchanged, the following training certification changes will become effective at the beginning of FY 2012 (Oct. 1, 2011):

- LOG 236 “Performance Based Logistics, Part B” Level II certification course will be replaced by a new LOG 340 “Life Cycle Product Support” Level III course
- SYS 101 “Systems Planning, Research Development, and Engineering (SPRDE) Fundamentals” will be added as a Level I Life Cycle Logistics certification course

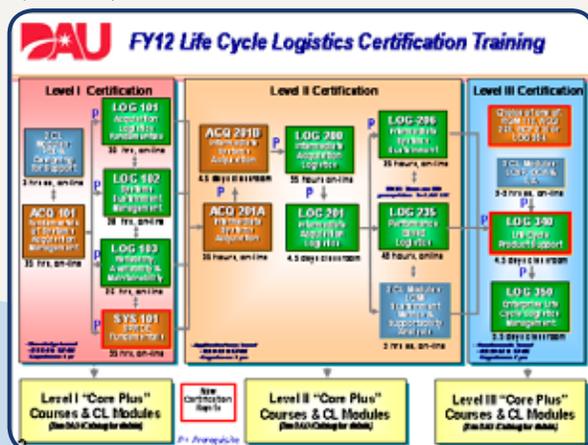
- Continuous Learning Module requirements at Level II will change from “2 CL Modules from the Core Plus List” to specifying “CLL 001 Life Cycle Management & Sustainment Metrics (currently in development) and CLL 012 Supportability Analysis” (currently in development)
- CL Module requirements at Level III will change from “2 CL Modules from the Core Plus List” to specifying “CLL 005 Developing a Life Cycle Sustainment Plan (currently in development), CLL 015 Business Case Analysis (BCA), AND CLL 020 Logistics Assessments”
- Establishment of a “choose one of the following four courses” requirement at Level III:
 - ACQ 265 Mission-Focused Services Acquisition
 - BCF 215 Operating and Support Cost Analysis
 - ROM 110 Core Concepts for Requirements Management
 - LOG 204 Configuration Management

LOG 340 Transition Plan. For students who are completing their Level II or Level III certification requirements, please be aware of the following important LOG 236 to LOG 340 transition information.

- LOG 236 classes will continue to be taught through the end of September. There will be no further LOG 236 course offerings after Sept. 30, 2011.
- For DAWIA certification purposes, for a period of one year, LOG 236 will be identified as a predecessor course for LOG 340, meaning students seeking Level III Life Cycle Logistics career field certification during FY 2012 (Oct. 1, 2011, through Sept. 30, 2012) can apply either LOG 236 or LOG 340 toward meeting their LOG 340 Level III certification requirement
- For the one year after LOG 340 deployment (Oct. 1, 2011, through Sept. 30, 2012), either LOG 236 or LOG 340 will be acceptable prerequisites for LOG 350 (along with ACQ 201B and any others specified in the *DAU iCatalog*)

- LOG 340 prerequisites will be ACQ 201B, LOG 201, LOG 235, CLL 005, CLL 015, and CLL 020
- All this information has been added to the Life Cycle Logistics sections of the *DAU iCatalog*, but remember: These changes do not take effect until Oct. 1, 2011.

DAU learning assets are first and foremost competency-based, and are directly aligned with current DoD Functional Leader life cycle management, product support, and life cycle logistics policy, process, and guidance. And at the end of the day, our life cycle logisticians will be better prepared to successfully meet the future long-term product support requirements and challenges we know lie ahead.



INDUSTRIAL PROPERTY CURRICULUM CHANGES

The Industrial Property (IND) curriculum has been refreshed for FY2012 to better equip property specialists. A new level I course focuses on how to improve visibility of contract property to support business decisions. The overall objective is to obtain a higher return on the investment in tangible items owned by the government that are in the possession of contractors. Recent policies and data-capture systems enable improved life-cycle management of government property. In addition to IND 105 replacing IND 100 and IND 103 in FY 2012, IND 205 will replace IND 200 in FY 2013.

Updates can be found on the ACC Government Property Community of Practice. To join the ACC < <https://acc.dau.mil/> >, you must fill in all required fields—they are identified by an asterisk (*). Please note that it takes 24–48 hours to completely process the request. Once you login, select the following URL < <https://acc.dau.mil/govprop> >, that will take you directly to the Government Property Community of Practice.

