



4th Estate DACM *Newsletter*

IN THE SPOTLIGHT—THANKS FOR YOUR SUPPORT

4TH ESTATE DACM UPDATE

Welcome to the second edition of the 4th Estate DACM Newsletter. FY08 was an important and successful year for the 4th Estate. Some highlights for the year include:

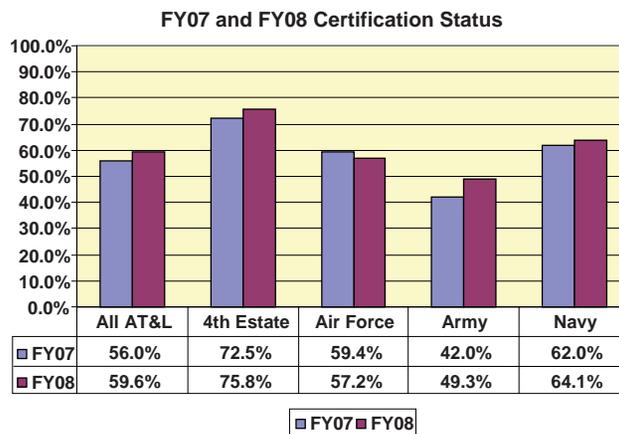
TRAINING THROUGHPUT FOR THE 4TH ESTATE WORKFORCE REACHES ALL-TIME HIGH

We continue to expand training opportunities for our workforce members through efficient use of training resources and the expansion of online training offered by the Defense Acquisition University (DAU). I am pleased to report that the 4th Estate Community reached its highest level of DAU training throughput in FY08, with a total of 18,500 graduates. This is almost 5,000 more graduates than we had in the previous year, representing a 36% increase over FY07 totals.

4th Estate Grads			
Graduates	FY06	FY07	FY08
Classroom Grads	4,886	4,755	5,732
Web Grads	7,563	8,818	12,768
Total	12,449	13,573	18,500

4TH ESTATE CONTINUES TO BE A LEADER IN CERTIFICATION RATES

This increase in training throughput supports workforce members in achieving the certification requirements of their positions. Within the 4th Estate, certification rates increased from 74% in FY07 to 76% in FY08. I am pleased to report that the 4th Estate continues to be the leader on this metric, with rates that are significantly higher than the 60% certification rate for the Defense Acquisition Workforce as a whole.



FY08 SECTION 852 IMPLEMENTATION

The Defense Acquisition Workforce Development Fund (DAWDF) was established as required by Section 852 of the FY08 National Defense Authorization Act (NDAA). This fund will collect approximately \$3 billion over the course of the next 6 years to fund Defense Acquisition Workforce-related programs in three broad categories—training and development, retention and recognition, and recruitment and hiring.

Over the course of FY08, significant progress was made regarding the planning and administration of this fund, including the approval of the DAWDF Charter. The 4th Estate DACM Office and defense agencies have worked collaboratively within that management structure to develop several programs that have been approved for execution in FY09. To improve communication regarding this fund, a Section 852 Community of Practice has been established. Please visit <https://acc.dau.mil/852> if you would like any additional information regarding the DAWDF.

DoD ANNOUNCES MAJOR REVISION TO ACQUISITION POLICY

The Honorable John Young, Under Secretary of Defense for Acquisition, Technology and Logistics, approved a major revision to the DoD Acquisition System (DoD Instruction 5000.02) on Dec. 2, 2008.

This revision, the first major change to acquisition policy in over five years, reflects the department's determination to improve the effectiveness and efficiency of its enterprise-wide acquisition business processes so it can continue to provide warfighters with the best weapons systems and support in the world.

The list below provides a few of changes:

- A mandatory acquisition process entry point. Programs will be required to proceed through a Materiel Development Decision Review to ensure they are based on approved requirements and a rigorous assessment of alternatives.
- Competitive prototyping. Programs will be required to implement acquisition strategies requiring a technology development phase where two or more competing teams will produce prototypes of the system or key system elements. Consequently, technologies will have to be demonstrated and proven before engineering development is initiated.
- More frequent and effective program reviews to assess progress. Two key engi-

neering reviews, the Preliminary Design Review and the Critical Design Review, become significant program decision points to allow acquisition authorities to assess progress.

