

### 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
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

### Acquisition Workforce Qualification Initiative

As of July 1, DAU faculty members and representatives of the Defense Acquisition Workforce's 14 career fields have developed and submitted 1,629 proposed standards for the Acquisition Workforce Qualification Initiative (AWQI). More than a third of these have been finalized and are ready for cross-referencing with the other career fields once completed, while additional standards are still being developed. AWQI, an element of Better Buying Power, is a mechanism to aid the Defense Acquisition Workforce in identifying career experience gaps and to help acquisition organizations fill those gaps.

### DAU Wins Brandon Hall Group Excellence Award

Brandon Hall Group announced the Defense Acquisition University (DAU) as the winner of its 2014 Silver Excellence Award for Best Learning Measurement Approach. Entries were evaluated by an international panel of independent industry experts and Brandon Hall Group senior analysts. Nominees were judged on the design of the program, whether the program fit the organization's needs, functionality, usability, innovation, and overall measurable benefits. DAU last received a Brandon Hall Award in 2003 in the Excellence in e-Learning Best Practices category. The university earned a gold medal for the "AT&L Performance Learning Model." The model still exists today, though with several changes to meet the growing needs of the Defense Acquisition Workforce.

Brandon Hall Group is a human capital management research and advisory services firm that provides insights around key performance areas including learning and development, talent management, leadership development, talent acquisition and workforce management.

Now entering its 20th year, the Brandon Hall Group's Excellence Awards Program is one of the most prestigious awards programs in the industry. Winners of the 2014 Excellence Awards will be honored in January at the HCM Excellence Conference.

### Apply DAU Credit toward a College Degree

DAU has established partnerships with education institutions to enable Defense Acquisition Workforce members to transfer DAU course work toward a college degree program.

Excelsior College, a regionally accredited non-profit distance learning institution, is one such partner. To learn more, visit the Excelsior and DAU partnership page at <http://www.excelsior.edu/web/partners/defense-acquisition-university>.

Curious as to how many credits per course can be transferred? Explore the course classifications chart to find out at [https://my.excelsior.edu/documents/4604180/6254196/DAUCourseClassifications\\_MAR\\_13.pdf/8ee264af-5259-4d14-9415-4b78af6258be](https://my.excelsior.edu/documents/4604180/6254196/DAUCourseClassifications_MAR_13.pdf/8ee264af-5259-4d14-9415-4b78af6258be).

### "Flipped" Version of ACQ 201B

DAU recently conducted the first "flipped" version of the Intermediate Systems Acquisition Course, Part B (ACQ 201B), in which students viewed a series of 24 instructional videos before attending the resident training. This allowed the classroom portion of the course to be reduced from 4.5 to 3.5 days. All 21 participants successfully completed the course, and the exam scores were comparable to those in a

traditional ACQ 201B offering. The course instructors were satisfied with the flow and pacing of the course, and the students informally commented that they enjoyed and felt comfortable with the flipped approach. Additional pilots of the flipped ACQ 201B will be conducted and evaluated to determine whether the classroom portion can be further reduced to 3.0 days.

### **Federal Government Distance Learning Association Honors DAU Instructors**

The Federal Government Distance Learning Association (FGDLA) honored two DAU employees at their annual awards ceremony in Reston, Va. Dr. Judith Bayliss, Center Director for DAU Teaching and Learning Lab, received the FGDLA Hall of Fame Award in recognition of her significant contributions in promoting and developing distance learning in the Federal Government. Dr. Chris Hardy, DAU Director of Strategic Planning, received the FGDLA Eagle Award, which recognizes an individual who has served the Federal Government distance learning community by providing exceptional leadership, vision, and advocacy.

The Public Sector View team also interviewed Bayliss about DAU distance learning initiatives and how they benefit the Department of Defense, as well as the rest of the federal government. Bayliss touched on why it's important for distance learning to continue to grow to meet evolving demands.

FGDLA is a nonprofit association that promotes the development and application of distance learning and actively fosters collaboration and understanding among those involved in leveraging technology in support of the education and training needs of Federal Government agencies.

### **DCMA Formalizes Continued Partnership for Seventh DAU Branch Campus**

*DEFENSE CONTRACT MANAGEMENT AGENCY PUBLIC AFFAIRS  
(AUG. 15, 2014)  
Patrick Tremblay*

FORT LEE, Va. — Air Force Lt. Gen. Wendy Masiello, Defense Contract Management Agency director, and James Woolsey, Defense Acquisition University president, signed a Memorandum Of Agreement (MOA) Aug. 15 to formalize their organizations' continued strategic partnership through the College of Contract Management (CCM).

