

DAU Wins Award as Best Corporate University in North America

Nov. 26, 2014

Bill Kobren

Corporate University Best-in-Class (CUBIC) recently honored DAU with two separate and prestigious awards. DAU was recognized earlier this month as the Best Corporate University in North America, beating out other well-known public- and private-sector organizations for successfully showing continued excellence. This is the third time in recent years CUBIC has recognized DAU as the North American corporate university of the year.

According to the CUBIC website, the "CUBIC™ Awards were established to honor, recognize and promote learning organizations and corporate universities that set standards of excellence in a variety of categories relating to performance and results....Past winners include Fortune 500 companies, global organizations, non-profits, and governmental training groups."

Additionally, DAU President Jim Woolsey was recognized as Learning Leader of the Year runner-up. He was honored for strategic leadership that resulted in DAU's success in learning and development, innovative programs, alignment to business goals, and outstanding reputation/credibility with students and stakeholders.

Kudos to the entire DAU team—staff, faculty, university leadership, and of course, our students—for the continued, sustained, and ongoing efforts that led to this important recognition.

Kobren is the director, DAU Logistics & Sustainment Center.

Defense Systems Acquisition Management Course Schedule Announcement for 2015

The National Defense Industrial Association (NDIA) is sponsoring the Defense Systems Acquisition Management (DSAM) course for 2015 at the following locations:

- Westin Virginia Beach Town Center, Virginia Beach, Va., Jan. 26-30
- Westin St. Louis, St. Louis, Mo., March 22-27
- Marines' Memorial Club & Hotel, San Francisco, Calif., June 21-26
- Hilton Providence, Providence, R.I., Sept. 21-25

The DSAM course meets the needs of defense industry program 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, instruction, and guidebook).
- Defense acquisition, and reform and initiatives.
- Defense acquisition procedures and processes.

- The Planning, Programming, Budgeting, and Execution process, and the Congressional budget process.
- The relationship between capability needs determination, resource allocation, science and technology activities, and acquisition programs.

The course will include blocks of instruction in: Management in the Acquisition Environment, Acquisition Life Cycle Process, Challenges to Program Management, and Application of Acquisition Procedures. Taught by Defense Acquisition University (DAU) professors and other guest speakers, the course uses the same acquisition policy information provided to DoD students who attend DAU courses for formal acquisition certification.

Prospective DSAM students are industry program managers, assistant program managers, systems engineers, industry personnel serving on DoD Integrated Product Teams, and other personnel that 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 program managers, which will significantly increase awareness and effectiveness in dealing with programmatic issues.

The course is also open to a limited number of government mid- to upper-level managers, tuition-free. Government personnel may apply the DSAM course towards fulfillment of government continuous learning (CL) points. DSAM counts for 34 CL points, or 3.4 Continuous Education Units (CEU). Attending a DSAM course does not provide any credit or equivalency toward Defense Acquisition Workforce Improvement Act certification in any acquisition career field.

All course materials and handouts will be provided to students on CD ROM. Please bring a laptop computer that is equipped with a CD ROM with you 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, please contact Angie DeKleine, NDIA Operations, at adekleine@ndia.org or 703-247-2599. Register online for the January 2015 course offering at <http://www.ndia.org/meetings/502A/Pages/default.aspx>.

Pre-Command Course Scheduling

U.S. ARMY ACQUISITION SUPPORT CENTER (JULY 2014)

The information below is provided to facilitate pre-planning for those officers/civilians who are selected for Acquisition Command and Key Billet/PM assignments. Each officer/civilian who is selected by the board is required to attend, at a minimum, the Branch and Branch Immaterial Pre-Command Course (PCC). Officers who are Dual Certified as Contracting and Program Management and are selected at the LTC/GS14 level must attend PMT 401 (and all prerequisites). Officers slated as Project Managers at the COL/GS15 level must attend PMT 402. Officers who are certified only in Contracting, and who are slated to Contracting-centric Command Select List (CSL) positions will attend their Branch PCC at the Acquisition Center of Excellence (Huntsville) and the Branch Immaterial PCC at Ft Leavenworth.