Mr. Young co-signed the new DoD Directive with Dr. Charles E. McQuery, the Director, Operational Test and Evaluation, and Mr. John G. Grimes, Assistant Secretary of Defense for Networks and Information Integration.

"This policy revision incorporates all the policy initiatives I have supported—principal among them being integrated developmental and operational testing with results available to all," said Dr. McQuery.

Mr. Young noted that "the directive reflects his conviction that our policies must be more disciplined and effective to ensure that results are more predictable and that we are better stewards of taxpayer dollars."

Mr. Grimes commented, "This directive is particularly important because it sets in place policy guiding early consideration of the radio frequency spectrum to enable better management of competing battlefield requirements that have become a growing concern in theater. As the DoD CIO, this new instruction also reinforces early consideration of information security, information technology architecture, and interoperability to ensure we can continue to benefit from assured net-centric operations."

The DoDI 5000.02 is posted on the AT&L Knowledge Sharing System (AKSS) <<https://akss.dau.mil/default.aspx>>

DAU INTRODUCES CON 217 PILOT

DAU now had a pilot class for CON 217 that is in the process of being converted from a Web-based course to a classroom course in FY09. The student pilot offering was held at Kettering, Ohio, from Nov. 17 to 21, 2008.

Additional CON 217 classes are available for registration in ACQTAS.

The course description is provided below.

CON 217—COST ANALYSIS AND NEGOTIATION TECHNIQUES

Cost Analysis and Negotiation Techniques builds on the basic pricing skills covered in the Level I Contracting curriculum and introduces methods and techniques necessary to analyze a contractor's cost proposal and to develop a government negotiation objective. Students will apply the cost analysis techniques to analyze a contractor's proposal and develop a cost objective. The course also introduces negotiation terminology, styles, and techniques.

Objectives: Students who successfully complete this course will be able to:

- Determine when cost analysis should be used;
- Identify the use and application of a contract audit;
- Make a determination on a contractor's estimating and accounting systems;
- Calculate a cost objective for direct material, direct labor, other direct costs, indirect costs, facilities cost of money, and profit/fee;
- Calculate a price/cost objective using simple regression analysis, learning curve analysis, and statistics; and

- Outline the process for conducting contract negotiations.

Who Should Attend: This course is for intermediate-level contracting personnel with Level I Contracting certification and two years of contracting experience.

Prerequisites: CON 120 for individuals in the Contracting career field; CON 112 for individuals in the Industrial/Contract Property Management career field.

Length: This course is a classroom course with a significant pre-course assignment. The pre-course assignment provides instruction on 13 cost analysis and negotiation topics. Students must complete the pre-course assignment at least 14 days prior to the classroom start date.

Method of Delivery: Classroom



Department of Defense
INSTRUCTION

NUMBER 5000.02
December 2, 2008

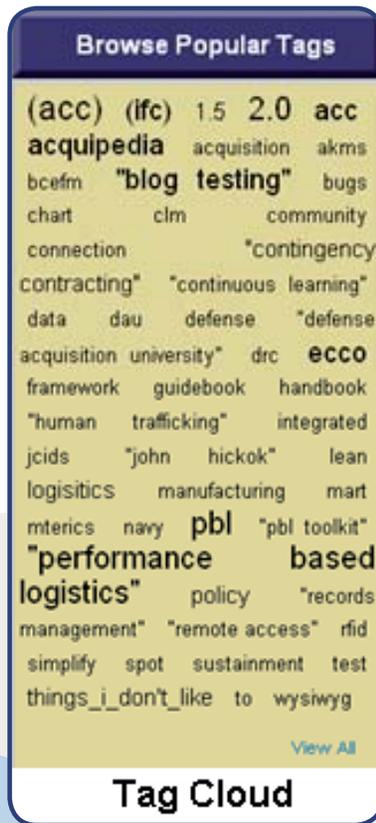
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ACQUISITION COMMUNITY CONNECTION GOES WEB 2.0

Recently implemented software upgrades to ACC introduce many new and exciting Web 2.0 capabilities. These new capabilities provide social networking tools that allow users to personalize their experience and better connect to people and their areas of interest.

