

DAU and NDIA to Sponsor Defense Systems Acquisition Management Course Offering for Industry Managers

The Defense Acquisition University and the National Defense Industrial Association will sponsor an offering of the Defense Systems Acquisition Management course Jan. 14-18, 2014, at the Charleston Place in Charleston, S.C. Other 2014 course dates are:

Course 402B
March 10-14, 2014
Loews Annapolis Hotel
Annapolis, Md.

Course 402C
June 23-27, 2014
Island Hotel Newport Beach
Newport Beach, Calif.

Course 402D
Sept. 8-12, 2014
Hyatt Regency Dallas
Dallas, Texas

The course is targeted for industry program managers, assistant program managers, systems engineers, industry personnel serving on DoD integrated product teams, and other personnel who must interface with DoD program offices involved in program development and execution. The result of successful completion of this course is a comprehensive understanding of the environment and driving forces affecting your DoD counterparts that will significantly increase your awareness and effectiveness in dealing with programmatic issues.

The course is also open to a limited number of DoD personnel in grades 04-06 and GS 13-15, tuition-free. Government students should already be certified at Level II to obtain maximum benefit from this course. Government employees and supervisors may apply the DSAM course towards fulfillment of the DoD requirement for acquisition workforce personnel to earn 80 continuous learning points every 2 years. DSAM counts for 34 CL points, or 3.4 continuous education units. DSAM presents the same acquisition policy information provided to DoD students who attend the DAU courses for acquisition certification training. It is designed to meet the needs of defense industry acquisition managers in today's dynamic environment, providing the latest information related to:

- Defense acquisition policy for weapons and information technology systems, including discussion of the DoD

5000 series (directive and instruction), and the Defense Acquisition Guidebook;

- Defense acquisition reform and initiatives;
- Defense acquisition procedures and processes;
- The planning, programming, budgeting, and execution process, and the congressional budget process; and
- The relationship between capability needs determination, resource allocation, science and technology activities, and acquisition programs.

All course materials will be provided to students on CD-ROM. It is highly recommended that students bring a laptop computer to the class. If you do not have access to a laptop, please contact the respective meeting planner as soon as possible. There will be a limited number of laptops available for use through NDIA, so please call early.

For further information, see <http://www.ndia.org/meetings/402A/Pages/default.aspx>. Industry students should contact Tia Pitt at tpitt@ndia.org or 703-247-9467.

Senior Service College Fellowship Announcement

U.S. ARMY ACQUISITION SUPPORT CENTER (NOVEMBER 2013)

The Defense Acquisition University-Senior Service College Fellowship (DAU-SSCF) announcement will open Jan. 29 and close April 2, 2014. This Military Education Level One (MEL-1) Army-approved SSCF provides Senior Service College equivalency at your local commuting area if you live in either Maryland (Aberdeen Proving Ground), Alabama (Huntsville), or Michigan (Warren). The purpose of the SSCF program is to provide leadership and acquisition training to prepare senior-level civilians for senior leadership roles such as product and project managers, program executive officers, and other key acquisition leadership positions. Participants not only graduate from an SSC, they will also complete the Army Program Managers Course (PMT 401), and have the option to complete a master's degree. For additional information on this great GS-14/15 Senior Service College opportunity, visit the DAU-SSCF website at <http://www.dau.mil/SSCF/default.aspx>

Two New International Distance Learning (DL) Courses Available

DEFENSE ACQUISITION UNIVERSITY (NOVEMBER 2013)

DAU recently deployed two new International Distance Learning (DL) courses. These courses will serve as the basis for Level 1 International Acquisition Career Path certification, but can also serve as "refresher training" for international programs.

- ACQ 120, Fundamentals of International Acquisition (21 Continuous Learning Points) at http://icatalog.dau.mil/onlinecatalog/courses.aspx?crs_id=1963.