The following DAU class dates are available for PMT 401/402 for FY15. View the entire 2015 DAU Course Schedule at <http://icatalog.dau.mil/onlinecatalog/tabnav.aspx>.

| Name | Class # | Location | Start Date |
|---------|---------|----------------|---------------|
| PMT 401 | 001 | Ft Belvoir Va. | Jan. 26, 2015 |

| Name | Class # | Location | Start Date |
|---------|---------|-------------------|----------------|
| PMT 401 | 002 | Huntsville, Ala. | Feb. 23, 2015 |
| PMT 401 | 003 | Kettering, Ohio | March 16, 2015 |
| PMT 401 | 004 | San Diego, Calif. | Feb. 2, 2015 |
| PMT 401 | 005 | Ft Belvoir, VA | April 20, 2015 |
| PMT 401 | 006 | Kettering, Ohio | Aug. 24, 2015 |
| PMT 401 | 007 | Ft Belvoir, VA | Sept. 8, 2015 |
| PMT 402 | 001 | Ft Belvoir, VA | Oct. 20, 2014 |
| PMT 402 | 002 | Ft Belvoir, VA | Jan. 20, 2015 |
| PMT 402 | 003 | Ft Belvoir, VA | April 27, 2015 |
| PMT 402 | 004 | Ft Belvoir, VA | Aug. 3, 2015 |

Better Buying Power 3.0

Frank Kendall, Under Secretary of Defense for Acquisition, Technology and Logistics, released the interim version of Better Buying Power 3.0 at [http://bbp.dau.mil/docs/2_Better_Buying_Power_3_0\(19_September_2014\).pdf](http://bbp.dau.mil/docs/2_Better_Buying_Power_3_0(19_September_2014).pdf). The initiatives focus on continuous improvement with a new emphasis on encouraging innovation and promoting technical excellence.

DAU Contracting Courses Eligible for College Credit

Seven additional Defense Acquisition University (DAU) courses now are eligible for college credit. The DAU Center for Contracting prepared and submitted the contracting courses for review and evaluation to the American Council on Education's College Credit Recommendation Service (ACE CREDIT®). The review was completed and the findings in the ACE CREDIT report, dated October 17, 2014, were as follows:

- For the completion of CON 121-Contract Planning; CON 124-Contract Execution; and CON 127-Contract Management, ACE recommended 3 semester credit hours in the lower division baccalaureate/associate category.
- For the completion of CON 252-Fundamentals of Cost Accounting Standards or CON 270-Intermediate Cost and Price Analysis, ACE recommended 3 semester credit hours in the upper division baccalaureate category.

The reviewers noted that CON 252 presents the student with real world scenarios where the application of critical thinking skills is required to determine the outcome. The reviewers also noted CON 270 was the most rigorous presentation of the subject matter the review team has seen, and students successfully completing this course should be highly qualified to conduct cost/price analysis.

- For the completion of CON 280-Source Selection and Administration of Service Contracts or CON 290-Contract Administration and Negotiation Techniques in a Supply

Environment, ACE recommended 3 semester credit hours in the graduate degree category.

The reviewers noted that CON 280 contains a comprehensive assessment and requires the student to initiate, evaluate, and administrate the complex services contracting process. The reviewers also noted CON 290 presents as a comprehensive course with a high level of critical thinking, analytics, and application with in-depth assessments using many different elements.

More than 100 DAU courses were previously approved for ACE credit. ACE is the major coordinating body for all the nation's higher education institutions, representing more than 1,600 college and university presidents and more than 200 related associations nationwide. The American Council on Education's College Credit Recommendation Service (CREDIT) connects workplace learning with colleges and universities by helping adults gain access to academic credit for formal courses and examinations taken outside the traditional classroom. DAU maintains partnerships with more than 100 schools to help acquisition workforce members earn degrees.

New Distance Learning Course Assists Post-Award Contracting

The Defense Acquisition University, in partnership with the Defense Contract Management Agency (DCMA), released the first of many courses tailored to the specific requirements of quality assurance in post-award contracting. The distance learning course, CMQ 100-Introduction to Quality Assurance, provides a self-paced overview of the various competencies needed by quality assurance specialists and engineers in the execution of their official duties, including:

- Fundamental concepts of quality assurance and the role and responsibilities of the quality assurance specialist;
- The importance of a process approach to quality assurance;
- The purpose and importance of proper calibration;
- The purpose and importance of statistical sampling;
- The techniques that contribute to the success of a quality assurance team; and
- Many more.

"What if I'm not involved in post-award contract management activities?"

Though CMQ 100 was designed with DCMA-specific learning objectives, the development of course content was driven by widely accepted industry standards from the American Society for Quality. This alignment with existing standards

allows the course to remain applicable and adaptable to any personnel involved with defense acquisition.

