

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:

- 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 June 2015 course offering at <http://www.ndia.org/meetings/502C/Pages/default.aspx>.

Capella University Announces Multiple Scholarship Opportunities for DAU Students

Defense Acquisition University academic partner Capella University announces multiple scholarship opportunities for DAU students, active-duty service members, National Guard members, and civilian employees of the Department of Defense affiliated with DAU. Applicants are eligible for a \$3,000 scholarship that may be applied to all undergraduate and graduate degree program enrollments from May through September. Application deadline for this term is September 14, 2015. Ensure you apply today. For more information, visit <https://alliance.capella.edu/corporate/dau.html?revkey=132708>.

DAU Partner Provides Method to Combine Credit from Multiple Sources

Have you earned college credits from more than one source? Do you have American Council on Education-approved military or civilian training? Defense Acquisition University's partner, Excelsior College, now offers a service to consolidate your credits onto a singular, accredited transcript. OneTranscript combines multiple, approved academic records and training credits into a single Excelsior College Credit Bank transcript for employment or educational purposes. Official documents are reviewed and all appropriate college-level credits and relevant military or civilian training will be included on your Excelsior Credit Bank transcript. Learn more about OneTranscript at <http://www.excelsior.edu/onetranscript>.

FROM BILL KOBREN, DAU DIRECTOR, LOGISTICS & SUSTAINMENT CENTER

Five DAU Logistics Courses Approved for American Council on Education (ACE®) Credit (Feb. 24, 2015)

DAU is currently in the process of submitting training courses from each of our functional disciplines to the American Council on Education (ACE®) College Credit Recommendation Service (ACE CREDIT®) for review and evaluation. Five of our 13 Life Cycle Logistics courses (LOG 103,

LOG 201, LOG 206, LOG 215, and LOG 340) were reviewed by ACE® last month. A summary of findings from the ACE CREDIT® final report dated Feb. 20, 2015, follows:

- For completion of LOG 103, Reliability, Availability, and Maintainability (RAM) distance learning course, ACE® recommended 2 semester credit hours in the lower division baccalaureate/associate degree category, in operations management, procurement management, or production planning. The reviewers noted that “course materials are well-organized and the material is comprehensive.”
- For completion of LOG 201, Intermediate Acquisition Logistics, Part B classroom course, ACE® recommended 3 semester credit hours in the upper division baccalaureate degree category, in life cycle product management or logistics management. The reviewers specifically noted that LOG 201 “is an ambitious course that requires critical thinking” and that “the use of case analysis, presentations, and the necessity of defending and explaining conclusions and analysis provides for an intense learning environment.”
- For completion of LOG 206, Intermediate Systems Sustainment Management distance learning course, ACE® recommended 2 semester credit hours in the lower division baccalaureate/associate category in logistics, supply chain management, or life cycle management. The reviewers noted that “the course materials are well-organized, have a logical (chronological) flow, and are comprehensive” and that “the video lectures are also placed in the exercises, which are very effective.”
- For completion of LOG 215, Technical Data Management distance learning course, ACE® recommended 3 semester credit hours in the lower division baccalaureate/associate category in logistics or supply chain management. The reviewers noted that “this course is comprehensive, interactive, and uses examinations, case studies, and an end-of-course survey to re-enforce learning outcomes.”
- For completion of LOG 340, Life Cycle Product Support classroom course, ACE® recommended 3 semester credit hours in the upper division baccalaureate degree category in supply chain management, life cycle product support, or logistics. The reviewers stated “this is an excellent and in-depth course that leverages module examinations, lectures, quizzes, and case studies,” noting that “instructional focus is on problem solving and other critical thinking activities” and that “the course content is deep and focused.”

Three other DAU logistics courses had previously been reviewed by ACE® and were already recommended:

- For completion of LOG 102, Sustainment Management Fundamentals distance learning course, ACE® recommends 2 semester credit hours in the lower division bac-

calaureate/associate degree category in supply chain management.

- For completion of LOG 235, Performance-Based Logistics (PBL) distance learning course, ACE® recommends 3 semester hours in the upper division baccalaureate degree category in supply chain management or logistics.
- For completion of LOG 350, Enterprise Life Cycle Logistics capstone classroom course, ACE® recommends 3 semester hours in the graduate degree category in logistics or systems management.

The five remaining DAU Life Cycle Logistics courses listed below are planned for ACE® review later this year:

- LOG 101 Acquisition Logistics Fundamentals
- LOG 200 Intermediate Acquisition Logistics, Part A
- LOG 204 Configuration Management
- LOG 211 Supportability Analysis
- LOG 365 Executive Product Support Manager’s (PSM) Course

By way of background, American Council on Education (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. It provides leadership on key higher education issues and influences public policy through advocacy. ACE® does not grant or award college credit for courses. They do, however recommend credit hours for many courses sponsored by DoD Service Schools and organizations to include the Defense Acquisition University, other government agencies, and business and industry. The DAU iCatalog contains detailed information on using ACE® recommended credits.

