



# 4<sup>th</sup> Estate DACM *Newsletter*

## IN THE SPOTLIGHT

### HAPPY NEW YEAR!

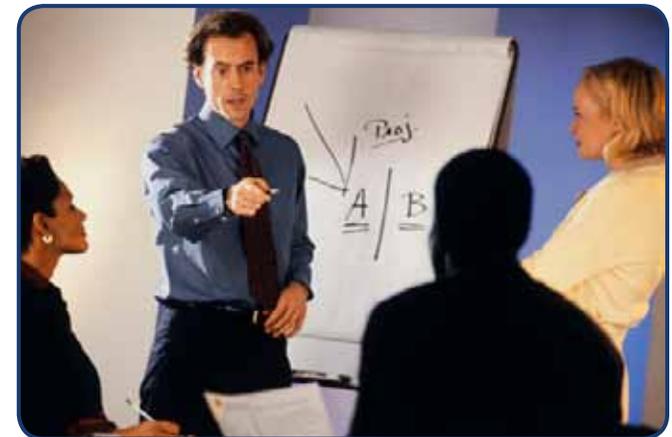
Another exciting year is upon us as we enable the Defense Acquisition Workforce to support the warfighter in achieving today's wartime challenges. As members of the acquisition workforce, we have specific Defense Acquisition Workforce Improvement Act (DAWIA) certification requirements. These certification requirements are determined by the position category and certification level assigned to the identified acquisition position. The certification level is based on the authorities, duties, and responsibilities required of the workforce member. Certification requirements are identified based on education, training, and experience for all three levels of certification. The Defense Acquisition University (DAU) publishes certification requirements annually in the DAU interactive catalog located at < <http://icatalog.dau.mil/onlinecatalog/CareerLvl.aspx> >. Our collective goal is to ensure that 100 percent of our acquisition workforce members meet assigned certification requirements within 24 months of being appointed to the position. Certification standards cannot be waived. Achieving our designated certification level requirements provide the skills, knowledge, and competencies to successfully execute mission requirements leading to the right acquisition outcomes. Certification is being tracked at senior levels in support of the DoD Strategic Management Plan. The 4th Estate DACM Office and DAU team members will continue to work with workforce managers across the 4th Estate community to improve the reporting of certifications.

### DAU LOW-FILL CLASSES

Are you looking for a seat in a DAU course that you need for certification? A seat may be available! On a weekly basis, DAU posts a low-fill class list. The list is a compilation of classes that will be held within the next 60 days and have available seats.

The list is available at < [www.dau.mil/studentInfo/Pages/schedules.aspx](http://www.dau.mil/studentInfo/Pages/schedules.aspx) >. Click on the blue "Low Fill Classes" button on that page. These available seats are typically open to all workforce employees. Applications are submitted in the Acquisition Training Application System (ACQTAS) for approval by your local quota manager.

A weekly low-fill class sheet is also sent to all 4th Estate quota managers for distribution to all Defense Acquisition Workforce members.



## DEFENSE AT&L JANUARY-FEBRUARY 2010 ISSUE AVAILABLE

The January-February 2010 issue of *Defense AT&L* magazine is now available < <http://www.dau.mil/pubscats/ATL%20Docs/Jan-Feb/jan-feb2010.pdf> > . The issue features DAU President Frank Anderson's interview with Gen. David H. Petraeus, Commander, U.S. Central Command.



Curious how your job supports the warfighter? Sometimes seeing how your daily job affects our servicemen around the world can be difficult. What better way to understand how what you do impacts the warfighter than to hear directly from the former Commanding General, Multi-National Forces-Iraq and current Commander, USCENT-COM, General David Petraeus? Gen. Petraeus took time out of his busy schedule to meet with DAU president, Frank Anderson to discuss how the acquisition community can support the warfighter. To hear the general's answers, follow this link < <http://view.dau.mil/dauvideo/view/eventListing.jhtml?eventid=2275> > to the interview.

The issue also features articles such as "The Manager in the Muddy Boots," by Charles Court; "A New Way to Start Acquisition Programs," by William Fast; "Opportunity Management," by Will Broadus, Mike Kotzian, Phil Littrell, and Duane Mallicoat; and more.

Your feedback on the magazine is greatly appreciated and can be provided via the Defense AT&L survey.

The deadline to submit an article for consideration for the July-August 2010 issue of the magazine is May 1. Please send submissions to < [datl@dau.mil](mailto:datl@dau.mil) > . Consult the author guidelines for information on length, format, and submission procedures.



ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

DEC 15 2009

MEMORANDUM FOR OUSD(AT&L) COMPONENT HEADS

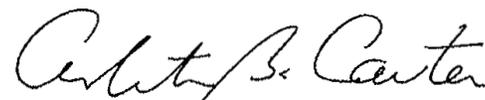
SUBJECT: Assistant Secretary of Defense for Acquisition (ASD(A))

Section 906 of the National Defense Authorization Act for FY 2010 amended title 10, United States Code, section 138, to provide for the position of ASD(A). The ASD(A) is the principal adviser to the Secretary of Defense and the Under Secretary of Defense for Acquisition, Technology and Logistics on matters relating to acquisition.

Effective immediately, Mr. Shay Assad shall perform the duties of the ASD(A) and may discharge all of the duties of the ASD(A) except those duties, if any that qualify as "statutory" for purposes of the Federal Vacancies Reform Act of 1998, as amended. Mr. Assad will continue to serve as the Director, Defense Procurement and Acquisition Policy.

A "statutory" duty is one that by law or regulation may only be performed by the ASD(A). Should there be any questions about whether a specific matter is a "statutory" duty, the Office of the DoD General Counsel should be consulted. In addition, when performing duties of the ASD(A), Mr. Assad shall not use the title or assume the role of "Acting" ASD(A). Instead he shall use his title of Director, Defense Procurement and Acquisition Policy, when signing documents but shall add the following phrase to his signature block: "Performing the Duties of the ASD(A)." He may use Office of the ASD(A) but not ASD(A) stationary.

Finally, to the extent that any duty is required by statute, regulation or other applicable guidance to be performed by an officer of the United States appointed by the President with the advice and consent of the Senate, Mr. Assad shall refer matters relating to such duty to the USD(AT&L) or the Principal Deputy USD(AT&L) with a recommended course of action.