CHECK US OUT

Check out the 4th Estate DACM website at < www.dau.mil/doddacm > for all your acquisition workforce needs.



THE ACQUISITION COMMUNITY CONNECTION

The ACC < <https://acc.dau.mil> > recently launched several new capabilities and added new resources that will simplify access, allow users to provide feedback, and keep the workforce informed on the latest acquisition initiatives. The ACC is an online forum that includes communities of practice, and collaborative workspaces centered on acquisition-specific topics. ACC is available to the Defense Acquisition Workforce 24/7 to collaborate, share, and connect with one another in an online environment. Community members are able to interact and share lessons learned and experiences to support job performance, avoid the duplication of effort, and advance the connection of people and ideas. Recent feature and content upgrades include:

- ACC registered users can now login to ACC using a Common Access Card (CAC). This new capability allows users to log in to the site using their CAC and pin number. The CAC option supplements the current user name and password login capability. Both options will be available to users to accommodate those users who do not have a CAC or do not have access to a CAC reader.
- A red **Feedback** button has been added to the top-header of the ACC, allowing users to easily report problems and comment on the quality and usefulness of the knowledge sharing assets contained in the ACC. The feedback button is page context sensitive so feedback is easily identifiable to a specific page and any issues can be resolved quickly. We encourage users to make use of this tool to rate the quality of the content and to help keep content current and relevant.
- Recent community areas added to the ACC include:
 - **Better Buying Power (BBP)** < <https://acc.dau.mil/bbp> > —this site provides access to BBP information and provides a venue for you, the acquisition workforce, to obtain clarifications on BBP instructions and guidelines, as needed. You can find recent policies, memos, and guides, such as the Joint USD(AT&L) and USD(C) Memorandum on Savings Related to "Should Cost" and the PDUSD(AT&L) memo on Document Streamlining—Program Strategies and Systems Engineering Plan.
 - **Requirements Management** < <https://acc.dau.mil/requirements> > —the Requirements Community of Practice is the central repository for DoD requirements management knowledge. This on-line resource provides 24/7 access to unclassified resources such as DAU courses, learning materials, links, policies, and news to assist those involved in the DoD requirements.
 - **Smart ShutDown Performance Support (SSPS)** < <https://acc.dau.mil/ssps> > —this site provides a forum for information exchange and peer-to-peer discussions in respect to acquisition organization enterprise best practices to accomplish smart, disciplined, efficient, and effective program terminations when required to do so. The SSPS provides the defense acquisition community with a forum for their "voice to be heard" in identifying goals, processes, shortfalls, issues, best practices, plans, and considerations in all aspects of program termination activities.
 - **Contract Pricing Reference Guides** < <https://acc.dau.mil/cprg> > —an electronic web-based version of the Contract Pricing Reference Guides (CPRG) has been created to assist acquisition professionals, to include program managers, contracting officers, contracting specialists, auditors, cost and price analysts and contract negotiators, among others, by providing a central repository for the reference guides within the Contract Cost, Price and Finance community. The five-volume Guides are built around five key knowledge and skill areas: price analysis, quantitative techniques, cost analysis, advance issues, and negotiation techniques.

If you have not had an opportunity to visit the ACC, please take the time to check it out and learn about the many resources available to the Defense Acquisition Workforce. Comments or questions regarding ACC can be sent to acc@dau.mil.

NEW CONTINUOUS LEARNING MODULES AT DAU

CLR 030: Environment, Safety and Occupational Health (ESOH) in Joint Capabilities Integration and Development System (JCIDS)

— The module is designed to help the ESOH practitioner (i.e., ESOH SME) generate concise ESOH wording appropriate for JCIDS documents. The module offers practical guidance in negotiating the JCIDS process where different interests, ESOH-related and non-ESOH-related, often compete among stakeholders in a resource-constrained context.

CLL 018: Joint Deployment Distribution Operations Center (JDDOC)

— This module provides basic knowledge and comprehension of the JDDOC. It will provide DoD, governmental and nongovernmental personnel a detailed understanding of the roles, responsibilities, organizational structure, and concept of employment of the JDDOC concept.

