

### New 4th Estate DACM from DAU

Robert Daugherty assumed the duties of the Director of Acquisition Career Management for the 4th Estate (the DoD agencies outside the Military Departments) on April 8. This will be a 6-month temporary assignment reporting directly to the President of DAU. Daugherty will be responsible for providing policies, guidance, and oversight to the 4th Estate Components to ensure uniform implementation of Defense Acquisition Workforce Improvement Act policy and procedures, and represent all the elements of this Component at the Acquisition, Technology & Logistics Senior Steering Board and the Workforce Management Group. Additionally, he will be responsible for ensuring that there is effective planning, management and execution of the 4th Estate workforce initiatives funded by the Defense Acquisition Workforce Development Fund. He will collaborate with all 4th Estate agencies to establish training requirements, as well as the necessary budget documents to support the student population of this Component.

During this 6-month period, Judy Fleming will serve as Acting Dean for the Capital and Northeast Region. She has been the CNE Associate Dean for Academics since October 2010.

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

The Defense Acquisition University (DAU) and the National Defense Industrial Association will sponsor an offering of the Defense Systems Acquisition Management course Sept. 16-20, 2013, at the Intercontinental Kansas City at the Plaza, Kansas City, Mo. 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.

Taught by 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. The first block of instruction, Management in the Acquisition Environment, will identify the major participants in the DoD acquisition process and their roles. It will cover the three DoD decision support sectors (Joint Capabilities Integration and Development System; Defense Acquisition Management System; Planning, Programming, Budgeting, and Execution) that comprise the DoD acquisition process. Other blocks of instruction are Acquisition Life Cycle Process, Challenges to Program Management, and Application of Acquisition Procedures.

The class is limited to 42 students, and registrations are accepted on a first-paid, first-enrolled basis. Prospective government students must first contact Julie Veldkamp at [jveldkamp@ndia.org](mailto:jveldkamp@ndia.org) or 703-247-2577 prior to registering. For further information, see [www.ndia.org/meetings/302E/Pages/default.aspx](http://www.ndia.org/meetings/302E/Pages/default.aspx).

#### **DAU's Newest College: The College of Contract Management**

*Dr. Kurt Stonerock*

As a member of DAU's faculty or staff, if you haven't already been asked a question about DAU's newest college, the College of Contract Management (CCM), there's a good chance you will be.

You may be asked, "Why did DAU stand up a college directly to support Defense Contract Management Agency (DCMA)?" The short answer is that the mission DCMA plays in the larger defense acquisition community is extensive and requires training on many contract management competencies largely unique to DCMA. However, since the Services and other Fourth Estate agencies also execute contract management functions, many of the products in the CCM curricula likely also will be of value to those organizations. While the CCM primarily supports the training needs of DCMA, applicable curricula will be made available to other organizations as well.

Moving forward, DCMA will provide the content of CCM curricula; DAU will be responsible for curriculum design to ensure compliance with DAU standards. Also, to the greatest extent possible, CCM classroom courses will be taught at locations across the CONUS near populations of

DCMA personnel, thus driving down temporary duty costs and reducing disruption to the normal DCMA workflow. To enhance the tight alignment between DCMA and DAU, the CCM staff and I work out of the DCMA headquarters building at Fort Lee, Va.

The goal of CCM is to ensure there is a well-trained faculty, well-designed curriculum, and a cost-effective methodology to provide professional, accredited courses necessary to enhance the skills of the workforce within DCMA. To that end, development of a wide range of classroom and online curricula is now ongoing in contract management functional areas such as: contracting, pricing/cost monitoring, quality assurance, systems engineering, software engineering, earned value management, manufacturing, supply chain predictability, property, program integration, contingency contracting, plant clearance, contract safety, transportation, packaging, aircraft operations, and contract terminations. The first CCM courses are expected to be fielded in June and the majority of courses later in autumn.

With the help of DAU Communications, I'll continue to provide periodic updates on the CCM. You can contact me directly with any questions or comments about the CCM at [kurt.stonerock@dau.mil](mailto:kurt.stonerock@dau.mil) or at (804) 734-0699.

*Stonerock is the Dean, College of Contract Management, Defense Acquisition University.*

### **FROM REBECCA CLARK, DAU DIRECTOR, CONTINUOUS LEARNING CENTER** **Continuous Learning Modules — New Offerings (March/April 2013)**

The following online learning modules are available through the Continuous Learning Center under "CL Modules" at <http://www.dau.mil/clc/default.aspx>.

#### **CLL039 — Product Support Requirements Identification**

This continuous learning module explains how the Logistician translates Warfighter Requirements into Product Support Requirements. The module defines terms and acronyms used in the creation, revision, and implementation of Warfighter and Product Support Requirements, and provides links to references on issues discussed in the module.

This Product Support Requirements Identification continuous learning module is intended to help Level 2 and Level 3 Life Cycle Logisticians (LCLs) to accomplish that task. It will also provide others with an understanding of what the LCL is looking for when developing Product Support Requirements.