  
Ashton B. Carter

cc:  
GC, DoD  
Dir., A&M

## DoD RECOGNIZES EXCELLENCE IN ACQUISITION

On Nov. 3 and 4, 2009, Defense Acquisition Workforce members and organizations were recognized with acquisition awards in individual achievement, workforce development, and overall excellence in acquisitions. The awards were presented in conjunction with the Program Executive Officers/Systems Command (PEO/SYSCOM) Commanders' Conference at Fort Belvoir, Va.

The Under Secretary of Defense For Acquisition, Technology and Logistics (USD[AT&L]) Workforce Achievement Awards were presented for the first time this year. The award was established as a result of the Weapon Systems Acquisition Reform Act of 2009 to encourage and recognize individuals who have demonstrated excellent performance in the acquisition of products and services for the Department of Defense. Recipients were judged based on their specific achievements within the functional area/category during fiscal year 2008 and the first half of the current year; the value of the nominee's contributions to the mission of the organization and to the Department of Defense; and their leadership provided to others in their organization and toward achievement of organizational objectives. Winners were recognized in eight categories:

- **Program Management**  
Johnnie Mize, U.S. Special Operations Command
- **Contracting and Procurement (including Industrial/Contract Property)**  
Pamela Anderson, U.S. Air Force
- **Contract**  
Audit Kathleen Stohs, U.S. Navy
- **Business, Cost Estimating, and Financial Management (including Earned Value Management)**  
John Lilly, Missile Defense Agency
- **Management, Contract Oversight, and Quality Assurance**  
Kent Schvaneveldt, Defense Contract Management Agency

- **Life Cycle Logistics**  
Nick Smith, U.S. Navy
- **Systems Planning, Research, Development, and Engineering (including Test and Evaluation, Production and Manufacturing)**  
Joel Ankersen, U.S. Air Force
- **Acquisition in an Expeditionary Environment**  
Bill Long, U.S. Air Force

The David Packard Excellence in Acquisition Award was established in 1997 to recognize organizations, groups, and teams who have demonstrated exemplary innovation using best acquisition practices to achieve excellence in DoD. It is the department's highest acquisition team award. Winners are recognized based on their ability to reduce life cycle costs and achieve best value for the government while balancing the benefits of the nation's socioeconomic policies with the cost of government-unique requirements on sellers; to make the acquisition system more efficient and responsive while managing risk and anticipating change; integrating defense with commercially available technology; promoting continuous process improvement of the acquisition process; and supporting USD(AT&L) goals and initiatives.

This year's award winners are:

- Mine Resistant Ambush Protected All Terrain Vehicle (M-ATV) Source Selection Evaluation Board
- Project Manager-Mobile Electric Power
- PMS 408 Acquisition Management Team—Joint Counter Radio-Controlled Improvised Explosive Device Warfare
- 708th Armament Systems Group

The USD(AT&L) Workforce Development Award was established in 2004 to recognize organizations that are achieving excellence in learning and development for their employees. A panel of judges from academia, industry, and corporate learning

organizations independently conducted the awards evaluation process. The judges ranked each submission based on the workforce development program's objectives, best practices, and the benefits realized. The submitting organizations were also ranked on workforce development climate, training offered, academic affiliations and partnerships, and alignment of workforce initiatives with the organization's mission.

This year's winners are:

Large Organization Category (500 or more employees)

- **Gold Award**  
U.S. Army Armament Research, Development and Engineering Center, Picatinny Arsenal, N.J.
- **Silver Award**  
Defense Information Systems Agency, Arlington, Va.
- **Bronze Award**  
Air Force Global Logistics Support Center, Scott AFB, Ill.

Small Organization Category (fewer than 500 employees)

- **Gold Award**  
Aviation Engineering Directorate, U.S. Army Aviation and Missile Research, Development and Engineering Center, Redstone Arsenal, Ala.
- **Silver Award**  
Cost and Systems Analysis Office, U.S. Army TACOM Life Cycle Management Command, Warren, Mich.
- **Bronze Award**  
Cooperative Threat Reduction Directorate, Defense Threat Reduction Agency, Fort Belvoir, Va.; and Detachment 1, Directorate of Contracting, Air Force Research Laboratory, Wright-Patterson AFB, Ohio



ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

DEC 04 2009

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
DEPUTY CHIEF MANAGEMENT OFFICER  
ASSISTANT SECRETARIES OF DEFENSE  
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
DIRECTOR, COST ASSESSMENT AND PROGRAM  
EVALUATION  
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE  
ASSISTANTS TO THE SECRETARY OF DEFENSE  
DIRECTOR, ADMINISTRATION AND MANAGEMENT  
DIRECTOR, NET ASSESSMENT  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Directive-Type Memorandum (DTM) 09-027 -- Implementation of the  
Weapon Systems Acquisition Reform Act of 2009

References: (a) Public Law 111-23, "Weapon Systems Acquisition Reform Act  
of 2009," May 22, 2009  
(b) DoD Instruction 5000.02, "Operation of the Defense Acquisition  
System," December 8, 2008  
(c) Defense Federal Acquisition Regulation Supplement, August 17, 1998  
(d) Defense Acquisition Guidebook  
(e) Sections 2366a, 2366b, 2432, 2433a, and 2445c(f) of title 10, United  
States Code

Purpose. This DTM implements and institutionalizes selected requirements of the  
Weapon Systems Acquisition Reform Act of 2009 (Public Law 111-23) (Reference (a)).  
The law established a number of requirements that directly impact the operation of the  
Defense Acquisition System and the duties of key officials that support it.

- This DTM amends the Acquisition Policy in DoD Instruction 5000.02  
(Reference (b)), the Defense Federal Acquisition Regulation Supplement  
(DFARS) (Reference (c)), and the associated business practices contained  
in the Defense Acquisition Guidebook (Reference (d)).

DTM 09-027

- This DTM is effective immediately and shall be incorporated into  
References (b), (c), and (d) within 180 days.