RECOMMENDED READING

Updated Life Cycle Logistics Recommended Reading List

Bill Kobren (Nov. 27, 2013)

As part of DAU's ongoing effort to support and facilitate the professional development of the DoD Life Cycle Logistics and Product Support Manager (PSM) workforce, we have recently deployed the comprehensive new "Professional Development" site on the DAU Logistics Community of Practice (LOG CoP). In addition, DAU has updated and revamped the "Life Cycle Logistics Recommended Reading List." To improve ease of access, the recommendations are grouped into six primary topic areas:

- Designing for Supportability
- Supply Chain Management
- Business Case Analysis
- Continuous Process Improvement
- Organizational Excellence, Customer Focus & Strategic Transformation
- Leadership and Management

We want to encourage you to check out the recommended reading on the Acquisition Community Connection website at <https://acc.dau.mil/log>.

Kobren is the director, Logistics and Sustainment Center, Defense Acquisition University main campus. Read more of Kobren's Director's Blog entries at <https://dap.dau.mil/career/log/blogs/default.aspx>.

- ACQ 130, Fundamentals of Technology Security/Transfer (12 Continuous Learning Points) at http://icatalog.dau.mil/onlinecatalog/courses.aspx?crs_id=1964.

For more information, contact craig.mallory@dau.mil or john.meeuwissen@dau.mil.

FROM STEVE SKOTTE, DAU PROFESSOR, SPACE ACQUISITION

DoD Updates Its Space S&T Strategy with Seven New Goals (Oct. 22, 2013)

DoD has updated its space science and technology strategy to set seven new goals, which include improving Global Positioning System anti-jam capabilities, and detecting and discriminating space objects.

The Aug. 21, 2013, report, signed by Defense Acquisition Executive Frank Kendall, and Kevin Meiners, the assistant director of National Intelligence for Acquisition, Technology and Facilities, also informs lawmakers about key goals that have been accomplished.

Download the memorandum at http://insidedefense.com/iwpfile.html?file=pdf13%2F10022013_space.pdf

Defense Secretary Hagel: Protecting Emerging Space Capabilities a Priority (Nov. 18, 2013)

In recent comments, Defense Secretary Chuck Hagel described "six priorities for budget and strategic planning efforts." They included "protecting investments in emerging military capabilities—especially space, cyber, special operations forces, and intelligence, surveillance and reconnaissance." He also commented on the potential impacts of sequestration. For the complete article, go to <http://www.spacenews.com/article/military-space/38098hagel-protecting-emerging-space-capabilities-a-priority>

Air Force Space and Missile Systems (SMC) Commander Shares Space Acquisition Issues in 2013 (Nov. 22, 2013)

Air Force Lt. Gen. Ellen Pawlikowski's (SMC/CC) recent article in the *Air & Space Power Journal* addresses the critical reliance on space-based systems and how the national security environment has drastically changed in the last 50 years. Her three mandates for space acquisition today are:

- We must continue to deliver on the space capabilities in the pipeline today.
- We must aggressively pursue opportunities to make these systems more affordable.

- We must explore new architectures and constructs for providing space capability in the future.

The entire article is available at <http://www.airpower.maxwell.af.mil/digital/pdf/articles/2013-Sep-Oct/SLP-Pawlikowski.pdf>

Read more of Skotte's Blog entries at <https://dap.dau.mil/aphome/das/Pages/BlogsRecentPosts.aspx>.

FROM REBECCA CLARK, DAU DIRECTOR, CONTINUOUS LEARNING CENTER

Continuous Learning Modules — New And Updated (Oct. 24, 2013)

New continuous learning modules are available to the acquisition community. Sign up for any on the list below or check out over 200 other offerings listed in the DAU icatalog at <http://icatalog.dau.mil/onlinecatalog/tabnavcl.aspx>.

Most recently added or updated modules this past summer/fall include:

- CLC 003, Sealed Bidding
- CLR 250, Capabilities Based Assessment
- CLC 052, Contracting with Canada WC
- CLL 051, System Retirement, Reclamation, Demilitarization & Materiel Disposition
- CLL 021, Product Support Arrangements
- CLV 016, Introduction to Earned Value Management
- CLV 020, Baseline Maintenance
- CLV 018, Earned Value and Financial Management Reports
- CLB 025, Total Ownership Cost
- CLV 017, Performance Measurement Baseline
- SPS 104, Report Writing
- CLV 019, Estimate at Completion
- FAC 038, How to Integrate Green into Acquisition
- CLL 046, The Twelve Integrated Product Support Elements
- HBS 430, Performance Appraisal
- CLC 024, Basic Math Tutorial
- CLM 023, DAU AbilityOne Contracting
- CLM 075, Data Acquisition
- CLC 054, Electronic Subcontracting Reporting System (eSRS)
- CLB 034, Probability Trees
- CLB 031, Time Phasing Techniques

Want to learn more? To access more continuous learning opportunities, policy, guidance, tracking points, and how to receive continuous learning points, visit the Continuous Learning Center at <http://clc.dau.mil>.