CLL 002: Defense Logistics Agency (DLA) Support to the Program Manager

— The Defense Logistics Agency Support to the Program Manager module is designed to introduce participants to the capabilities of the DLA in delivering support to the warfighter. Students will be provided with an overview of the DLA and its transition to weapon system support. The DLA provides myriad benefits to the Program Manager, Operational Unit, Service Inventory Control Points, etc. The participants will better understand the tailored support available from the DLA.

CLL 008: Design for Supportability

— Designing for Supportability in DoD systems is intended for anyone who desires a comprehensive overview and introduction to incorporating the principles of systems engineering throughout the system life cycle to design, develop, produce, and sustain operationally reliable, supportable, and effective systems. It is based on the OSD guidance document *Designing and Assessing Supportability in DoD Weapon Systems: A Guide to Increased Reliability and Reduced Logistics Footprint* (Oct. 24, 2003).

The module emphasizes the essential link between overall weapon system operational effectiveness and product support performance. It introduces the System Operational Effectiveness (SOE) model and process. It demonstrates how consistent application of the SOE process, during all phases of the acquisition life cycle, facilitates the optimization of system supportability and operational effectiveness.

CLL 054: Joint Task Force Port Opening

— The requirement to improve JDDE support to the warfighter is well established; however, less established is the definition of performance based on warfighter need. A USTRANSCOM study produced a framework of enterprise-level performance based metrics. This framework provides a clear definition of performance levels needed to drive tangible improvement for the warfighter.

CLL 055: Joint Deployment and Distribution Performance Metrics Framework for Sustainment Distribution

— The requirement to improve JDDE support to the warfighter is well established; however, less established is the definition of performance based on warfighter need. A USTRANSCOM study produced a framework of enterprise-level performance based metrics. This framework provides a clear definition of performance levels needed to drive tangible improvement to the warfighter.

CLL 007: Lead Free Electronics — This module provides an overview of the impact of commercial lead-free mandates and their effect on DoD electronics programs. The module addresses the major lead-free related directives, DoD-related risks and mitigations, program considerations associated with lead-free initiatives, and DoD's response to the various mandates and policy directives. The module is targeted to government and industry program managers, item and component managers, and bench level technicians or designers.

DAU CONTINUOUS LEARNING MODULE UPDATE

Since April 13, the following changes have been made to DAU Continuous Learning Modules:

- The following Modules have been activated:
 - CLL 124 — SLES for Admin Users, Part A
 - CLL 125 — SLES for Admin Users, Part B
 - CLL 126 — Integrated Materiel Management
 - CLL 127 — Receiving, Storage, Surveillance & Extension Part 1
 - CLL 128 — Receiving, Storage, Surveillance & Extension Part 2
 - CLL 129 — Requisitions, Issue, and Shipment
 - CLL 130 — Materiel Disposition
 - CLE 046 — Fundamentals of Executing a JCTD Project
 - CLE 067 — Strategic Material Selection: Chemical Ranking System
- A new version has been released of Module CLI 004, Information Exchange Program (IEP), DoD Generic.
- There are now 282 Continuous Learning Modules available for registration via the Training Application Systems.
- Go to ACQTAS for Training to register for CL courses! < <https://www.atrrs.army.mil/channels/acqtas/> > . Links to all ACQTAS programs can be found on the 4th Estate DACM website < <http://www.dau.mil/dod-dacm/Pages/mgmtTools.aspx> > .





UPDATED TRAVEL POLICY

First, we thank those who follow our travel policy and complete travel worksheets in a timely manner when planning to attend DAU training. Unfortunately, there has been an increase in travel requests received without adequate time for processing.

As a reminder, all travelers are required to complete their travel worksheets and receive TDY orders before departing for DAU training. We cannot allow travelers to complete travel worksheets without adequate time for processing travel orders. Lack of advanced planning significantly impacts our 4th Estate travel budget process and violates the 4th Estate travel policy.

PLEASE NOTE:

- Student travel worksheets must be finalized within 30 calendar days prior to the training departure date.
- Travel worksheets must be submitted by travel managers within 10 business days prior to the training departure date.
- Fourth Estate DACM travel funds will be provided only when the above timelines are met.
- Students who receive reservations after the submission deadlines must complete a travel worksheet within 48 hours.

Travel Managers must properly track all travelers to ensure worksheets have been correctly processed and submitted within required timelines. Tracking can be done by using the "Review Potential Travelers With No Worksheet On File" report Under ACQTAS Travel Management. Tools are available in ACQTAS to inform the students of their upcoming travel and the requirement to complete their travel worksheets.