Applicability. This DTM applies to OSD, the Military Departments, the Office of  
the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands,  
the Office of the Inspector General of the Department of Defense, the Defense Agencies,  
the DoD Field Activities, and all other organizational entities within the Department of  
Defense (hereafter referred to collectively as the "DoD Components").

Procedures. See Attachments 1 through 4 for a detailed explanation of the  
procedural changes.

Releasability. UNLIMITED. This DTM is approved for public release and is  
available on the Internet from the DoD Issuances Web Site at  
<http://www.dtic.mil/whs/directives>.

Ashton B. Carter  
Under Secretary of Defense for Acquisition,  
Technology and Logistics

Attachments:  
As stated

## WHAT IS A SIS?

The Student Information System (SIS) will transform how the Defense Acquisition's Workforce career training is managed in the future by integrating people, processes, technology, and strategic goals. Using best-in-class commercial capability, the SIS will provide a holistic approach with state-of-the-art capabilities to its stakeholders in the Department of Defense.

## SPECIAL POINTS OF INTEREST

Integrated project team (IPT) meetings are kicking off, addressing the following functional areas:

- Career management
- Database of record
- Electronic catalog
- Faculty services
- Network security
- Registration
- Schedule development and management
- Student services
- System interfaces
- Training

## WE WILL CONTINUE TO KEEP YOU UPDATED ON THE SIS DEVELOPMENT



## STUDENT INFORMATION SYSTEM (SIS)

It's time for a new way to manage data for students, faculty, and career managers instead of cobbling existing component student registration technologies together. DAU's goal is to leverage commercial off-the shelf student information system technology to allow acquisition workforce members the ability to manage data and information from initial training processes and communications through the entire life cycle of training application request, enrollment, course completion, and alumni status. This experience is a familiar

concept as well as an afterthought to many recent college graduates. Through a student information system, students will have increased capabilities to register for classes, check final grades and practically manage their own academic careers. DAU hopes to make career management just as simple, updating its current patchwork systems into one system that will serve the acquisition workforce community, the Department of Defense Acquisition Career Managers, and support DAU faculty and staff to fulfill their mission.

## FINDING THE RIGHT FIT TO SERVE THE ACQUISITION WORKFORCE COMMUNITY

The process to find the right vendor for DAU's Student Information System brings out the best of the best. Members of the SIS Core Team completed a three day back-to-back review of vendors ranked as having the top commercial off-the-shelf (COTS) software products by Gartner's research. They included Campus Management, Datatel, Jenzabar, and SunGard Higher Education, all of which are potential vendors on the upcoming procurement.

To further market research, on Nov. 9, 2009, representatives from potential SIS provider SunGard visited the campus of DAU to display its student information system's capabilities to faculty, staff and DACMs.

Addressing DAU's unique needs is a challenge

each of the vendors must prove they are able to meet. SunGard Functional Representative JoEllen Wilson explained that with her product, staff and DACMs would have the ability to add new channels to personalize students' web pages. "A lot of the configuration is based on how you all do business here at DAU," Wilson said.

DAU anticipates other top COTS products will provide a similar solution and will allow staff to transfer student acquisition training history from ATRRS, work with federal government restrictions, Common Access Cards, as well as transfers and equivalencies from other institutions.

Additional demonstrations from other vendors are encouraged and will take place throughout the year.

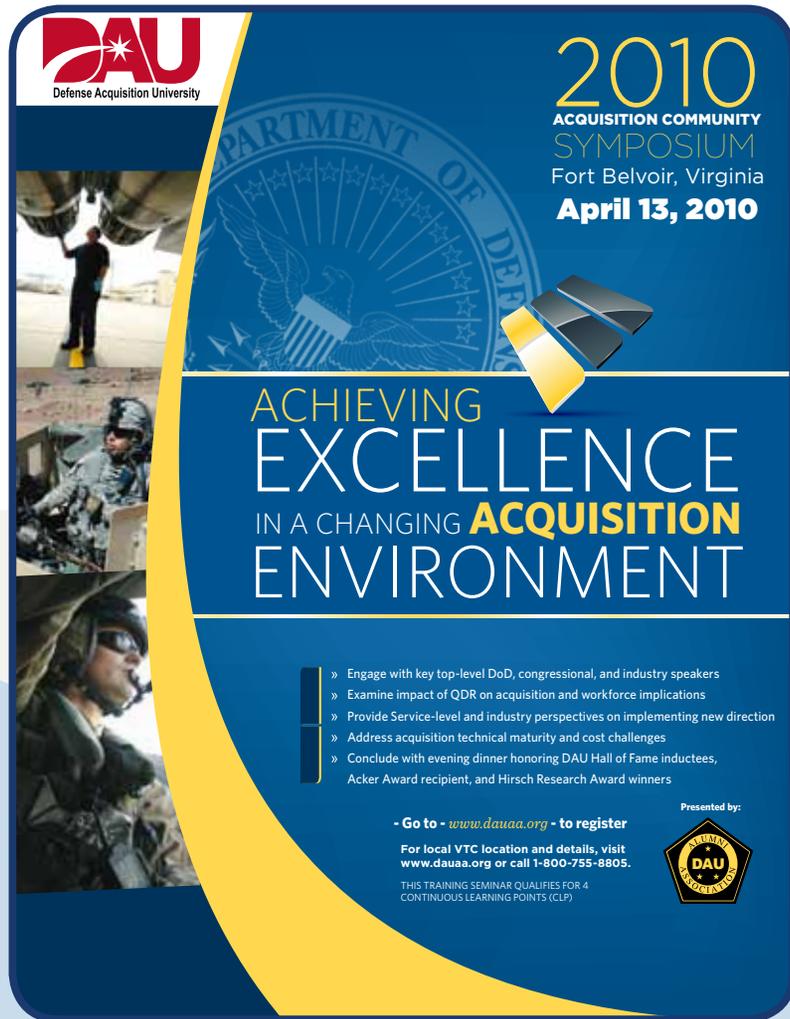
## CLIMBING THE SIS MOUNTAIN

The 852 funding is secure. The mission is defined. But the journey to bring state-of-the-art capability to the Defense Acquisition University has just begun. Members of the project's leadership team are completing the Due Diligence phase, including independent and third party feasibility assessments of products. Now moving into the procurement planning phase, the team is working to complete the project's requirements definition and to gain Investment Review Board (IRB) approval

from the Business Transformation Agency (BTA). These steps are merely a few along the journey to transition the current patchwork of systems into one selfservice, collaborative, integrated, enhanced system. DACM functional and systems representation is essential throughout the procurement and implementation phases. Look forward to us contacting you to join our Integrated Project Team (IPT) to help advance the process and ensure your needs are met.