"We celebrate the work our teams have gone through to put this document together," said Masiello. "We also celebrate the future as we continue to work together to prepare our workforce for the challenges ahead."

Woolsey echoed Masiello's appreciation for the work done to finalize the agreement. "DCMA has a very important mission. DAU is happy to be able to provide your workforce with tools and training developed specifically to help them with the challenges they face every day."

The MOA comes nearly three years after a similar agreement was signed by former organizational leaders establishing the CCM. Since that time, DAU has built the college's staff, who are now developing and fielding courses designed specifically to meet the needs of the DCMA workforce.

As outlined in the memorandum, the agency's point of contact for the relationship is Kathy Butera as the executive director of Human Capital. "I am very pleased with the great working relationship and partnership that we have established with the college," said Butera. "Together we have been able to offer an increasingly professional level of coursework to our employees."

DAU's point of contact is Kurt Stonerock, the dean of the college.

"We're getting very positive reviews from students who have taken courses the college has already fielded, and we now have over 30 more courses in development," said Stonerock.

"By continuing to build those courses in close partnership with our DCMA functional counterparts, I'm confident they are going to be just as well-received by front-line DCMA acquisition professionals."

### **University of the Potomac and Defense Acquisition University Partner to Support Acquisition Workforce**

FT. BELVOIR, Va., and WASHINGTON, D.C.—Defense Acquisition University (DAU), a best-in-class corporate university for the Defense Acquisition Workforce, and the University of the Potomac (UOTP) have signed a Memorandum of Understanding (MOU) in joint support of the acquisition workforce in the U.S. Department of Defense (DoD). This agreement, which combines best practices from both institutions, allows the two organizations to leverage their shared vision and expertise in providing education and continual career advancement to the acquisition workforce in the public and private sector.

According to the terms of the agreement:

- UOTP will provide academic instruction and related professional educational services to accommodate the requirements of students in the academic programs offered: Associate of Science degree, Bachelor of Science degree,

Master of Business Administration degree, and Certificate programs.

- UOTP will accept all academically qualified individuals, subject to the school's admissions policies, register them in courses, and evaluate applicable transfer of credits. University credit may be awarded for learning experiences derived from DAU training programs or work experience if properly documented and/or American Council on Education (ACE)-approved.
- UOTP will accept credits earned through Defense Acquisition Workforce Improvement Act (DAWIA) certifications that can be transferred into certain bachelor's (Level I and II certification) and master's (Level III certification) programs. These meet the Excelerate criteria outlined at the Excelerate section of the DAU Strategic Partnership website (<http://www.dau.mil/AboutDAU/pages/excelerate.aspx>).
- UOTP and DAU, upon mutual agreement, will entertain collaborative research projects that benefit both the DAU and UOTP curricula.
- DAU will assist UOTP in the distribution of information regarding transfer opportunities available to DAU students and place transfer information on the DAU homepage. DAU will update information on the homepage as changes occur.
- DAU will work with the UOTP to identify terms, duration, and courses required to be offered at appropriate times that are flexible and convenient to the majority of students as needed.

Dr. Clinton Gardner, President and CEO of the University of the Potomac, said "This strategic partnership will provide another pathway for members of the Defense Acquisition Workforce to leverage their DAU education and their professional achievements earned from experience and knowledge gained in the workplace. This pathway will lead many to a formal academic credential that will complement their industry certifications."

"DAU is pleased to partner with schools like UOTP that further the development of the Defense Acquisition Workforce through their credit transfer and degree programs. I expect the collaboration between our faculty to greatly benefit curriculum development for both institutions," said Dr. James McMichael, Vice President of DAU.

### **FROM LEONARDO MANNING, DAU DIRECTOR, CENTER FOR CONTRACTING**

#### **DAU and NCMA Extend Educational Collaboration Partnership (Aug. 4, 2014)**

In July 2014, the Defense Acquisition University (DAU) and the National Contract Management Association (NCMA)

signed a five-year extension of the Memorandum of Understanding for Educational Collaboration between the two organizations. The agreement supports DAU's mission to provide a global learning environment in support of a mission-ready acquisition workforce and NCMA's dedication to the professional growth and educational advancement of procurement and acquisition personnel worldwide.