It is critical that students submit travel orders in a timely manner and that all Travel Managers monitor travelers to verify that they have approved orders prior to traveling.

A travel claim submitted without a travel order completed in a timely manner requires a justification signed by both the agency workforce manager and the employee's supervisor prior to processing.

If you require assistance with a travel worksheet, please contact ASMR at least 10 business days prior to departing for training. We understand occasional last minute changes, but for several agencies, this is becoming a standard practice.

Our current travel policy has been revised to include the above requirements and is posted on our website < <http://www.dau.mil/doddacm/Pages/acqCareer.aspx> > .

We need your leadership support in implementing an effective and efficient travel process to optimize the 4th Estate travel funds and maximize training opportunities for our acquisition workforce members.

CAREER MANAGEMENT FREQUENTLY ASKED QUESTIONS

- Q. Where can I get information on the changes in the Contracting curriculum for FY 2012?**
- A.** *The 4th Estate DACM website < www.dau.mil/doddacm/default.aspx > , has some information regarding the specific changes that have been made to the Contracting curriculum. The official memo from March 25, 2011, notifying the contracting workforce of changes within the contracting curriculum and DAWIA certification standards for FY 2012 can be found at < www.dau.mil/doddacm/Pages/wkfPolicy.aspx > . Another useful document can be found on the "Managing Your Acquisition Career" page < www.dau.mil/doddacm/Pages/acqCareer.aspx > . This document, titled "Contracting Career Field FY2012 Changes", shows the new Contracting curriculum by level, with all added or changed courses highlighted in red.*
- Q. How can I increase my chances of getting the DAU training I need for Certification?**
- A.** *The most effective way to increase your chances of getting reservations in the DAU courses you need is to register as early as possible in the fiscal year! The schedule for FY 2012 was released on May 18, 2011. The sooner you apply for the courses you need, the more likely you are to get a reservation at a cost-effective and convenient location.*
- Q. If the DAU class I want is full and I get a wait, what else can I do?**
- A.** *An effective method of increasing the likelihood of getting a reservation in a DAU course is to apply for multiple class sections for the course you need. You may be approved as a reservation for one of those classes, but if they are full you can be wait-listed in as many classes as you want. The ACQTAS registration system reviews all your waits, and if you are the next person on the wait list when a seat opens up in one of those classes, ACQTAS will generate a reservation for you in that class. You then will be notified by e-mail of the reservation, and ACQTAS will cancel all the other waits automatically.*



HAVE YOU SEEN OUR NEW ACQTAS-CL BROCHURE INSERT?

Take a look at the new and improved brochure insert that explains the basics of the Continuous Learning Process in ACQTAS. This insert is intended to be used with the DAU brochure titled Continuous Learning for the Defense Acquisition Workforce. Each member of the Defense Acquisition Workforce is required to obtain 80 Continuous Learning Points every two years. These points can be obtained in a variety of ways including continuous learning modules, academic courses, professional activities, workshops, symposia and other experience assignments. The brochure outlines creditable activity and the point credit allotted to each one. It also includes links to the DAU Continuous Learning Center at < <http://clc.dau.mil> > .

The new ACQTAS-CL brochure highlights CL procedures specifically for the 4th Estate. The 4th Estate uses the ACQTAS-CL online system to track continuous learning points. Through this system, employees can submit credit requests to their supervisors as well as keep track of any CLPs they have already earned.

Why is Continuous Learning Important? Continuous learning augments education, training, and experience standards established for the Defense Acquisition Workforce. DoD Instruction 5000.66 establishes the standard of 80 CLPs within two years from the date of entry into the acquisition workforce for as long as the member remains in an acquisition position. Members are encouraged

to set a goal of achieving 40 CLPs within any 12-month period in order to stay on track to meet the two-year requirement.

The new brochure can be found on the lower left corner of the 4th Estate DACM website < <http://www.dau.mil/doddacm/default.aspx> > . Both brochures can also be found on the DAU brochure page at < <http://www.dau.mil/publications/Pages/brochures.aspx> > .

THE DEFENSE ACQUISITION CORPS . . . DID YOU KNOW???