## DAU ACQUISITION COMMUNITY SYMPOSIUM 2010

The Defense Acquisition University (DAU) will host its annual Acquisition Community Symposium on Apr. 13, on its Fort Belvoir Campus. The theme this year is **Achieving Excellence in a Changing Acquisition Environment**. Through a series of speakers, panels, and break-out sessions, the Symposium will provide Service-level, OSD, and industry perspectives on implementing a new direction in acquisition leadership and management. The one-day symposium will conclude with a dinner in the evening honoring the winner of the 2010 Alumni Association's Acker Award; induction of new DAU Hall of Fame members; and presentation of Research Paper Competition prizes.



**DAU**  
Defense Acquisition University

**2010**  
ACQUISITION COMMUNITY SYMPOSIUM  
Fort Belvoir, Virginia  
**April 13, 2010**

**ACHIEVING EXCELLENCE**  
IN A CHANGING **ACQUISITION ENVIRONMENT**

- » Engage with key top-level DoD, congressional, and industry speakers
- » Examine impact of QDR on acquisition and workforce implications
- » Provide Service-level and industry perspectives on implementing new direction
- » Address acquisition technical maturity and cost challenges
- » Conclude with evening dinner honoring DAU Hall of Fame inductees, Acker Award recipient, and Hirsch Research Award winners

Go to [www.dauaa.org](http://www.dauaa.org) to register  
For local VTC location and details, visit [www.dauaa.org](http://www.dauaa.org) or call 1-800-755-8805.

THIS TRAINING SEMINAR QUALIFIES FOR 4 CONTINUOUS LEARNING POINTS (CLP)

Presented by: 

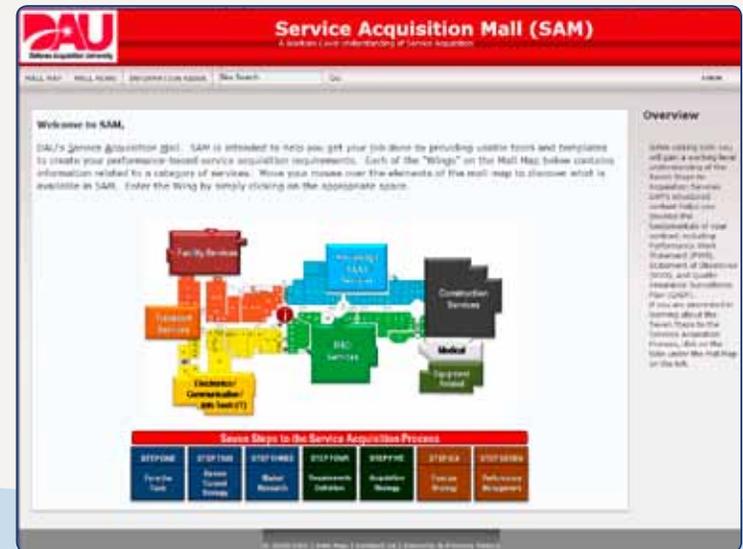
## MILITARY'S TOP SCIENCE AND TECHNOLOGY EXECUTIVE

Zachary Lemnios is the military's top science and technology executive, responsible for about \$12 billion worth of Department of Defense science and technology programs. For years, Lemnios helped spearhead the military's advanced research into turbo-powered micro-electronics, labs-on-chips, and learning machines. Now, as the current director for Defense Research and Engineering (DDR&E), he is determined to get the best technology into the hands of the warfighter today while keeping an eye on what technologies will matter in 10 years.



## SERVICE ACQUISITION MALL (SAM) 1.0

On Jan. 15, DAU launched the Service Acquisition Mall (SAM) at <https://sam.dau.mil>. SAM is a new initiative to provide training and knowledge sharing for the acquisition community involved in service acquisitions. SAM uses the seven step service acquisition process outlined in the mall. It will contain functional information based on broad service categories depicted by the stores in the mall. SAM 1.0 is the initial step in developing tools, training, and functional knowledge available thru the net. The Knowledge-Based Service or A&AS store is the first to contain some functional information. Our goal is to include sample performance objectives and standards for various types of services that will provide acquisition teams with a good start in developing effective PWS requirements. Additional functional content and training will be deployed as it is developed. If you would like to participate in developing material for SAM, please e-mail Lyle Eesley at [lyle.eesley@dau.mil](mailto:lyle.eesley@dau.mil).



**Service Acquisition Mall (SAM)**  
A Website for the Understanding of Service Acquisition

Welcome to SAM.

DAU's Service Acquisition Mall (SAM) is intended to help you get your job done by providing useful tools and techniques to create your performance-based service acquisition requirements. Each of the "Wings" on the Mall Map below contains information related to a category of services. Move your mouse over the wheelchairs of the mall map to discover what is available in SAM. Enter the Wing by simply clicking on the appropriate store.

**Overview**

When clicking into any wing you will gain a working level understanding of the requirements of the Acquisition Process (QDR) and the Acquisition Process (QDR) and the Acquisition Process (QDR) and the Acquisition Process (QDR).

**Seven Steps to the Service Acquisition Process**

STEP ONE Plan the Task	STEP TWO System Concept Develop	STEP THREE Market Research	STEP FOUR Conceptual Solution	STEP FIVE Acquisition Strategy	STEP SIX Tasking Planning	STEP SEVEN Performance Measurement
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## CON 334

DAU is fielding an Advanced Contingency Contracting Officer's course (CON 334) in response to a training gap identified by several studies/commissions as well as feedback from senior contracting personnel working in active theaters. The new course develops contingency contracting personnel to successfully lead a contingency contracting office in any area of responsibility (AOR) during any contingency phase.