Whether involved with post-award contracting or just curious about quality assurance, this course is for you.

For additional information, please visit the DAU iCatalog at http://icatalog.dau.mil/onlinecatalog/courses.aspx?crs_id=2021.

FROM BILL KOBREN, DAU DIRECTOR, LOGISTICS & SUSTAINMENT CENTER

New LOG 215 Technical Data Management Course Now Available (Oct. 1, 2014)

A new LOG 215 Technical Data Management Web-based distance learning course deployed earlier today, and is now available for student registration at http://icatalog.dau.mil/onlinecatalog/courses.aspx?crs_id=1997. This new course is intended to provide a comprehensive knowledge and understanding of technical data management strategies, planning, processes, products, and tools across the life cycle based on DoD policy, guidance, processes, procedures, and best business practices from across the Services and industry across the product life cycle. While not a required Defense Acquisition Workforce Improvement Act (DAWIA) certification course per se, effective today it is the newest addition to the "choose one of five" options available in the Life Cycle Logistics Level II certification "pick list." It is also highly recommended for all life cycle logisticians who may have already fulfilled their formal Level II certification requirements, as well as DoD Technical Data Managers and members of other functional communities such as systems engineers, production, quality and manufacturing (PQM), program managers, and contracting officers.

The deployment of LOG 215 represents something of a milestone for both the Defense Acquisition University in general, and the DoD Life Cycle Logistics community in particular—namely the completion of the life cycle logistics learning asset portfolio transformation that has been underway as a result of the DoD Logistics Human Capital Strategy issuance in 2008, the publication of the DoD Weapon System Acquisition Reform: Product Support Assessment in 2009, and the 2012 update to the Life Cycle Logistics career field competency list.

In addition to this new technical data management course, DAU also provides a suite of eight multi-disciplinary continuous learning modules that address specific aspects of intellectual property, data rights, and data management. These modules include:

- CLE 068 Intellectual Property & Data Rights

- CLM 071 Introduction to Data Management
- CLM 072 Data Management Strategy Development
- CLM 073 Data Management Planning System
- CLM 074 Technical Data and Computer Software Rights
- CLM 075 Data Acquisition
- CLM 076 Data Markings
- CLM 077 Data Management Protection and Storage

Since these topics directly impact all of us to one degree or another, I encourage you to check out both these continuous learning modules, as well as the new LOG 215 Technical Data Management course.

Questions Every Product Support Manager (PSM) Should be Prepared to Answer (Nov. 4, 2014)

Assume for a moment you are the Product Support Manager of a major weapon system, and you have just been advised that a new Program Manager (PM) is inbound to your program. Time to take stock of things and begin to prepare a programmatic overview of your product support strategy for the new boss.

One recommended starting point would be to be prepared to talk to each item in the Independent Logistics Assessment (ILA) checklists and provide background regarding the top level dashboard color coding. If your program hasn't had a recent ILA, you might consider completing an internal ILA using the contents of the *DoD Logistics Assessment Guidebook* as a source of an excellent self-inspection checklist. For our Air Force colleagues, the Logistics Health Assessment (LHA) is also an invaluable source as well.

In addition, it's never too early to begin thinking about how you would respond to some of the potential questions your new boss will likely ask you. As a public service, here are a few questions you might be wise to consider as you prepare to welcome your new program leadership aboard. A few ideas are provided here as a public service (or at least as a potentially handy reference):

- What is our product support strategy? How do we know it is the right approach?
- Have we developed and implemented an affordable and effective performance-based logistics product support strategy? How do we know?
- Who are our product support integrators (PSI) and our product support providers (PSP)? How do we know we're optimizing implementation of our product support strategy? What kind of product support arrangements do we have with our PSIs and PSPs? When was the last time we reviewed the arrangements? Are they consistent with product support strategy?