You may already be familiar with several of these features, such as bookmarking, blogging, tagging, and professional networking. Some of the new features are:

- **Tag clouds**—The tag cloud is a visual depiction of user-generated tags used to associate keywords with the content. Tags are usually single words and are most often listed alphabetically. Font size or colors are used as a visual cue to the number of times a tag is used to mark content. Tags with larger font size indicate more content associated with the tag.
- **Social Tagging**—Users are able to organize their bookmarks (called “favorites”) and members of their network by associating keywords, or “tags,” when they create a favorite or add a person to their network. These tags appear under the tag cloud.



- **Personal Blogs**—Personal blogs are supported under the user’s profile. They are not associated with a community. Blog entries are included in ACC-wide searches and will display in the “my network activity” lists of users who have the blogger as part of their network. A blog is an ideal mechanism to share insight or information that is informal in format, but is nevertheless relevant to the wider enterprise.
- **Social Bookmarking**—Users are able to easily bookmark content they find within and outside of ACC. They are also able to see what others have bookmarked.
- **Professional Networking**—Users are able to add people to their network from wherever they discover them and easily view the networks of those people they discover.
- **Member Recognition**—Community leaders can recognize or give visibility to particular members. Recognized members appear under a “featured members” box that will be located under the members tab. The member tab will also list key contacts, active contributors, most-connected members, and helpful members.
- **Personal Profile/ File Sharing**—The personal profile area for members has greatly expanded, and many new features

have been added. It is the hub for user preferences, favorites, blogging, community activity, and network activity. Think of this as your personal space to share files, blog, and stay connected to your network/community. Files can be loaded to this space, stored, and made available to share or access anytime you need.

The ACC user information and training site, <<https://acc.dau.mil/usertraining>>, offers online tutorials and reference sheets on how to navigate and use the ACC. There is also a comprehensive list of new software features available at <<https://acc.dau.mil/ecco20features>>. A list of frequently asked questions is also available at <<https://acc.dau.mil/ecco20faq>>.

The ACC support team is excited to offer you a new and improved ACC. Please send any ACC-related questions to acc@dau.mil.

DAU CONTINUOUS LEARNING CENTER UPDATE—SEPT. 15, 2008

NEW MODULES

- ♦ Forecasting Techniques (CLB 026)
- ♦ Green Procurement (CLC 046)
- ♦ Electronic Subcontract Reporting System (CLC 054)
- ♦ Introduction to Probability and Statistics (CLE 035)
- ♦ Telemetry (CLE 037)
- ♦ Time-Space Position Information (CLE 038)
- ♦ EITE (CLE 039)
- ♦ Introduction to Small Business Programs (FAC 031)
- ♦ Condition-Based Maintenance Plus (CLL 029)
- ♦ Reliability-Centered Maintenance (CLL 030)
- ♦ Technical Refreshment Implementation (CLL 119)
- ♦ Parts Management Executive Overview (CLL 206)
- ♦ Small Business: A Requirements Approach (FAC 032)
- ♦ Contract Management Strategies for Mission Success (FAC 033)

UPDATES TO CURRENT MODULES

- ♦ COR with a Mission Focus (CLC 106)
- ♦ Contingency Contracting Officer Refresher (CLC 114)
- ♦ E3 and Spectrum Supportability (CLE 018)
- ♦ Depot Maintenance Partnering (CLL 006)
- ♦ DPAS (CLL 043)

MODULES COMING SOON

- ♦ Testing in a Joint Environment (CLE 029)
- ♦ CLE 037—Telemetry
- ♦ CLE 039— Environmental Issues
- ♦ Logistics for the Rest of Us (CLL 004)
- ♦ Joint Logistics (CLL 016)
- ♦ Condition-Based Maintenance (CLL 029)
- ♦ Export Controls (CLL 048)
- ♦ Technical Refreshment Implementation (CLL 119)

HARVARD MANAGEMENTOR MODULES

Topics are available at <<http://clc.dau.mil/doc/harvardmanagementor10topics.doc>>. Register with the same process as continuous learning modules at <<http://clc.dau.mil>>.

RESOURCES

- ♦ General information—<<http://clc.dau.mil/>>
- ♦ Browse modules—<<https://learn.dau.mil/html/clc/clc.jsp>>
- ♦ Register for modules—<<https://www.atrrs.army.mil/channels/acqtas>>

Register for all modules at
 <<https://www.atrrs.army.mil/channels/acqtas>>

DAU JOINS iTUNES UNIVERSITY

As of Sept. 3, 2008, leading performance support, course materials and continuing education modules are available for free download via DAU on iTunes University (iTunes U). DAU is the first corporate university to join Stanford, MIT, Yale, Penn State, USC, and other world-class universities in publishing materials via Apple's iTunes U service.