This four-day resident course uses briefings, class discussion, mini-casestudies, exercises, and scenarios to improve the ability of contingency contracting personnel to address a myriad of issues and successfully lead a forward deployed office. Areas of instruction include crisis action planning, the use of Joint Acquisition Review Boards, a review of performance-based acquisition/formal source selection, contract performance and transition of mission.

Two student pilots were conducted in August and November 2009. The course is now being offered and is included in the DAU iCatalog at <http://icatalog.dau.mil>.

## ONLINE COR COURSE DEVELOPMENT

With the increased need for contract oversight and the numerous requests for contracting officer's representatives (COR) training, DAU is working to develop an online version of the current weeklong COR course. This course will be developed and deployed in two steps:

- The first step will be to field a 2-3 hour course for CORs in a contingency environment, which is scheduled for release in the 2nd Quarter FY10.
- The second step will be to field a course for the other subject areas, which will take approximately 34 hours to complete. The second course is scheduled for release in the 4th Quarter FY10.

DAU will continue to offer the resident course; however, the online course will open up additional opportunities for training in forward deployed areas as well as in the Continental United States.

## CLM UPDATES

The following offerings are updates of the Continuous Learning Modules available to the acquisition community at <http://clc.dau.mil> :

### NEW MODULES

- Rates—CLB 029
- Cost Data Sources—CLB 030
- Performance-Based Service Acquisitions—CLC 013
- Buy American Act—CLC 027
- Competition Requirements—CLC 055
- Administration of Other Transactions—CLC 102
- IUID Marking—CLE 040
- Software Reuse—CLE 041
- Online Representations & Certifications Application (ORCA)—CLE 043
- Intragovernmental Transactions—CLE 044
- DoD Science & Technology—CLE 045
- COTS Acquisition for Program Managers—CLM 025
- Audit Readiness Requirements for DoD Equipment (hosted)—CLM 048
- Procurement Fraud Indicators—CLM 049
- Quality Assurance Auditing—CLM 103
- Report Writing—SPS 104
- Adapter Online Support Tool—SPS 105
- Database Maintenance—SPS 106
- Managing Difficult Conversations—HBS 301
- Managing Difficult Conversations High Bandwidth—HBS 304—exact content as HBS 301, with the addition of more interactive scenarios for students that have faster Internet connections.
- Negotiating for Results—HBS 302
- Negotiating for Results High Bandwidth—HBS 305—exact content as HBS 302, with the addition of more interactive scenarios for students that have faster Internet connections.
- Leading Teams with Emotional Intelligence—HBS 303
- Leading Teams with Emotional Intelligence—HBS 306—exact content as HBS 303, with the addition of more interactive scenarios for students that have faster Internet connections.

### CONTENT UPDATES

- DoD Government Purchase Card—GLG 001
- Joint Logistics—CLL 016
- Program Manager Introduction to Anti-Tamper—CLE 022
- Government Purchase Card Refresher—CLG 004
- Source Selection—CLC 007
- IUID—CLM 200

### MODULES TURNED OFF TO NEW REGISTRATIONS

- Leading and Motivating—HBS 104—replaced with HBS 228
- Assessing Performance—HBS 127—replaced with HBS 235
- Coaching—HBS 128—replaced with HBS 230
- Giving and Receiving Feedback—HBS 131—replaced with HBS 233
- Setting Goals—HBS 137—replaced with HBS 234



## WELCOME TO THE NEW DEFENSE ACQUISITION GUIDEBOOK WEB SITE <[HTTPS://DAG.DAU.MIL](https://dag.dau.mil)>

The DAG web site has been redesigned to provide the acquisition workforce and our industry partners with a more effective, user-friendly capability to instantly access best business practices, supporting policy, and lessons learned.

In addition to its more efficient traditional features, the DAG includes a number of new tools that link to valuable sources of acquisition information. Our intention, as before, is to enhance your ability to plan and execute your acquisition programs.

The recently revised DAG content includes the guidance needed to implement the acquisition policy changes in DoD Instruction 5000.02 and the DAG website now includes additional policy implementing the Weapon Systems Acquisition Reform Act of 2009.

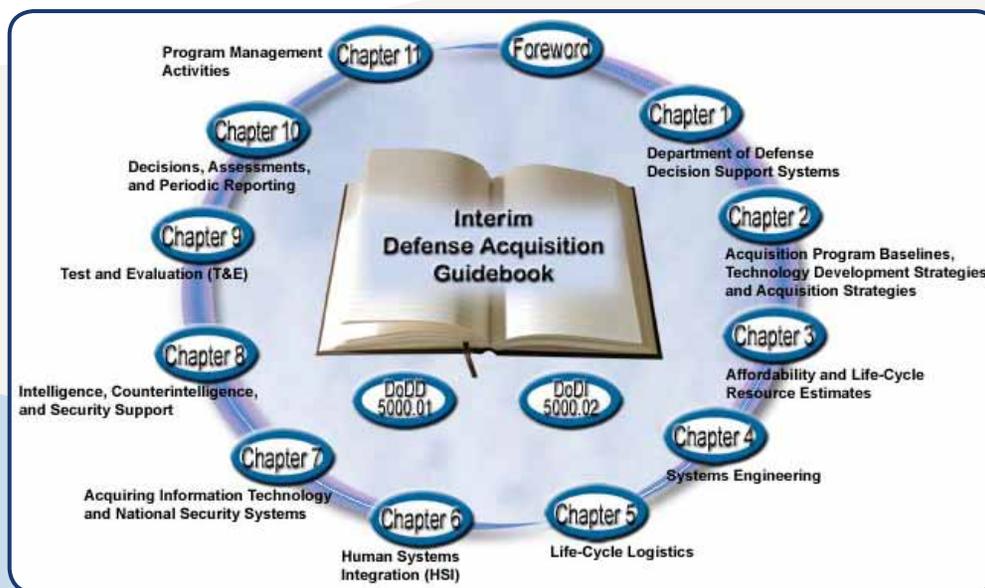
New DAG features include:

- The pages have been redesigned and include more information than before. The revised presentation improves readability and eases navigation—users no longer must view each individual paragraph separately.
- An improved search feature provides more precise search results. It also allows the user to “search within” the initial results, enabling identification of the most useful information for the task at hand.
- A redesigned Lifecycle Framework View allows the user to quickly determine the information requirements required for each decision event and program type—MDAP, MAIS, and ACAT II and below. A tailored list is just two clicks away.
- The old “Policy Center” has been replaced by a Defense

Acquisition Portal Quick Links feature that places a wide array of tools at the user’s fingertips. These include quick links to additional resources such as the Defense Acquisition Portal (DAP); the Defense Acquisition University (DAU), where available courses can be viewed and scheduled; the Program Manager’s Toolkit; the DAU-hosted ACQuipedia, which provides a source of valuable information on numerous acquisition related topics; and a Best Practices Clearinghouse site, featuring access to proven best practices on a vast array of subjects.