#### **CLM 071 — Introduction to Data Management**

This continuous learning module explains why data management is critical to enhancing support throughout the system life cycle. CLM071 is a prerequisite for the six other data management (DM) modules in the DM series (CLM072 — CLM077). This new series will provide acquisition professionals with the fundamental knowledge required to create better data management plans and obtain the necessary data rights for systems being delivered to the warfighter, thus affording opportunities to reduce life-cycle cost and increase Operating & Support competition.

The target audience for the DM CLMs includes program managers, systems engineers, engineers, contracting professionals, logisticians, product support managers, data managers, and intellectual property (IP) attorneys.

#### **CLL035 - Operating and Support Cost Estimating for the Product Support Manager**

This module is primarily intended for logisticians who seek to understand the role and importance of cost estimating in life-cycle product support planning.

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

### **FROM KATHY SPAINHOWER, DAU PROJECT OFFICER, KNOWLEDGE MANAGEMENT** **New DAP "Applications" Portal (April 23, 2013)**

You may have noticed recently some minor changes to the front page of the Defense Acquisition Portal (DAP). Specifically, we have added an area for the "Special Topics Gateway" for direct access to the special topic areas on Better Buying Power, Acquisition Mission Areas, MDIDs, DoD PS Roadmap Tool, Overseas Contingency Operations Lessons Learned, and Space Acquisition.

You also may have noticed a slight change in some of the application Icons under the "Featured AT&L - Acquisition Services and Systems." In this area, we will be providing new (highlighted with red notification badge) and highest used shortcuts to your favorite acquisition training job-aids, guidebooks, websites, and resources. This featured block is reviewed periodically to add new Icons for new features and remove shortcuts for less used. If you can't find your Icon on the "Featured AT&L - Acquisition Services and Systems," click on the "Apps Portal" Icon where you can find it there. When you click on the "Apps Portal" Icon or the "Applications" portal (gateway) at the top of the DAP page, you will locate a wide variety of additional job aids, guides, training sites, service and system sites, and other references and resources on the "Application" portal page. Set this page

as a favorite in your mobile browser as it will adapt to the device you are using. A direct link to the Applications Portal is <https://dap.dau.mil/smart/>.

Read more of Spainhower's blog entries at <https://dap.dau.mil/aphome/blog/default.aspx>.

### FROM LEONARDO MANNING, DAU DIRECTOR, CENTER FOR CONTRACTING New Web-enabled DoD Performance Based Payments Guide (May 2, 2013)

DAU recently launched a Web-enabled version of the 2012 draft *Department of Defense Performance Based Payments Guide* at <https://acc.dau.mil/pbp>.

Although Performance Based Payments (PBPs) have been authorized for use as a type of customary contract financing since 1996, most contracting and acquisition professionals are not familiar with the steps necessary to create an effective PBP arrangement. Unlike progress payments which are incorporated by simply including the appropriate clause, PBPs require considerable thought and effort on both sides to construct the detailed PBP arrangement that will be documented in a special provision in the contract.

The purpose of this guide is to provide assistance to users based on lessons learned over the past 15 years. It is important for users to read the entire guide because of the inter-relationship of the topics covered.

The Acquisition Community Connection Web-enabled guide includes a link to the *DPAP/DP Contract Policy Performance Based Payments Guidebook* and Analysis Tool website where a PBP analysis tool is available for use by both government and Industry to more easily determine a win-win pricing arrangement that equitably accounts for the cost, benefits, and potential risk associated with PBPs.

The purpose of this tool is to demonstrate the financial impact to both the government and the contractor of using PBPs versus Customary Progress Payments.

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

### FROM S. L. "DUSTY" SCHILLING, DSMC EXECUTIVE PROGRAMS Acquisition Strategy – Best Practices from Milestone Decision Authorities (MDA) (May 21, 2013)

The following represents a compilation of MDA thoughts on best practices for Acquisition Strategies, plus key questions to ask when developing an Acquisition Strategy (AcqStrat).

The AcqStrat is one of, if not **the** key program document defining a program's approach acquisition. The document basically lays out the plan to turn money into a functional fielded capability.

Responses from MDAs: "What best practices do you have regarding AcqStrat development?"

- Challenge the requirement when it doesn't make sense—don't just accept the undeliverable/untestable/unaffordable requirement.
- A PM needs to think like an entrepreneur—be more business-like in making programmatic decisions.
- Affordability equals the maximum the government will pay for development/production. Be willing to walk away from a bad deal
- Adaptability/expandability needs to be baked into the program—allow for future capability growth up front.
- Ensure schedule margin in development and testing. Ensure the testing program is in sync with the risk.
- Focus on lowering the risk across the program. In general, lowest risk should be to the operator. Don't bring a strategy forward with a RED risk.

Top 10 AcqStrat questions to ask yourself:

1. What is my intended outcome?
2. What resources do I need to achieve this outcome?
3. Other than resources, what help do I need? Do I have those agreements?
4. What alternatives were considered to achieve my objectives?
5. Why is my option the superior alternative?
6. What ways can I fail to execute my plan?
7. What do I need to reduce probability of failure?
8. What organization will I use to apply resources?
9. What external approvals are needed for success?
10. What metrics will I use to determine progress?

Many thanks to my colleague DAU Professor John Mueller for collecting the MDA feedback and collating these questions.

Read more of Schilling's Blog entries at <https://dap.dau.mil/cop/pmblog/default.aspx>.