Continuous Learning Modules—New and Updated (Dec. 3, 2013)

The Fundamentals of Government Flight Representatives (GFR) and Government Ground Representatives (GGR) module is the first continuous learning module to go live from the partnership between the Defense Contract Management Agency (DCMA) and the Defense Acquisition University College of Contract Management (DAU CCM).

The Fundamentals of GFR and GGR module presents information on acquisition and contracting, ground and flight operations, contractor procedures, assessments, and safety and mishaps.

This online training is one component of the overall GFR and GGR training program that includes, upon successful completion of this online training, four days of classroom training and formal on-the-job training. This training is worth 5 Continuous Learning Points. Register now through your training organization at <http://www.dau.mil/training/Pages/Apply.aspx>.

Want access to additional continuous learning opportunities? Visit the icatalog at <http://icatalog.dau.mil/onlinecatalog/tabnavcl.aspx>. To find out more about Continuous Learning opportunities, visit <http://clc.dau.mil>.

Read more of Clark's Director's Blog entries at <https://dap.dau.mil/training/cl/blogs/default.aspx>.

FROM FRANK KENLON, DAU PROFESSOR, INTERNATIONAL ACQUISITION MANAGEMENT

Why is International Acquisition Important to DoD (Oct. 30, 2013)

For the international acquisition 'practitioners'—DoD workforce personnel (Defense Acquisition Workforce Improvement Act [DAWIA] and non-DAWIA) who work on cooperative programs, foreign military sales, and tech security/foreign disclosure—the answer to this question seems obvious. There are substantial political, operational, economic, and technological (POET) benefits that accrue to DoD from international acquisition in programs as diverse as Joint Strike Fighter, Wideband Global Satellite, NATO SeaSparrow, and AH-64 Apache (to name just a few).

As they say in the Navy, however, at the 'deckplate' level there is a tremendous amount of work that has to be accomplished by our DoD program executive officers, program managers, and integrated product teams (IPT)—let alone Military Department and DoD Component staffs—to establish and implement the international acquisition as-

pects of their programs. Higher levels in DoD and the U.S. Government often appreciate (and sometimes even take for granted) these international acquisition POET benefits. However, all too often there is a DoD, and even a U.S. Government 'system-level' lack of understanding of the additional challenges posed by the international acquisition aspects of our programs. Moreover, as budgets and personnel numbers shrink, there is often an unwillingness to devote scarce IPT and staff resources to resolving these challenges to ensure successful international acquisition program outcomes.

We all know that freedom isn't free. The fact is, international acquisition POET benefits are not free either. It takes a lot of work by government and industry IPT and staff personnel in areas such as engineering, test and evaluation, contracting, logistics, and business and financial management—many of whom are unfamiliar with international acquisition challenges—coupled with the expertise and efforts of government and industry international acquisition 'experts' to realize the desired POET benefits on a program-by-program basis.

History has shown that in times of diminishing DoD budgetary and personnel resources, as well as reduced defense acquisition investment by allied and friendly nations worldwide, the international acquisition aspects of DoD programs become more (not less) important. Despite the 'double whammy' of sequestration and the recent shutdown—and the uncertain budgetary future that we face waiting for Jan 2014 to arrive—this is not the time to 'hunker down' and focus on the domestic aspects of DoD programs. To the contrary, we must continue our efforts to nurture existing international acquisition programs and—where it makes sense to do so—establish new ones throughout the acquisition life cycle, to maintain (and hopefully improve) the coalition warfare capabilities of U.S., allied, and friendly nations in an uncertain world.