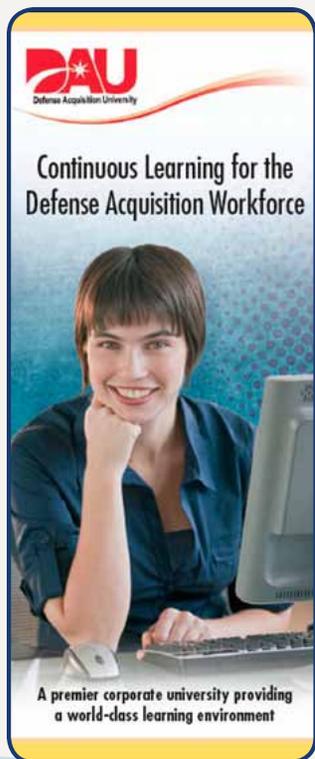


The Defense Acquisition Corps was established in 1992 by the Defense Acquisition Workforce Improvement Act (DAWIA). Earning membership in the Defense Acquisition Corps lays a foundation for acquisition leadership and prepares individuals for advancement to levels of greater responsibility and authority. Acquisition Corps eligibility is a prerequisite for serving in a critical acquisition position (CAP). CAPs are positions of significant responsibility, primarily involving supervisory or management duties in the DoD acquisition system. CAPs vary in scope and span of control but must be filled by corps members.

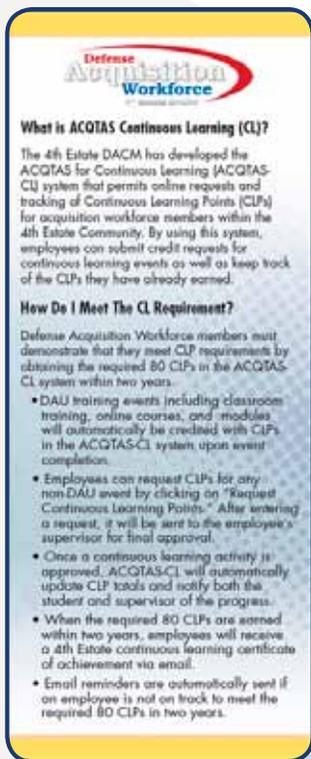
Acquisition professionals who plan to join the Acquisition Corps should demonstrate exceptional analytical and decision-making capabilities, job performance, and gain qualifying experience. Membership requires the right mix of education, certification, experience, and position/rank. A summary of eligibility requirements can be found on the DACM website's Acquisition Corps page: < www.dau.mil/doddacm/Pages/DAC.aspx > , in the document titled "Defense Acquisition Corps Eligibility Criteria."

Once an individual has met the Defense Acquisition Corps Membership Requirements, the final step for acceptance into the Acquisition Corps is to formally apply for membership through their Service/agency; many 4th Estate agencies use the ACQTAS system to process applications for Acquisition Corps program.

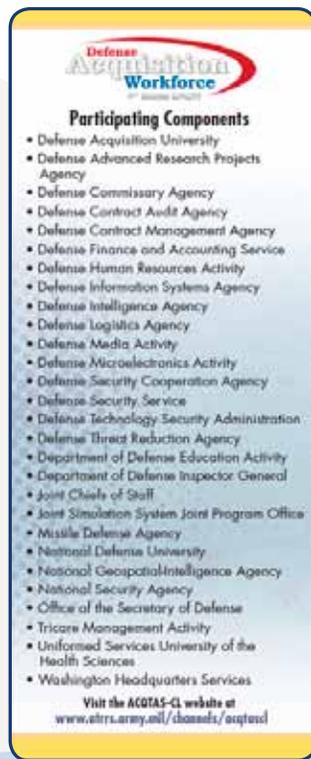
Membership in the Defense Acquisition Corps is an important milestone in an Acquisition Workforce member's career. It opens the door to higher levels of acquisition positions and requires greater acquisition expertise, responsibility and trust. For more information on acquisition corps eligibility and certification, visit the Defense Acquisition tab on the 4th Estate DACM website < www.dau.mil/doddacm/Pages/DAC.aspx > .