- What is our supply chain management approach? How did we arrive at that strategy and how do we know it is the most appropriate for our program?
- What are our key program-level product support metrics? Why?
- Are your program office billets (or matrixed support) filled with sufficient personnel who have the required experience and training?
- Are we resourced to execute the product support strategy outlined in our Life Cycle Sustainment Plan (LCSP)? When was our LCSP last updated? What changed since? When will it be revised?
- Describe the linkage between our LCSP, the Acquisition Strategy (AS), the Systems Engineering Plan (SEP), and the Test & Evaluation Master Plan (TEMP).
- Show me how product support planning and execution is incorporated into the program's Integrated Master Plan (IMP) and Integrated Master Schedule (IMS).
- What is our technical data management strategy and what are the implications on long-term product support?
- What is our Diminishing Manufacturing Sources and Material Shortages (DMSMS) and obsolescence mitigation strategy? How do we know?
- What were the results of the most recent Independent Logistics Assessment (ILA)? What are we doing about resolving shortfalls?
- When was our Product Support BCA last updated? What were the results?
- What is our depot source of repair (DSOR) approach?
- What interface mechanism do we have with the war-fighter/operator, assuming we're in Sustainment?
- What role do you play in developing product support test and evaluation plans?
- How extensive and how effective is your interface with the systems engineering community? How do we know or evaluate the effectiveness of that interface?
- What are estimated product support costs across the system life cycle? Can we afford it? What kinds of Should Cost initiatives do you have in place to reduce them?
- What are our key product support risks and what our mitigation plan(s)?
- What is the single most significant product support issue we're facing, and what are we doing about it?

Of course, there are plenty of other possible questions you could be asked—what did we miss? What others have you been asked or that you think you or your colleagues should be prepared to answer?

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

**FROM LEONARDO MANNING, DAU DIRECTOR,
CENTER FOR CONTRACTING
Maintaining a Competitive Environment throughout
the Life Cycle (Oct. 6, 2014)**

On 21 August, Under Secretary of Defense for Acquisition, Technology and Logistics Frank Kendall released "Guidelines for Creating and Maintaining a Competitive Environment for Supplies and Services in the Department of Defense." The guidelines are intended to help acquisition professionals think about various approaches to competition as they are doing their acquisition planning or developing strategy. DoD's goal is to maintain a competitive environment throughout the life cycle of a supply or service, because continuous competition works to spur innovation and lower prices from our contractors.

The guidelines not only give us great ideas, but also remind us of our bad habits. Too often we do such things as fail to do market research because we have gotten used to our current contractor, agree to constant contract modification (scope creep) in lieu of competition, or worse yet, write requirements or evaluation criteria that favor the incumbent.

Another bad habit has been our failure to plan for competition for the future logistics tail. Too often we fail to address data rights clauses in early research and development, don't add competitively priced options for the data, or even document the delivery requirement for data funded completely by the government. Further, the guidelines remind us not to consolidate or bundle requirements without first considering their effects on competition, especially small business.

The guidelines discuss ways to create and maintain competitive environments in both supply and service contracts. For supply contracts, they emphasize and provide examples for conducting thorough market research, employing open systems architecture, dual sourcing, competitive prototyping, component breakout, a thoughtful Intellectual Property (IP) strategy, and many more examples of ways to remove barriers to competition. They also provide novel ideas and sometimes just best practices, such as including a contract line item to require technical data or computer software to any/all technology developed with DoD funding.

Many of the ideas discussed for supply contracts, such as conducting thorough market research and writing clear requirements, can also be applied to service contracts. The guidelines also emphasize the acquisition team forming up front and early, employing a trained program manager to lead the effort, limiting Indefinite Delivery/Indefinite Quantity (ID/IQ) contracts to five years with "on-ramps"

for future addition(s) of contractors, and the careful use of evaluation criteria so the incumbent is not unduly favored.

I want to encourage you to visit DAU's BBP website at <http://bbp.dau.mil/bbp5focus.html>, and read the new guidelines for yourself. Be on the look-out for changes to the Defense Federal Acquisition Regulation Supplement or (DFARS) or Procedures, Guidance and Information (PGI) as new rules are being written on how contracting officers will seek feedback from contractors who did not submit an offer, increased use of Requests for Information or Sources Sought notices, and changes to how we track our actions to increase competition for follow-on work.

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

**FROM STEVE SKOTTE, DAU PROFESSOR OF SPACE
ACQUISITION
Mission Assurance and Space Programs (Oct. 9, 2014)**

The DoD IG recently released a report on Mission Assurance Policy Evaluation of Spacecraft and Strategic Systems, available at http://www.dodig.mil/pubs/report_summary.cfm?id=5976. Their evaluation determined that there were no significant gaps or weaknesses in the DoD acquisition policies and procedures regarding Mission Assurance. That's good news!!