More than 100 video and audio files drawn from the DAU "Living Library" and continuing education modules from across the university's broad curriculum are now available to download for playing on a PC, Mac, iPod, iTouch, or iPhone.

In addition to conference content, each acquisition career field has its own folder in the Living Library section for learning assets and content that is relevant to that particular career field.

"iTunes U makes it easy for anyone to access amazing educational material from many of the country's most respected colleges and universities," said Ron Police, Apple's Vice President of Federal Systems. "Education is a lifelong pursuit, and we're pleased to help DAU with the ability to download lectures, speeches, and other academic content for free."

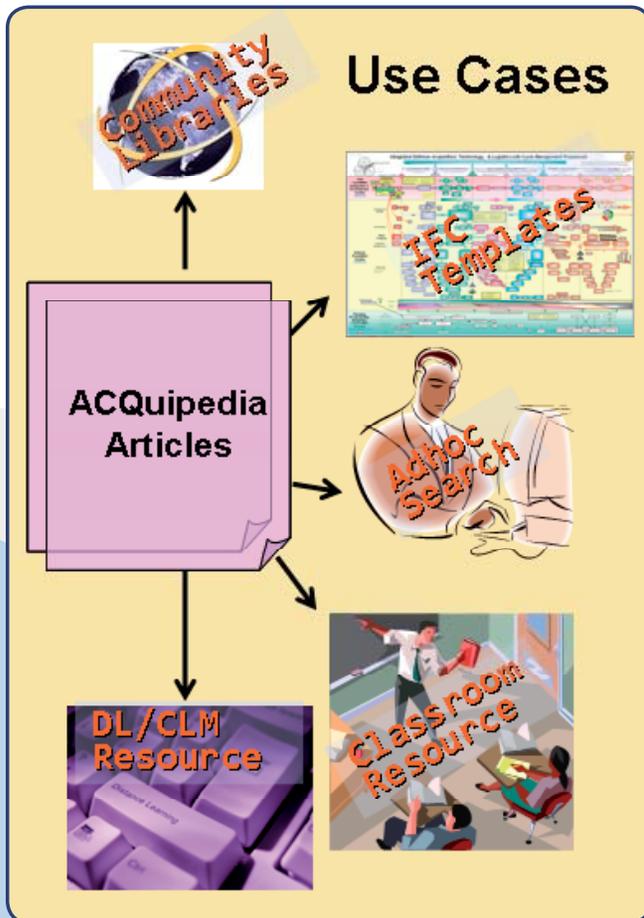
DAU LIVING LIBRARY

 <p>Acquisition Workforce and Leadership Last Modified: Fri Aug 22, 2008 Total Tracks: 75</p>	 <p>BCEFM Last Modified: Thu Aug 20, 2008 Total Tracks: 1</p>	 <p>Continuous Learning Modules Last Modified: Thu Aug 20, 2008 Total Tracks: 1</p>
 <p>Contracting Last Modified: Thu Aug 28, 2008 Total Tracks: 1</p>	 <p>Facilities Engineering Last Modified: Thu Aug 28, 2008 Total Tracks: 1</p>	 <p>Industrial / Contract Property Management Last Modified: Thu Aug 28, 2008 Total Tracks: 1</p>
 <p>Information Technology Last Modified: Thu Aug 28, 2008 Total Tracks: 1</p>	 <p>Life Cycle Logistics Last Modified: Mon Aug 18, 2008 Total Tracks: 62</p>	 <p>Production, Quality, and Manufacturing Last Modified: Sat Aug 23, 2008 Total Tracks: 15</p>
 <p>Program Management Last Modified: Mon Aug 18, 2008 Total Tracks: 34</p>	 <p>Purchasing Last Modified: Thu Aug 28, 2008 Total Tracks: 1</p>	 <p>SPRDE - Science & Technology Manager Last Modified: Thu Aug 28, 2008 Total Tracks: 1</p>
 <p>SPRDE - Systems Engineer Manager Last Modified: Thu Aug 28, 2008 Total Tracks: 1</p>	 <p>SPRDE - Systems Engineering Last Modified: Thu Aug 28, 2008 Total Tracks: 1</p>	 <p>Test & Evaluation Last Modified: Thu Aug 28, 2008 Total Tracks: 1</p>

ACQUIPEDIA—IT'S ABOUT COLLABORATION

Ever needed more information on a topic than what is in the DAU glossary, but less than an entire manual? Looking for a way to contribute to knowledge sharing, but don't have time to write a journal article? Then ACQuipedia is your solution!