Accordingly, I encourage the entire DoD acquisition workforce, as well as their DoD and U.S. Government colleagues, to continue to view DoD's international acquisition efforts as 'high priority' despite the difficult times we face. The fact remains that U.S. forces have, and will continue to operate, in a coalition environment. Rather than being viewed as an adjunct to our 'domestic' program efforts, DoD's international defense acquisition activities should be considered an integral part of our daily work to provide U.S. and partner nation warfighters with the best possible equipment and capabilities today, tomorrow, and in the future.

Feel free to submit feedback on any ideas you may have to improve the DoD IAM community at <https://dap.dau.mil/cop/iamblog/archive/2013/09/26/intl-acquisition-management-iam-update.aspx>.

Read more of Kenlon's Blog entries at <https://dap.dau.mil/aphome/das/Pages/BlogsRecentPosts.aspx>.

FROM S. L. "DUSTY" SCHILLING, DEFENSE SYSTEMS MANAGEMENT COLLEGE EXECUTIVE PROGRAMS

Asking the Right Questions at the Right Time—Lessons Learned (Oct. 31, 2013)

Do you want to know what the leadership of Systems Engineering and Strategic & Tactical Systems, Office of the Under Secretary of Defense (Acquisition, Technology & Logistics), think are some important lessons learned for program managers?

The two have combined efforts to put together a pamphlet titled: *Asking the Right Questions at the Right Time: Lessons Learned from Case Studies for Project, Program, and Portfolio Managers*. The intent of this document is to summarize lessons learned and best practices as a result of reviewing 18-plus programs. These lessons learned are intended to assist program managers and their engineering staffs with best practices that have proven successful over the years to ensure that reliability is designed into programs early in the acquisition cycle.

They are a compilation of reliability design activities that are most often overlooked, skipped, or short-changed in the interest of reducing cost or schedule.

The document is available on the Program Management Community of Practice at: <http://go.usa.gov/WTYe>.

Read more of Schilling's Blog entries at <https://dap.dau.mil/aphome/das/Pages/BlogsRecentPosts.aspx>.

FROM PATRICK WILLS, ASSOCIATE DEAN, EXECUTIVE PROGRAMS, REQUIREMENTS MANAGEMENT, AND INTERNATIONAL ACQUISITION

Key Performance Parameters (KPP) (Nov. 4, 2013)

The JCIDS Manual defines Key Performance Parameters (KPP) as: "Those attributes of a system considered critical to the development of an effective military capability. The number of KPPs should be kept to a minimum to maintain program flexibility. Failure of a system to meet a validated KPP threshold/initial minimum rescinds the validation, brings the military utility of the

associated system(s) into question, and may result in a reevaluation of the program or modification to production increments.”

In the past, if a program failed to meet a KPP's threshold, the program itself would come under intense scrutiny. In fact, failing to meet a KPP (in the past) was tantamount to total program failure and potential cancellation. With that said, in Jan 2013, the Vice Chief of the Joint Chiefs of Staff, Navy Adm. James A. “Sandy” Winnefeld Jr released a Joint Requirements Oversight Council Memorandum (JROCM 015-13, 23 Jan 2013) emphasizing the importance of tradeoffs between cost, schedule, and performance when validating warfighter requirements. With today's budget constraints, Adm. Winnefeld wants to provide the program managers, program executive officers, and Component Acquisition Executives with maximum flexibility with regard to KPP tradeoffs. The Joint Staff (J-8), in order to maximize cost savings, wants program leadership to consider KPP relief “when significant cost savings may be achieved with marginal impact to operational capability” i.e. spending 20 percent of a program's budget to attain the final 5 percent of KPP performance.

Requirements Managers (RM) must stay engaged in a program's developmental life cycle in order to provide the ‘warfighter perspective’ by which each/every requirement originates. If KPP relief is indeed required, it is the RM's responsibility to fully understand the risk involved in changing a KPP.

FROM LEONARDO MANNING, DAU DIRECTOR, CENTER FOR CONTRACTING Contract Consolidation and Bundling (Nov. 13, 2013)

The Office of the Director, Defense Procurement and Acquisition Policy, has issued a class deviation at <http://www.acq.osd.mil/dpap/policy/policyvault/USA005386-13-DPAP.pdf>, stating that contracting officers shall use \$2 million in lieu of \$6 million for the dollar threshold set forth in the Defense Federal Acquisition Regulation Supplement 207.170-3(a). Basically, if contracts with a value over \$2 million are consolidated, the acquisition strategy must include the results of market research, identification of any alternative approaches that would involve a lesser degree of contract consolidation, and a determination by the senior procurement executive that the contract consolidation is necessary and justified.