So what is Mission Assurance? It is the disciplined application of proven scientific, engineering, quality, and program management principles toward the goal of achieving mission success. Why is Mission Assurance so important for space systems? It's not abnormal on launch day to have a \$1B+ spacecraft integrated on the top of a \$200M+ launch vehicle. If not done 100% right, the result could be a very expensive fireworks show, a spacecraft in an unusable orbit, or a non-functional spacecraft. You don't get a second chance. Back in the 1990s we had a couple very high profile launch failures, resulting in a renewed focus on Mission Assurance. The DoD launch community is now experiencing an unprecedented string of success.

The DoD IG found three common program management practices across Missile Defense Agency (MDA), the Space and Missile Systems Center (SMC), and the Strategic Systems Program (SSP) that should be considered DoD standard practices. These three practices are: (a) the development of specific policies and standards, which are applied on every program and contract; (b) verifying program requirements through in-depth quality assurance audits of the program and contractors; and (c) using independent organizations that report directly to the agency head to ensure

mission success. These practices help ensure a specific level of mission success for their programs.

Air Force's Space Acquisition Center Launches New Directorate (Dec. 1, 2014)

The Air Force's Space and Missile Systems Center (SMC) merged two directorates into the new Advanced Systems and Development Directorate (SMC/AD). This new directorate brings the science and technology, pre-systems acquisition, and developmental planning expertise resident at Los Angeles Air Force Base together with the advanced test, demonstration and launch capabilities located at Kirtland AFB in Albuquerque, N.M. The primary benefit of the merger is the establishment of a singularly focused organization that pulls together a multitude of science and technology activities with developmental planning and architecture efforts into focused ground, on-orbit, and launch demonstrations and operations. The complete new release is available at <http://www.af.mil/News/ArticleDisplay/tabid/223/Article/554895/smc-stands-up-new-advanced-systems-and-development-directorate.aspx>.

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

FROM FRANK KENLON, INTERNATIONAL ACQUISITION MANAGEMENT PROFESSOR Rhetoric versus Reality in International Acquisition & Exportability (Nov. 14, 2014)

One of the major challenges faced by the DoD Acquisition Workforce—and for that matter, government employees in general—is the challenge of sorting out the difference between the laws, regulations, and policies we are obligated to learn about and follow versus the actual day-to-day reality we must deal with in our workplaces. This reminds me of a TV show I used to like on the History Channel—"History versus Hollywood"—which highlighted the degree of difference between popular films of historical events versus what actually happened. Most of the time—no surprise—there was a pretty big gap between them.

While serving as a DoD acquisition professional for over 35 years, I certainly observed many times where there were major differences between the rhetoric that emanated from the Administration, Congress, and the loftier regions of the Department versus the deckplate-level reality of trying to plan and implement a 'run of the mill' DoD Component acquisition program that was not on anyone's 'Top 10' list.

Candidly, most of the rhetoric either did not apply at all to my program—or it was so philosophical and generic in nature that it was, well, unhelpful.

DoD IA&E efforts are not immune to the 'rhetoric versus reality' phenomenon. In fact, the IA&E area has routinely experienced pressure from various elements of President Eisenhower's "military-industrial complex" for legislative, regulatory, and/or organizational 'reform' of U.S. Government IA&E policies and practices. Despite the rhetoric, however, the fundamentals of U.S. Government and DoD IA&E activities have not changed much since the 1970s, and most of the substantive improvements made since then have been evolutionary rather than revolutionary in nature.

So should we give in to cynicism and accept a fate where the DoD acquisition workforce is subject to periodic, if well intentioned, exhortations from various quarters to implement 'fundamental reforms' in our programs while—at the same time—we are once again asked 'do more with less' in the IA&E area as a result of recent budget downturns? If not, what is the alternative?

Despite the many challenges faced in the day-to-day conduct of DoD acquisition, I believe the key to success in our ongoing and efforts—including our IA&E activities—is the professionalism and dedication of the DoD acquisition workforce. To use a sports analogy, it's the talent and motivation of the players (not the number of pages in the playbook) that wins games.

How can you enhance your skills and recharge your battery to take on new—and potentially exciting and rewarding—IA&E challenges? Consider taking a break from your day-to-day grind to attend one of our new DAU IA&E courses, especially ACQ 230 (International Acquisition Integration). It's an IA&E practitioner's course—light on rhetoric, minimal theory, heavy on practical exercises based on 'real-world' program office situations—which we think you will enjoy. Moreover, we believe it will enable you to perform IA&E-related day-to-day tasks in your program more effectively and efficiently whether you are a DoD acquisition workforce military or civilian professional, other DoD or U.S. Government employee, support contractor, or defense industry member. I hope to see you around one of the DAU campuses soon.

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