ACQuipedia is an encyclopedia of common acquisition topics and terms. It is a collaborative, peer-created reference tool for sharing authoritative information on topics of interest to the acquisition community. Information is presented in articles that contain a brief definition or description of the topic and a narrative that provides further detail.



If it stopped there, ACQuipedia would be valuable enough, but this tool goes even further. An ACQuipedia article will also contain links to relevant policies and directives, guides and tools, training, and other resources. This will provide the workforce with quick access to the information they want tailored to their specific needs. As a tool, ACQuipedia will also be valuable to DAU staff and faculty. ACQuipedia articles can be used as a resource for course preparation; curriculum development; and to help answer student questions, both online and in the classroom.

The uses for ACQuipedia articles are numerous. Articles will serve as topic templates in the Web-enabled Integrated Framework Chart, and community libraries will draw their content from ACQuipedia articles to provide yet another venue for access to article content.

ACQuipedia articles will be created by DAU faculty, staff, and qualified subject matter experts from outside the university. Article topics can be selected based on personal knowledge or interest or may be selected from a list of topics needed. An ACQuipedia workspace, <<https://acc.dau.mil/acquipediams>>, has been established in ACC, and initial drafts of articles are posted by functional areas. These draft articles need to be reviewed and improved upon before being published. Once fully developed, an article is submitted to the ACQuipedia workspace. The workspace provides instructions on how to post and offers assistance for those who need help. Articles can be corrected, modified, or expanded using the editing tools inside ACC. Each article will have a small discussion area where any reader can suggest changes, pose questions, and discuss issues relevant to the article.

Creating an article is easy! Most, if not all, of the information is available in different areas throughout AKSS and ACC. Much of the work in creating an article is in writing the narrative and locating the relevant resources. Based on articles created so far, it takes approximately one hour to create an article from scratch, assuming the writer is a subject matter expert in the topic.

"We are accelerating our strategy to provide the Defense Acquisition Workforce real-time access to acquisition learning assets. ACQuipedia will integrate elements of the Performance Learning Model with our knowledge sharing infrastructure in a Web 2.0 environment. This initiative will fully enable workflow learning and empower the workforce to retrieve and use our learning resources at their learning point of need. This creates a very powerful, rich, and valuable learning resource for the DoD Acquisition Workforce!! fully encourage participation in developing this capability and eagerly await the outcome. This is a really big deal."

Frank J. Anderson, Jr.

Get involved today! For more information, visit <<https://acc.dau.mil/acquipediams>> or contact jill.garcia@dau.mil.



ACQUISITION WORKFORCE WAIVERS

WAIVER REQUIREMENTS FOR THE ACQUISITION WORKFORCE

There are numerous unique requirements for positions in the Defense Acquisition Workforce that are outlined in policy and statute. When these requirements are not met, a waiver is required. Some reasons for processing waivers include:

- ✦ Selection of an employee who does not meet the educational requirements of a position
- ✦ Assignment of an employee to a critical acquisition position who is not a member of the Acquisition Corps
- ✦ Assignment of an employee to a position without the requisite experience.
- ✦ Employees failing to meet position certification requirements within 24 months of assignment to a position
- ✦ Failure to complete the terms of an employee tenure agreement

Waivers must identify the specific standards or tenure requirement that is being waived and explain the exceptional circumstances justifying the waiver. In instances where position requirements are being waived, the waiver should also address the individual's ability to perform successfully in the position without meeting the standards. In the past, waivers have been completed on paper, and agencies were required to report waiver information to the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics in accordance with DoD Instruction 5000.55.