- Individual pages can be bookmarked. This allows creation of a list of “Favorites” in the user’s internet browser, facilitating rapid access to the DAG sections used most often.
- Users may copy and use the individual URLs of DAG pages. These links can then be pasted into e-mails or other documents, allowing more effective collaboration and information sharing.

- Navigation has been enhanced. Location and forward and backward movement within the Guidebook has been simplified.
- A Defense Acquisition Policy News feature has been added. This feature allows us to provide you with current information about new policy and other acquisition topics and community initiatives.
- The introduction of a “Popular Tags” feature. This feature provides an ever expanding list of “key words,” allowing users to see what topics (“tags”) others select frequently and providing a direct link to the associated DAG location. The more often a tag is used, the larger and bolder that tag’s font becomes—the most popular tags literally jump off the page. The user then simply clicks on the tag most meaningful to his/her interest.
- The DAG is hosted on a new server that will support more timely updates. As new statutes, policies, and direction are introduced, appropriate DAG content changes can be made quickly, providing users more up to date content.
- Finally, the DAG tutorial has been updated and will help you to capitalize on the many new features. Please provide us with feedback. Send your comments to <[guidebook@dau.mil](mailto:guidebook@dau.mil)> .



## PM E-TOOL KIT

The Program Managers e-Tool Kit was developed to web-enable the popular Tool Kit book and enrich it with links to related resources.

**What is the e-Tool Kit?** The e-Tool Kit is a collection of helpful DoD program management information, including graphical summaries of acquisition policies and managerial skills. It links to related DAU resources and includes Performance Learning Tools (PLTs) to help program managers do their jobs.

**How do I use the e-Tool Kit?** The e-Tool Kit gateway at < <https://pmtoolkit.dau.mil> > lets you access all e-Tool Kit resources easily. You can use the search bar to search within e-Tool Kit only, or click on the Table of Contents to view contents grouped by topic. Each e-Tool Kit page has an expandable menu in the left-hand side that lets you jump to whatever topic you choose.

The e-Tool Kit features various performance learning tools that include downloadable checklists, on-screen calculators, and diagrams with clickable boxes that take you to helpful definitions

and explanations from ACQuipedia, your online acquisition encyclopedia.

**Future direction:** DAU is collaborating with OSD and joint programs to find, adapt, and create helpful tools for the PM workforce, and we'd like your help! Please suggest new tools and other resources by e-mailing < [pmtoolkit@dau.mil](mailto:pmtoolkit@dau.mil) > or clicking the Feedback link. Also contact us if you already use or know of a tool that you think other PMs might benefit from—these can range from an Excel spreadsheet to a diagram or template, to existing computer applications. We'll give credit to the creators or originators of the tool, and you'll be helping fellow acquisition professionals to do their jobs better.

This Fifteenth Edition (version 1.0) of the *DAU Program Manager's Tool Kit* contains a graphic summary of acquisition policies and managerial skills frequently required by DoD program managers. It is a current version of a "Tool Box" that was first developed by Charles F. Schied of the Defense Acquisition University (DAU) Program Management Course (PMC) 92-1. The information in the *Tool Kit* is extracted from

DAU course material and is based on DoDD 5000.01 (May 12, 2003), DoDI 5000.02 (December 8, 2008), the Defense Acquisition Guidebook (DAG), CJCSI 6212.01E (December 15, 2008), and CJCSI 3170.01G (March 1, 2009). Material from the DAU Acker Library and Knowledge Repository was also used.

Because the *DAU Program Manager's Tool Kit* is a compilation of classroom presentation and teaching materials used in a number of different courses at DAU, the charts and tables vary in look and feel.

Users of the *Tool Kit* are reminded that this summary is a guide only and should not be used as a substitute for official policy guidance. Periodic review of official policy guidance is recommended.



## NEW PORTAL SYSTEMS

The Defense Acquisition University has deployed the initial version of the Defense Acquisition Portal (DAP) < <https://dap.dau.mil> >. The DAP will enhance the breadth and scope of the acquisition process beyond the AKSS (Acquisition, Technology, & Logistics Knowledge Sharing System), which will be replaced by the DAP. The DAP includes all of the elements and forces affecting the big acquisition process, including human capital initiatives. All of the content in the AKSS has been transferred to the DAP, with the majority of it located under the Acquisition tab. There is a new tab dedicated to the Acquisition Workforce, providing information on career management, the Human Capital Initiative, and the 4th Estate. This information includes services on career planning, leadership training,

overarching guidance documents, and links to information on professional organizations. There is also a major new feature in DAP called "Acquisition Career Gateways" where each of the 14 identified acquisition career paths has its own area providing: a career certification guide; formal course enrollment procedures; continuous learning and job specific courses; Ask-A-Professor Q&As; performance support/consulting services available through DAU; and highlighted career field information through blogs by career field experts. Comments and suggestions on the content and format of the DAP or on additional information that you would like to see in the DAP can be made by selecting the "Submit Feedback" button.



## CON 090 FEDERAL ACQUISITION REGULATION (FAR) FUNDAMENTALS

In December 2008, the Director, Defense Procurement and Acquisition Policy and Strategic Sourcing, tasked the Defense Acquisition University to develop a four-week classroom course for new contracting hires entering the Defense Acquisition Workforce. After assessing the competencies deemed most important for contracting professionals, leadership deemed it necessary to develop a new foundational federal contracting course. The result: CON 090, FAR Fundamentals, is designed to be taken as the first contracting Level I certification course. There is no prerequisite for CON 090. The course must be completed along with CON 100, 110, 111, and 112 before CON 120 to satisfy CON Level I certification training requirements.