New SD-22 Diminishing Manufacturing Sources and Material Shortages (DMSMS) Guidebook (March 19, 2015)

The Defense Standardization Program Office (DSPO) recently issued a new and improved February 2015 version of their highly regarded SD-22 *Diminishing Manufacturing Sources and Material Shortages: A Guidebook of Best Practices for Implementing a Robust DMSMS Management Program*.

In view of the Product Support Manager (PSM)’s responsibility established in Section 803(b)(5) of Public Law 113-66 (the FY14 National Defense Authorization Act) that “in addition to the responsibilities under Section 2337 of Title 10, United States Code, a PSM for a major weapon system shall work to identify obsolete electronic parts that are included in the specifications for an acquisition program of the Department of Defense and approve suitable replacements for such electronic parts,” I would highly recommend all DoD PSMs

and life cycle logisticians take note of this new guidebook, read through it, and bookmark it for future reference.

As a side note, I encourage you to also take a look at a related blog post entitled “Proactively Tackling the Scourge of Diminishing Manufacturing Sources & Material Shortages (DMSMS)” at <https://dap.dau.mil/career/log/blogs/archive/2015/01/08/practively-tackling-the-scourge-of-diminishing-manufacturing-sources-material-shortages-dmsms.aspx> earlier this year.

New Level of Repair Analysis (LORA) Resources (March 20, 2015)

In case you were not aware, a new MIL-HDBK-1390 Level of Repair Analysis (LORA) was issued in late January and is now available. According to the document’s introduction, “this handbook provides guidance for the framework and descriptions governing the performance of Level of Repair Analysis during a product’s life cycle as defined by SAE AS1390, Level of Repair Analysis (LORA). When these requirements and activities are performed in a logical and iterative nature, they comprise the LORA process. The LORA process is an analytical effort undertaken to influence decisions on a system’s design, maintenance planning, cost, and Integrated Product Support (IPS) Element resources. As a consequence, the LORA process forms an integral part of the Product Support Analysis (PSA) process by using results of, and feeding results to, various PSA activities and the Logistics Product Data (LPD) as defined in SAE TA-STD-0017, “Product Support Analysis.” As a sidenote, please keep in mind that military handbooks such as this are for guidance only and cannot be cited as a requirement.

For additional information on this subject, I recommend the following resources:

- Level of Repair Analysis (LORA) ACQuipedia Article
- CLL 012 Supportability Analysis continuous learning module
- CLL 057 Level of Repair Analysis (LORA)—Introduction continuous learning module
- CLL 058 Level of Repair Analysis (LORA)—Theory & Principles continuous learning module
- LOG 211 Supportability Analysis training course
- Supportability Analysis References (DAU LOG CoP Resources & Tools Website)

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

FROM FRANK KENLON, PROFESSOR OF INTERNATIONAL ACQUISITION

Acquisition Reform and the “Bicycle Theory” (March 5, 2015)

A lot of media reporting on defense in recent months has once again focused on how the U.S. should reform what is often called a “broken” defense acquisition system.

For those of us who have been in the defense acquisition profession for awhile (since April 1980 for me), the latest rounds of pronouncements on how to “fix” the problems—real or perceived—that are encountered by today’s Defense Acquisition Workforce (DAW) don’t seem all that different than the solutions offered in the 1980s, 1990s, and 2000s.

This is not to say that all of the ideas on how to improve defense acquisition are all the same—they aren’t. In fact, the recent proposals I have read about in the media appear to cover the entire spectrum from evolutionary to revolutionary change, and everything in between. Some advocate radical changes based on private sector acquisition practices, others advocate a return to a prior DoD business process approach (e.g., let’s undo Goldwater-Nichols), while DoD has advocated a path of systematic improvement based on analysis and data through Better Buying Power (BBP) 2.0 and 3.0.

In the international acquisition field, we tend to view U.S. acquisition reform proposals through the lens of how allied and friendly nations organize and conduct their defense acquisition activities. Interestingly enough, our counterpart defense acquisition professionals in other nations often perform their functions differently than we do, yet they encounter similar calls for reform, and appear to enjoy them just as much ... [well, not really].