ANNOUNCING THE NEW ACQUISITION WORKFORCE WAIVER SYSTEM FOR THE 4TH ESTATE



We are pleased to announce that the 4th Estate DACM Office will be implementing an online Acquisition Workforce Waiver System to improve consistency in the processing of waivers and to provide new tools for tracking and reporting waiver information. This system facilitates the preparation of waivers for a variety of acquisition positions that have unique statutory or policy requirements (as outlined in Appendix E of the *AT&L Workforce Desk Guide*) including:

- ✦ General/Flag Officers
- ✦ Program Executive Officers
- ✦ Program Managers
- ✦ Deputy Program Managers
- ✦ Senior Contracting Officials
- ✦ Contracting Officers

The 4th Estate will be hosting a training session in December to provide an overview of waiver policy and a demonstration of the capabilities of this new system. Agencies will be asked to provide a point of contact that will be responsible for processing waivers once this system is deployed.



MESSAGE TO DEFENSE ACQUISITION WORKFORCE MEMBERS IN THE 4TH ESTATE

Defense Acquisition Workforce members within the 4th Estate play a critical role in the acquisition process, which cuts across all of DoD. At the 4th Estate DACM office, we are committed to providing agencies and workforce members with the training resources and career management tools that they need to develop the workforce of the future and improve acquisition outcomes.

In FY09, we plan to continue to expand opportunities for the 4th Estate workforce. We plan to deploy an automated Individual Development Plan (IDP) that is integrated with our course registration system (ACQTAS) to aid in career planning. New resources have also become available with the establishment of the Defense Acquisition Workforce Development Fund (authorized by FY08 NDAA Section 852). This will fund expansion of DAU training capacity, adding 7,000 – 10,000 in-resident training seats and a capacity of up to 25,000 online graduates. The newsletter also includes articles on related initiatives that provide additional tools and opportunities for Defense Acquisition Workforce members.

4TH ESTATE DACM MESSAGE TO AGENCY CAREER MANAGERS- THANKS FOR YOUR SUPPORT

Let me begin, by saying thanks for the support you have provided to the 4th Estate DACM Office—support in the form of sharing your ideas on improving processes, and sharing information with your colleagues and your willingness to support our ongoing initiatives. For those of you who have been involved with our FY08 NDAA Section 852 initiatives – a special thanks to each of you for your responsiveness and willingness to take the extra step to ensure a successful program execution—this is a collective effort from all across the community. I also appreciate your attendance and participation at our Sept. 4th Estate Summit; several ideas were exchanged and several initiatives came out of our session that will ultimately benefit the entire 4th Estate. The 4th Estate DACM Offices look forward to a collaborative, innovative, and successful new year!

4TH ESTATE CAREER MANAGEMENT TRAINING SUMMIT

The 4th Estate DACM office hosted the 4th Estate Career Management Training Summit Sept. 3 to 4, 2008. The conference was the inaugural session held at the new DAU classroom at Special Operations Command (SOCOM) Headquarters in Tampa, Fla. Participants received training certificates awarding 14 continuous learning points, which they were encouraged to enter into the ACQTAS Continuous Learning Tracking Tool to apply toward their 80 continuous learning points for the period ending Sept. 30, 2008. Once 80 points are achieved, certificates are e-mailed to applicants to signify this compliance with OSD policy.

Copies of the summit presentations and a detailed after action report reside on the DACM Web site at <www.dau.mil/doddacm/4th_estate_summit/4th_estate_summit.asp>.

During the summit, “tiger teams”—small working groups—worked on 4th Estate action items. Volunteers were also solicited to form a DACM advisory group, which consists of seven members from DoD agencies who work with the DACM on new initiatives. These groups enhance the 4th Estate DACMs’ communication efforts, which are part of the model DACM initiative to focus on the customer, listen to feedback and recommendations, and move collaboratively on all of 4th Estate DACM initiatives.

Topics discussed during the summit include:

- DACM and deputy DACM updates
- Workforce policy
- Data management
- Human capital initiatives
- Quota management
- Help desk issues
- Travel management
- SOCOM overview
- Requirements officer training



A special thank you to all of our speakers and to our host customer, SOCOM, for their hospitality and their help in conducting this very successful training event.