Also of interest is the Oct. 7, 2013, House Hearing entitled: “Bungling Bundling: How Contract Bundling and Consolidation Remain Challenges to Small Business Success.” Download the Hearing Memorandum at http://smallbusiness.house.gov/uploadedfiles/10-10-2013_hearing_memo.doc.pdf, which outlines the definitions and difference between consolidation and bundling, and the various issues the Small

Business Administration has had with receiving required reports, data quality, and accountability for Bundled contracts.

Read more of Manning's Director's Blog entries at <https://dap.dau.mil/aphome/das/Pages/BlogsRecentPosts.aspx>.

FROM BILL KOBREN, DAU DIRECTOR, LOGISTICS & SUSTAINMENT CENTER DoD Issues New Performance Based Logistics (PBL) Comprehensive Guidance (Nov. 22, 2013)

In accordance with the USD(AT&L) Better Buying Power (BBP) 2.0 Implementing Directive of April 24, 2013, the Acting Assistant Secretary of Defense (Logistics & Materiel Readiness) has issued a new memo dated Nov. 22, 2013, entitled “Performance Based Logistics Comprehensive Guidance.” According to the memo, “this comprehensive guidance is provided to assist the Services in adopting and expanding Performance Based Logistics (PBL) for all weapon system programs. This memorandum expands BBP 2.0 guidance to assist the Services with increasing effective use of PBL.” A few highlights follow:

- Reiterates existing DoD policy contained in DoDI 5000.02 Enclosure 2 (Para 8.c.[1][d][p. 29]), stating that “PBL is synonymous with performance based product support, where outcomes are acquired through performance based arrangements that deliver warfighter requirements and incentivize product support providers to reduce costs through innovation.”
- Emphasizes that PBL “arrangements are contracts with industry or inter-governmental agreements,” reiterating that PBL is neither outsourcing nor contractor logistics support (CLS).
- Identifies a series of “attributes of effective PBL arrangements” as well as providing examples of what PBL arrangements do not incentivize.
- Identifies circumstances when PBL arrangements should be considered and when they may not in fact be appropriate
- Clarifies that “effective PBL arrangements involve more than the expertise and authority of the Life Cycle Logistics functional area. In addition to Life Cycle Logistics, the essential functional areas that programs must engage as they develop, negotiate, deploy, and manage PBL arrangements include Program Management, Contracting, Engineering, Business – Cost Estimating, and Business – Financial Management.”
- Emphasizes that although the term PBL includes the word “logistics,” it does not mean PBL is exclusively the purview or solely the responsibility of the Life Cycle Logistician (or the Product Support Manager), stating “Component Ac-

quisition Executives (CAEs), Program Executive Officers (PEOs), and Program Managers (PMs) play key roles in improving the use of PBL arrangements through their communication with the acquisition workforce.”

For those who have not taken them yet—or want to get ahead of the curve in the area of professional development—a few of the existing DAU learning assets include:

- LOG 235 Performance-Based Logistics distance learning course
- LOG 340 Life Cycle Product Support classroom course
- CLL 011 Performance Based Life Cycle Product Support continuous learning module
- Performance Based Logistics Community of Practice (PBL CoP)
- Product Support Manager (PSM) Toolkit

In addition, new DAU learning assets planned for development include incorporation of updated PBL materials into several other non-logistics courses, development of a new CLL 031 PBL Contracting Strategies continuous learning module, and development of new Web-based Performance Learning Tools (PLTs). Review the memorandum in its entirety at [https://acc.dau.mil/adl/en-US/686632/file/75314/ASD\(L_MR\)%20PBL%20](https://acc.dau.mil/adl/en-US/686632/file/75314/ASD(L_MR)%20PBL%20)

Read more of Kobren’s Director’s Blog entries at <https://dap.dau.mil/career/log/blogs/default.aspx>.