In fact, the entire phenomenon of acquisition reform reminds me of an international trade negotiation concept known as the “bicycle theory.” In essence, the bicycle theory states that the best way to reduce international trade barriers is to continuously negotiate mutually beneficial improvements to the status quo since—just like a bicycle—if you stop negotiating (pedaling), you lose momentum and fail (fall down). The continuous emphasis over the past 30 years on acquisition reform appears to conform with the bicycle theory—we are constantly pedaling hard and have plenty of momentum for change. I have to admit, however, I always wondered a bit about the validity of this theory since, well, you can gather and keep up your momentum but still pedal to the wrong place!

As Defense Acquisition Workforce members, it’s often said we have a voice but not a vote in what we do. But the fact

is that we “vote with our feet” every day when we perform defense acquisition tasks. That is why supporting the full spectrum BBP 2.0 and 3.0 initiatives in the workplace is so important. Of note, there are two International Acquisition and Exportability (IA+E) efforts that are part of BBP—“Defense Exportability Features (DEF)” in BBP 2.0 and “Improving Technology Search and Outreach in Global Markets” in BBP 3.0—that require Defense Acquisition Workforce involvement to be successful.

Former Under Secretary of Defense for Acquisition, Technology and Logistics John Young used to remind us to perform our “day job” well, but always emphasized the importance of looking for opportunities to improve the status quo. To me, acquisition reform is more a journey than a destination. While there is a lot of media rhetoric about a “broken” defense acquisition system and many ideas for radical reform, DoD’s BBP initiatives provide the entire Defense Acquisition Workforce with a methodology to “pedal in the right direction” on the path to acquisition reform. Let’s all do our best to implement BBP concepts and initiatives in our workplaces when opportunities arise.

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

FROM STEVE SKOTTE, DAU PROFESSOR OF SPACE ACQUISITION

National Security Strategy (Feb. 11, 2015)

The new (February 2015) National Security Strategy was released by the White House and is available at http://www.whitehouse.gov/sites/default/files/docs/2015_national_security_strategy_2.pdf?Source=GovD. The section on Space says, “Space systems allow the world to navigate and communicate with confidence to save lives, conduct commerce, and better understand the human race, our planet, and the depths of the universe. As countries increasingly derive benefits from space, we must join together to deal with threats posed by those who may wish to deny the peaceful use of outer space. We are expanding our international space cooperation activities in all sectors, promoting transparency and confidence-building measures such as an International Code of Conduct on Outer Space Activities, and expanding partnerships with the private sector in support of missions and capabilities previously claimed by governments alone. We will also develop technologies and tactics to deter and defeat efforts to attack our space systems; enable indications, warning, and attributions of such attacks; and enhance the resiliency of critical U.S. space capabilities.”

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

FROM WILLIAM PARKER, CENTER DIRECTOR, ACQUISITION & PROGRAM MANAGEMENT

New Acquisition Wall Chart (Feb. 24, 2015)

With the January publication of the DoDI 5000.02, DAU has published an updated Generic Acquisition Process Wall Chart. The new chart is available for download at: <https://acc.dau.mil/gap>. The new chart has less detail than the outdated Integrated Defense AT&L Life Cycle Management System Chart. The intent of the new chart is to encourage tailoring of the process and be much less prescriptive. The new chart describes the acquisition decision points and phases.

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

FROM LENN VINCENT, DAU INDUSTRY CHAIR

GAO Issues Report (GAO-15-285) Encouraging Use of Neglected Acquisition Tool (Feb. 25, 2015)

The GAO recently issued a report (GAO-15-285) encouraging use of a neglected acquisition tool. A pilot program for Military Purpose Non-Developmental Items (MPNDI) was enacted as Section 866 of the 2011 National Defense Authorization Act (NDAA). MPNDI allows non-traditional defense contractors to offer military items on essentially the same terms as commercial items (e.g., exempt from Cost Accounting Standards and cost or pricing data) if those items are developed exclusively at private expense and the contract award is for \$50 million or less, and certain other conditions are met. Congress extended and re-endorsed this program in the 2014 NDAA.

DoD has never once used this authority. This is unfortunate because, as the GAO notes, MPNDI could help attract more non-traditional defense contractors and “provide an incentive to innovate in areas useful to DoD.”

The main reason offered for not using MPNDI is that it is available only for contracts awarded “using competitive procedures.” There is a belief within DoD that this excludes the use of exceptions to the full and open competition requirement. But this belief contradicts Congressional intent, as reflected in the House Armed Services Committee Report accompanying the 2014 NDAA:

The committee believes that section 866 is clear that any exception to competition requirements provided in [Competition in Contracting Act, or CICA] applies to MPNDI acquisitions. As Secretary Kendall and others have observed, DoD desperately needs private sector innovation to keep its technologi-

cal edge, and specifically private investment in such innovation. MPNDI is specifically aimed at that goal. Wouldn't it be better to find reasons to use it rather than reasons not to, especially when the Congress itself has provided any needed "cover?"