SERVICE ACQUISITION WORKSHOPS—FREE

DAU is offering to conduct a limited number of Service Acquisitions Workshops (SAW) free of charge to your agency. SAW is a 4-day workshop conducted at your location. It's a just-in-time training event designed for a specific acquisition team as they begin the acquisition process. The SAW should be conducted before the team has developed their requirements document and must include all key players in the acquisition process. This includes the program or project manager, contracting officer, technical community that will be developing the requirement, CORs, and any other key players involved in the acquisition. SAW follows the performance based acquisitions (PBA) seven-step sourcing process and provides the team with a useful tool to create more effective performance based requirements documents and business strategies. If you're interested, contact [Lyle Eesley](mailto:Lyle.Eesley@dau.mil), 757-443-2346.

DAU is also seeking good examples of PBAs that 4th Estate agencies would like to share. All components are being solicited for input to establish a repository of examples and templates to evolve the use and quality of PBAs across the Department. DAU is creating the Service Acquisition Mall (SAM) and is seeking high quality examples to use in populating SAM. If your agency has a great example, contact [Lyle Eesley](mailto:Lyle.Eesley@dau.mil) at [lyle.eesley@dau.mil](mailto:Lyle.Eesley@dau.mil).



DAU needs YOUR help, ideas, and suggestions

DAU ANNOUNCES THE ICATALOG

DAU is pleased to introduce the new Interactive Catalog, or iCatalog. The iCatalog, a Web-based version of the university's printed catalog, provides the most current information available to the workforce regarding DAU courses, the acquisition career fields, the Certification and Core Plus Development Guides, and other information traditionally found in the DAU printed catalog.

The iCatalog introduces an interactive-based platform for navigation of catalog information. It has been designed so you can easily find the information you're looking for in just

one to three clicks of the mouse. Through the iCatalog, you can also access your component's course registration system and the browse feature of most distance learning (training and continuous learning) courses making it a one-stop-shop.

The information contained in the iCatalog takes precedence over our published DAU catalog, which is published annually on Oct. 1, and is available electronically at: <www.dau.mil/catalog/>. A new capability that the iCatalog provides is the ability to see when information was last modified. For example, the table below is available in the iCatalog and shows

the dates in which Certification and Core Plus Development Guides were last changed. This table shows that almost two-thirds of these guides have been updated since the release of the FY08 *DAU Catalog* in October 2008. Workforce members and training officials are encouraged to review these changes to facilitate effective career planning in 2009.

Try it out! The iCatalog will continue to improve to meet your needs. If you have thoughts or comments, click on the comment link at the bottom of the iCatalog home page.

	Career Field/Path Description	Career Field	Date Last Modified		
			Level I	Level II	Level III
AUD	Auditing		1-Oct-07	1-Oct-07	1-Oct-07
BCEFM	Business, Cost Estimating, and Financial Management		6-Aug-08	6-Aug-08	1-Oct-07
CON	Contracting		1-Aug-08	1-Aug-08	1-Aug-08
FE	Facilities Engineering		1-Aug-08	1-Oct-07	1-Oct-07
IND	Industrial/Contract Property Management		1-Oct-07	1-Aug-08	1-Aug-08
IT	Information Technology		6-Aug-08	1-Apr-08	1-Oct-07
LCL	Life Cycle Logistics		6-Aug-08	6-Aug-08	6-Aug-08
POM	Production, Quality and Manufacturing		1-Oct-07	1-Oct-07	1-Oct-07
PM	Program Management		6-Aug-08	6-Aug-08	6-Aug-08
PUR	Purchasing		1-May-08	1-Oct-07	1-Oct-07
SPRDE-S&TM	Systems Planning, Research, Development and Engineering – Science and Technology Management		6-Aug-08	6-Aug-08	6-Aug-08
SPRDE-PSE	Systems Planning, Research, Development and Engineering – Program Systems Engineer		1-Aug-08	1-Aug-08	1-Oct-07
SPRDE-SE	Systems Planning, Research, Development and Engineering – Systems Engineering		1-Apr-08	1-Apr-08	1-Oct-07
T&E	Test & Evaluation		1-Apr-08	1-Apr-08	1-Apr-08

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>. Hours of Operation: 7:30 a.m. to 5:30 p.m. EST.

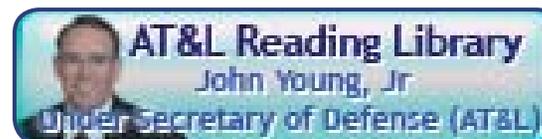
ACQTAS Travel Technician, 703-752-3150 (commercial), 703-645-0432 (fax).