The objective of CON 090 is to provide students with an immersion into the FAR; DoD FAR Supplement (DFARS); and Procedures, Guidance and Information (PGI). Given a set of contracting facts, students will support a contracting business position developed through research with emphasis on the FAR System and applicability to contract planning, formation, management, and contract pricing. Learning will be supported through facilitated lecture, exercises, exams, and group discussions.

The goal of CON 090 is to enable the 21st century contracting workforce to operate successfully in a web-enabled environment. The course is organized into 4 modules of instruction, with associated terminal learning objectives and enabling learning objectives, as follows:

- *Module 1*—Contracting Overview, includes basic principles of government contracting, the FAR system, source of statutory authority, ethics, improper business practices, and special categories of contracting among other topics.
- *Module 2*—Contract Planning, includes the policies and procedures associated with acquisition and contract planning, market research, methods of procurement, contract types, socio-economic requirements, required sources of supply, contractor qualifications, small business assistance, pricing

arrangements as pertains to contract type, competition, acquisition of commercial items, synopsis and pre-solicitation requirements.

- *Module 3*—Contract Formation, includes policies and procedures for soliciting offers and making awards. Students will be introduced to simplified acquisition procedures, sealed bidding, contracting by negotiations, source selection, multi-year/options, protests, and emergency acquisitions.
- *Module 4*—Contract Management, includes policies and procedures for management of contractual actions following contract award, contract modifications, pricing of contract modifications, disputes and appeals, contract financing and payment, contractor performance, quality assurance, contract property management, contract terminations, and contract closeout procedures.

Student pilots are scheduled for January 2010 at DAU Fort Belvoir, Va., and March 2010 at DAU West, San Diego, Calif. The new course is scheduled for DoD-wide release in April 2010. The CON 090 course schedule will be integrated into the comprehensive FY10 DAU course schedule and is available in the DAU iCatalog at < <http://icatalog.dau.mil> > .

The screenshot shows the DAU iCatalog website. At the top, the DAU logo and name are displayed. Below the navigation bar, the main heading is "Defense Acquisition University's iCatalog". The page content includes a search bar, a "DAU GLOBAL TOP 3" section, and a "SITE MENU" on the left. The main text describes the iCatalog as a source for up-to-date information on classroom and online learning assets. It lists several categories of courses and resources, such as "regular (certification and assignment specific) training courses", "continuous learning courses", and "the various acquisition career field certification & Core Plus Development Guides". A "To begin your journey, select one of the below listed topics." section contains buttons for "Course Information", "Alternate Means for Course Credit", "Meeting Educational Standards", "Schedules", "Equivalent Products", "Fulfillment", "Equivalent Provider Resources", "Pre-Coursework & Information", "Student Policies & Information", "DAU Campus Information", and "Predecessors". At the bottom, there is a contact information section for the DAU Help Desk.

## COMING SOON...TWO NEW LIFE CYCLE LOGISTICS COURSES

Two new life cycle logistics courses are coming your way very shortly! The first, LOG 103: Reliability, Availability, and Maintainability (RAM), is slated to deploy by April. LOG 103, a self-paced, web-based distance learning course, will replace the existing Core Plus (assignment specific, non-DAWIA certification) LOG 203: Reliability and Maintainability course. Initially, and through the end of fiscal year (FY) 2010, this new LOG 103 course will not, repeat NOT be a Defense Acquisition Workforce Improvement Act (DAWIA) certification course. That will change, however, effective at the beginning of FY 2011 when LOG 103 will become a new Level I DAWIA certification requirement for the Life Cycle Logistics career field. For the few of you who may have previously completed LOG 203 but are not yet Life Cycle Logistics Level I certified, LOG 203 will be designated as a "predecessor course," meaning for some finite period yet to be determined, you would not have to re-take LOG 103 in order to meet that particular Level I Life Cycle Logistics certification training requirement.

The second new course, LOG 206: Intermediate Sustainment Management (which is already listed in the DAU iCatalog), is also scheduled to deploy this spring, most likely by the end of March. As was the case for LOG 103, LOG 206 (which is also a web-based distance learning course offering) will NOT initially be a Defense Acquisition Workforce Improvement Act (DAWIA) certification course through the end of FY 2010. That will also change effective at the beginning of FY 2011, when LOG 206 will officially be designated as a new Level II DAWIA certification requirement for the Life Cycle Logistics career field. Unlike LOG 103, however, there will be no "predecessor courses" for LOG 206.

See the DAU iCatalog < <http://icatalog.dau.mil> > for additional details on both courses if you have further questions.

An additional thing to keep in mind—because DoD policy in these two subject areas is evolving rapidly (as well as to maximize available curricula development resources), the Life Cycle Logistics career field functional leader (Assistant Deputy Under Secretary of Defense for Materiel Readiness) approved an evolutionary development strategy for both LOG 103 and LOG 206, meaning that by mid-2011, course content of both of these new courses will be updated.

Knowing these two courses will be mandatory certification requirements starting in 2011 does not necessarily mean life cycle logistics members of the DoD acquisition workforce should wait to take these courses. Nor does it mean they cannot come back and take either or both of these courses if they had already previously completed their certification requirements for either Level I or Level II. In fact, because of the important competency areas covered in these two new classes, encourage them to take advantage of these two courses as soon as they, their supervisor, and their Service acquisition career manager believe is practicable and appropriate.

## INTRODUCING THE eIDP

The 4th Estate DACM Office is pleased to announce the implementation of the electronic Individual Development Plan (eIDP) tool that can be used by 4th Estate agencies training requirements. This tool was developed based on numerous requests from some of our 4th Estate agencies. A unique feature is the ability to populate this eIDP for an individual's training requirement of a specific DAWIA career field and level of certification required. All pre-requisite training is built in. This tool can also be used for non-acquisition employees and can be modified as required for your specific agency needs.