GAO February 2015 Report (15-192) Regarding Acquisition Reform

The acquisition programs GAO surveyed spent, on average, over 2 years completing numerous information requirements for their most recent milestone decision, yet acquisition officials considered only about half of the requirements as high value. The requirements, in total, averaged 5,600 staff days to document.

The Department of Defense (DoD)'s review process is a key factor that influences the time needed to complete information requirements. The process in some instances can include up to 56 organizations at 8 levels and accounts for about half of the time needed to complete information requirements. Most program managers felt that these reviews added high value to only 10 percent of the documents.

GAO recommends that DoD identify and potentially eliminate reviews and information requirements that are no longer needed and select programs to pilot more streamlined approaches.

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

FROM LEONARDO MANNING, DIRECTOR, CENTER FOR CONTRACTING

New Release—DoD Instruction 5000.72, DoD Standard for Contracting Officer's Representative (COR) Certification (March 31, 2015)

On March 30, 2015, the Acting Director, Defense Procurement and Acquisition Policy, released the long awaited Department of Defense Instruction codifying the DoD Contracting Officer Representative (COR) management, oversight, training, and certification program. DoDI 5000.72, *DoD Standard for Contracting Officer's Representative (COR) Certification* can be found at: <http://www.dtic.mil/whs/directives/corres/pdf/500072p.pdf>. Until release of this DoDI, the primary sources of DoD-level policy regarding appointment, certification, and oversight of CORs were:

1. DFARS Subpart 201.602-2 and PGI 201.602-2.

2. USD(AT&L) Memorandum, dated March 29, 2010, Subject: DoD Standard for Certification of Contracting Officer's Representatives (COR) for Service Acquisitions, known as "the Carter Memo."

3. USD(AT&L) Memorandum, dated 21 March 2011, Subject: Deployment of the Department of Defense (DoD) Contracting Officer Representative Tracking Tool (CORT Tool).

The new DoDI now replaces 2 and 3 as the primary source of DoD policy. This blog will provide you a high-level summary of What Has NOT Changed, What's New, and What Has been clarified.

What Has NOT Changed

- The training and experience requirements for personnel nominated and ultimately designated as CORs have not changed, with one minor exception. DAU CLM 003 'Overview of Acquisition Ethics' is no longer a substitute for Agency-provided annual ethics training. Enclosure 5 of the DoDI explains COR qualifications including training, experience, and refresher training requirements.
- The COR nomination and designation process has not changed.
- The preference that CORs be nominated as early in the acquisition process as possible has also not changed.

What's New

- Requires the contracting officer to determine, in accordance with the associated procedural guidance, if the COR is to be designated as a Confidential Financial Disclosure Report (OGE Form 450) filer.
- DoD Component heads to designate a COR coordinator to provide functional advice to oversee, report, and maintain and establish an appropriate COR management program.
- Mandates that feedback on COR performance be provided to COR supervisors and that the CORs' performance of COR-related duties be included in their annual performance appraisal (uniformed personnel equivalent) or assessment.
- Relieves COR nominees and CORs who are DAWIA level II or above in the Contracting (1102 job series), Industrial Property Management (1103 job series), and Quality Assurance (1910 job series) from having to take COR specific initial or refresher training (e.g., CLC 106, 222, etc.). Note, there is NO relief from taking annual ethics and CTIP training.
- Requires a yearly administrative review of COR files with the Contracting Officer be accomplished.
- Mandates the Contracting Officer provide an orientation to the COR nominee to address their designated responsibilities, the importance of performance, personal, and potential conflicts of interest, informal commitments, unauthorized commitments, and the ethics expected in relationships with the contracting officer, COR management, and the contractor. I recognize that many DoD com-

ponents, organizations, and Contracting Officers already accomplish this as a best practice.

What Has Been Clarified

Overwhelmingly, the DoDI provides precise and plain language process and procedural guidance on:

- The COR nomination and designation process
- The types of duties and responsibilities to be delegated to a COR. See Enclosure 6.
- Responsibilities and timing of related tasks required of the COR supervisor and requiring activity.
- The requirement for the Contracting Officer to designate the procurement action as a Type A, B, or C requirement.
- COR documentation considerations.
- Use of the CORT Tool.
- The identification of other training and system access for WAWF, eCMRA, SPOT, and CPARS.

It is my hope that release of the DoDI will help alleviate existing confusion on the DoD COR Program, affirm that CORs are a critical element of the acquisition process, and confirm DoD's commitment to reduce the risks and vulnerabilities which may lead to fraud, waste, and/or abuse. I highly encourage you to read and share the DoDI with your organizations.

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