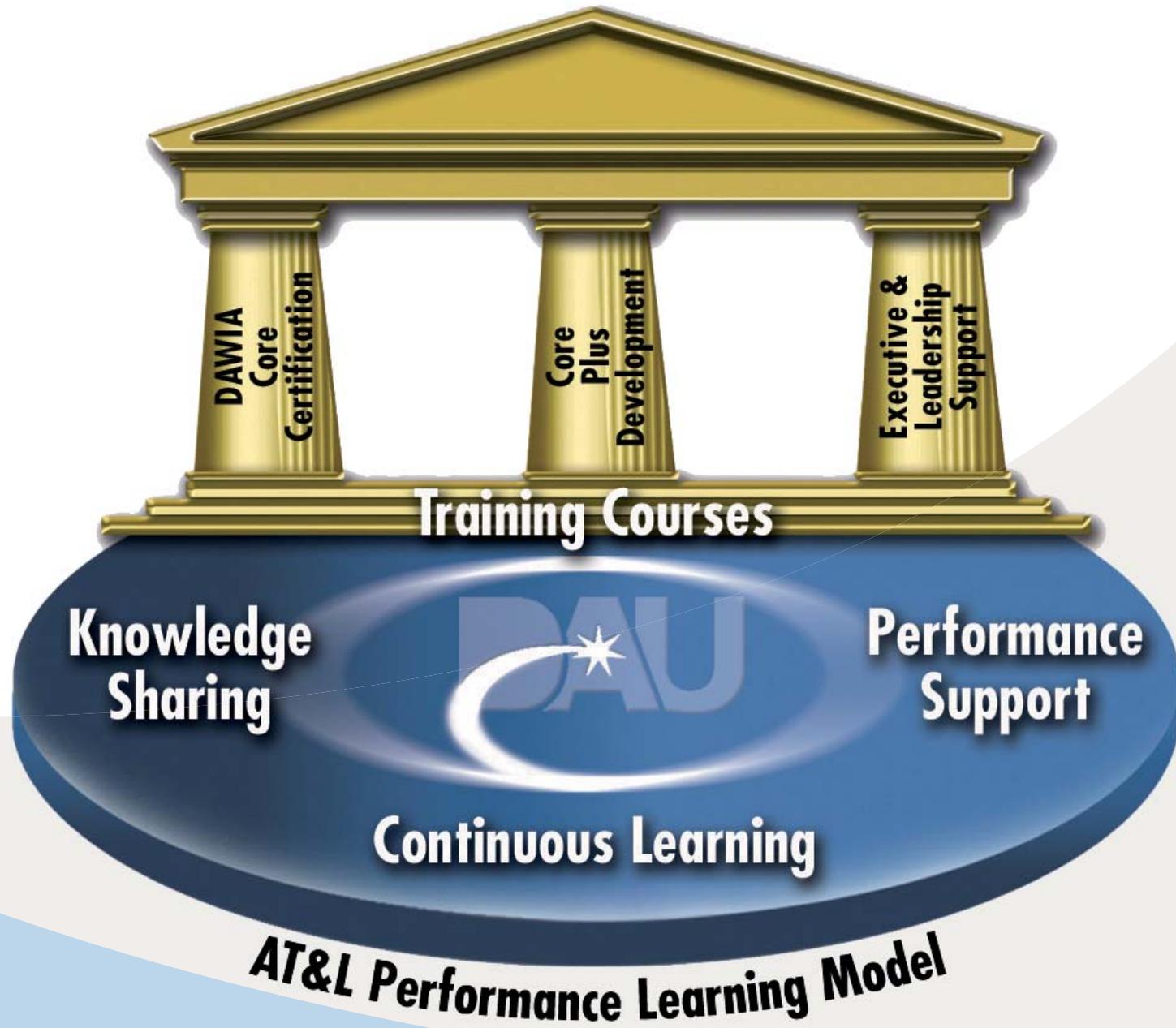


DAU Student Services (general information and questions about welcome messages) <student.services@dau.mil>, 703-805-3003/DSN 655-3003, or toll-free 1-888-284-4906.

DAU Virtual Campus Help Desk (questions on distance learning courses and continuous learning modules) <dauhhelp@dau.mil>, 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.





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.