The eIDP:

- Provides a standardized process for developing IDPs for each 4th Estate agency.
- Automates the submission and approval process.
- Allows 100 percent visibility and tracking of IDPs at the agency level.
- Utilizes Master Development Plans (MDPs), to load and track standardized training requirements.
- MDPs:
  - Load and track Defense Acquisition Workforce Improvement Act (DAWIA) certification training requirements;
  - Can be used to load and track local training requirements that are assigned to numerous individuals (e.g. local certification requirements or intern program requirements).
- Allows users to add any other learning event (training, education courses, on-the-job training, etc.)
- Allows for real-time training forecast
- Gives agency training officials 100 percent visibility of employee eIDPs
- Generates reports at the agency level.

### HOW THE eIDP WORKS

The eIDP design supports two types of users—acquisition and non-acquisition. For employees in coded acquisition positions, the eIDP will automatically load any required DAU training for their current DAWIA certification requirement; and employees are given the option to add additional non-DAU training. For employees in non-acquisition positions, the eIDP will be blank and the employees will need to add their training requirements. See the *eIDP Users Manual* for further instructions.

If you have training and development questions, always begin with your local agency travel 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@dau.mil](mailto:acqtashelp@dau.mil)>. Hours of Operation: 7:30 a.m. to 5:30 p.m. EST.

**ACQTAS Travel Technician**, 703-752-3150 (commercial), 703-645-0432 (fax).



**DAU Student Services** (general information and questions about welcome messages) <[student.services@dau.mil](mailto:student.services@dau.mil)>, 703-805-3003/DSN 655-3003, or toll-free 1-888-284-4906.

**DAU Virtual Campus Help Desk** (questions on distance learning courses and continuous learning modules) <[dauhhelp@dau.mil](mailto:dauhhelp@dau.mil)>, 703-805-3459, or toll-free 1-866-568-6924/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 as it strives to become a model DACM office.

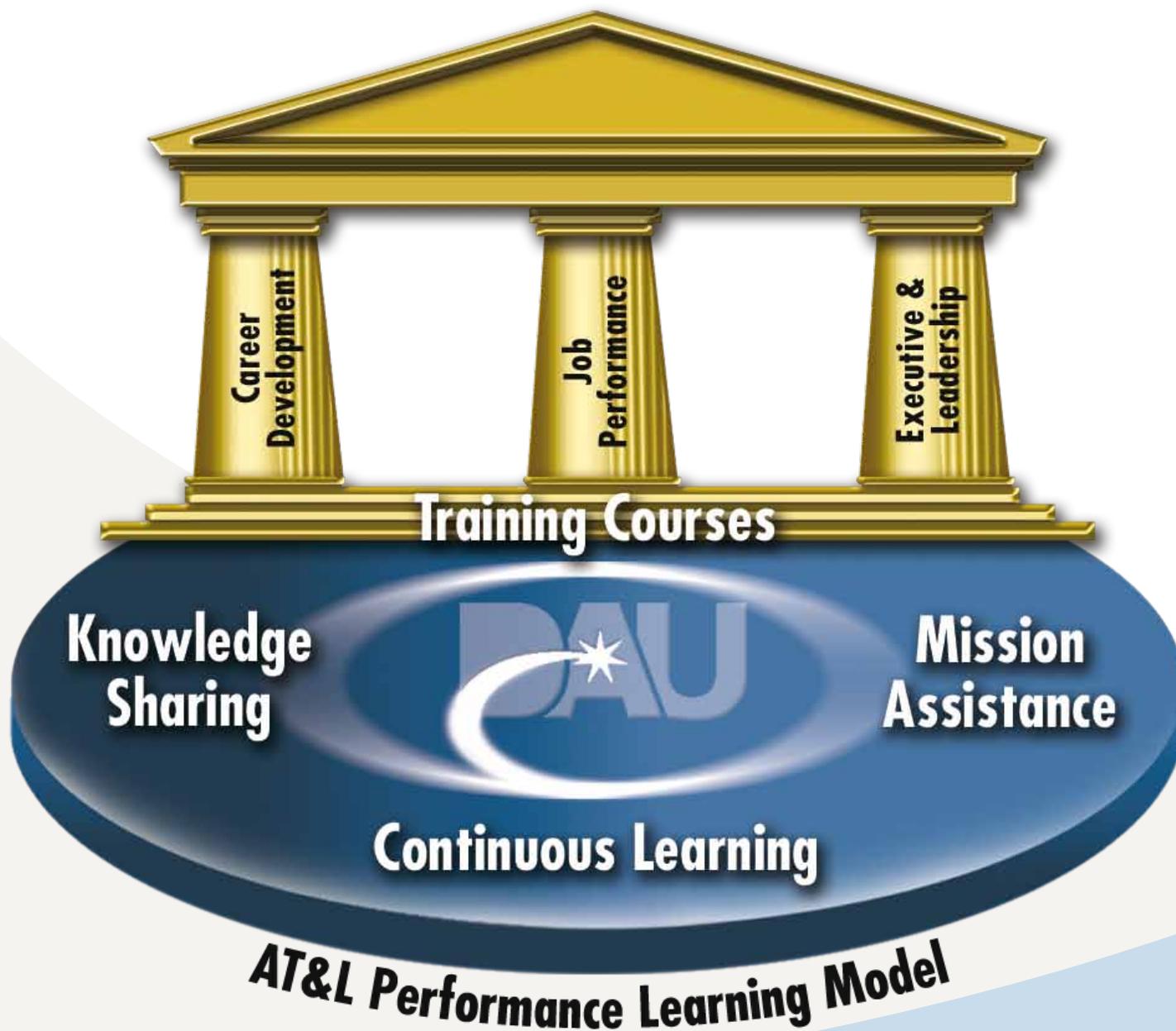


**Defense Acquisition University's  
iCatalog**

**Defense Agency Director, Acquisition Career Management (DACM)**  
Serving Civilian Employees within the Defense Agencies (4th Estate)

**Knowledge Sharing**





**THE AT&L PERFORMANCE LEARNING MODEL (PLM) ENSURES THAT ALL LEARNING ACTIVITIES ARE FOCUSED ON ENHANCING JOB PERFORMANCE AND WORKPLACE CAPABILITY TO ENABLE THE DEFENSE ACQUISITION WORKFORCE TO ACHIEVE MISSION GOALS.**