DAU Continuous Learning Brochure



NEW ACQTAS-CL Brochure Insert



Visit the ACQTAS-CL website at www.atrls.army.mil/classes/acqtas



GETTING TO KNOW OUR ACQUISITION WORKFORCE MANAGERS — AN INTERVIEW WITH ROBIN MEYER FROM THE NATIONAL SECURITY AGENCY (NSA)

1. **How long have you worked at the National Security Agency (NSA)?** *I've been with NSA since March 2008, although I was a high school work study here in the late 1980s—amazing, since I'm only 22!*

2. **Where were you before coming to NSA?** *Prior to coming back to NSA, I worked in the wireless industry. I held various sales and operations positions with AT&T Wireless. It was called Cellular One back then. I also worked as a program manager for Tessco Technologies, a midsized distributor in the wireless industry.*

3. **Tell us about one of the biggest successes achieved by you or your team.** *As soon as I arrived at NSA, I was placed in a Contracting Officer's Representative (COR) role for a very large contract—talk about a learning curve! I am proud that I was able to implement several cost- and time-saving administrative changes as well as strengthen communications between the government and contractor program management offices.*

4. **What is the biggest challenge in your position?** *Currently, I am the chief of workforce development within our Acquisition organization. A few of the responsibilities include oversight of acquisition training, compliance with DAWIA certification, and service as the primary resource for all of NSA's CORs. The biggest challenge stems from the fact that many of those involved in the acquisition process fall outside the Acquisition organization. This requires the knowledge and skills needed to build solid working relationships and ensure that our standard acquisition processes are adhered to across the enterprise.*

5. **What motivates you to put your best foot forward on a daily basis?** *It is important to me that our partners and customers recognize the value of acquisition "done right." My best efforts will enable the Acquisition organization to effectively support NSA's strategic plan.*

6. **How has the Defense Acquisition Workforce Development Fund helped your organization meet its workforce needs?** *NSA is leveraging the DAWDF fund in many ways. It has allowed us to attract and retain best-in-class business managers, provided much-needed, on-site COR training, and supported the hiring of exceptional individuals for our contracting workforce.*

7. **How does your organization "win the war for talent" with competition from industry and other government agencies?** *The Acquisition organization has high standards for new-hire candidates. While we may not always offer the highest salary, we offer competitive compensation packages and many opportunities for professional growth. It also doesn't hurt that NSA's mission is fascinating, and that each individual can contribute to the overall success of the Agency.*



8. **How is succession planned by your Organization to replace Senior Acquisition professionals as they exit the workforce?** *We closely monitor the retirement eligibility of our workforce and remain focused on hiring experienced, midlevel talent, as well as interns and journeymen to create a stable workforce. Plus, we beg the seniors to stay!*

9. **How do you ensure that new hires get the proper training, mentoring, and quality work to keep them interested and retained?** *Our intern program is very robust with diverse office tours, specialized training requirements, and comprehensive career support. Experienced midlevel hires can take advantage of our job shadowing program and distinctive learning opportunities, such as rotational assignments. As these individuals are ready for new challenges, our Workforce Planning Council helps to guide them into positions that will enhance their professional development.*

10. **What skills do you think are most critical to successfully performing your job?** *I think this position requires the soft skills that are so important in any job—attention to detail, collaboration, the courage to make an informed decision, leadership, and time management. Oh, did I mention time management?*

11. **What could the Department do to move the acquisition workforce forward?** *I think we've made great strides recently with COR certification standards and the COR Handbook. Sometimes, we face challenges in that the IC community operates differently than the services. However, we have seen more collaboration across the Department regarding knowledge-sharing and best practices.*

12. **What words of wisdom would you offer to your fellow acquisition workforce managers?** *Well, if you can't win the lottery, this is a decent gig. Seriously, I think that acquisition workforce managers are in a good place in that we can positively impact acquisition processes and employees. Despite some challenges, we are fortunate to have positions in which we can develop professionally and facilitate effective acquisition for our nation.*

13. **What is a goal you have for your acquisition workforce in 2011?** *One of our largest goals is to improve our compliance with DAWIA certification. Another important goal is to continue to improve our oversight of the training and qualifications of CORs across the enterprise.*

14. **What is something about yourself that others might not know?** *Before I ever completed my bachelor's and master's degrees in business, I graduated from the Pastry Arts program at L'Academie de Cuisine, in Bethesda, Md. I wasn't very good, which is why I'm not on "Top Chef"!*



If you have training and development questions, always begin with your local agency training 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 > . 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 > .



DAU Student Services (general information and questions about welcome messages) < 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) < dauhlp@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.



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Together
Everyone
Achieves
More

Collaborate

Align

Strategize

Evolve