In 2012, the DAU and the NCMA joined forces through a two-year MOU that recognizes the quality and comprehensive training gained through completion of CON 090 Federal Acquisition Regulation (FAR) Fundamentals. This memorandum allows CON 090 graduates to sit for the NCMA Certified Federal Contracts Manager (CFCM) examination. CON 090 graduates must apply for the certification through the NCMA and pay the associated fees. Applicants who pass the exam and meet the one-year experience requirement will immediately be awarded the CFCM certification. Successful applicants with less than one year of experience will receive their certification from NCMA once the experience requirement is satisfied. DoD employees should indicate on their application that they graduated from CON 090 and provide a copy of their course completion certificate.

In FY11, the American Council on Education (ACE) recommended CON 090 for 3 semester hours in contract management administration at the graduate level. The quality of course content; the opportunity to obtain graduate-level credits, and CFCM certification renders CON 090 an exceptional value for the DoD acquisition workforce and the American taxpayer.

#### **Federal Government Achieves Small Business Procurement Goal (Aug. 4, 2014)**

On Aug. 1, the U.S. Small Business Administration announced the federal government reached its small business federal contracting goal for the first time in eight years, awarding 23.39% in federal contracts to small businesses totaling \$83.1 billion of eligible contracting dollars. The FY 2013 federal goal was 23 percent. For the SBA Press Release on 2013 Small Business Contracting Goal Achievement, see <http://www.sba.gov/content/obama-administration-achieves-2013-small-business-federal-procurement-contracting-goal>.

The annual Small Business Scorecard for 2013 was also released. The Scorecard is an assessment tool that: (1) measures how well federal agencies reach their small business and socio-economic prime contracting and subcontracting goals, (2) provides accurate and transparent contracting data, and (3) reports agency-specific progress.

For the DoD, we reached 21.09 percent (\$48.3 billion) of award dollars that went to small businesses. This was below the FY 2013 goal of 22.50 percent, but more than the 2012 achievement rate of 20.41 percent. With the increased focus on small business training and the Better Buying Power initiatives, the DoD continually strives to increase the amount of procurement dollars going to small business so that we can strengthen the industrial base, access technological advances, and increase competition. For more information on the DoD Small Business Scorecard, visit [http://www.sba.gov/sites/default/files/files/FY13\\_DoD\\_SB\\_Procurement\\_Scorecard\\_Public\\_View\\_2014-04-28.pdf](http://www.sba.gov/sites/default/files/files/FY13_DoD_SB_Procurement_Scorecard_Public_View_2014-04-28.pdf).

### **Contingency Contracting Learning Assets and JP 4-10 (Aug. 28, 2014)**

Joint Publication (JP) 4-10, Operational Contract Support (OCS), provides doctrine for planning, executing, and managing OCS in all phases of joint operations. Originally published in October 2008, an updated JP 4-10 was signed out on July 16, 2014. Although the intent of the doctrine has not changed, there are some significant enhancements to processes, procedures, and guiding principles for executing OCS. Principally, the biggest change is the understanding that OCS is not primarily a contracting career field effort; it's a collaborative function all staff and requiring activities need to consider and plan for. Secondly, it identifies "contracting support integration" as a separate planning factor and function. The new JP 4-10 should help Combatant Commands, the Services, and Combat Support Agencies in institutionalizing OCS. Additional changes and enhancements in the revised JP 4-10 include:

- Introduces a new organizational structure, operational contract support integration cell (OSCIC), as the primary point of contact for integration on all OCS matters at the geographic Combatant Commander, Joint Task Force, and potentially the Service Component.
- Provides clarity to the following theater contracting support organizational constructs: lead Service for contracting, lead Service for contracting coordination, and joint theater support contracting command.
- Provides additional and improved guidance on building an OCS estimate and integrating it with the intelligence preparation of the operational environment process.
- Incorporates several new appendices, which serve to clarify various OCS boards, processes, and organizations including content to accurately (or comprehensively) reflect the role of joint OCS-related boards (e.g., Joint Requirements Review Board, Combatant Commander Logistics Procurement Support Board, and Joint Contracting Support Board).

- Adds the terms "theater business clearance" and "contract administration delegation," and increases discussions on ethics.
- Introduces government furnished support (GFS) and a formal GFS coordinator.
- Provides revised requirements determination process and associated responsibilities.
- Introduces homeland defense operations and defense support to civil authorities.
- Revises the Defense Contract Management Agency's role and role of Services for the conduct of contingency contract administration services.
- Revises contractor (personnel) management in general, to include contractor accountability, combating trafficking in persons, medical support, and evacuation and redeployment.

DAU's CON 334-Advanced Contingency Contracting, offers contracting and program management career field personnel a hands-on experience to plan, execute, and manage OCS elements in today's complex contingency environments. Students are given the opportunity to see what goes into developing an Annex W (think Joint Operation Planning and Execution System, and Adaptive Planning and Execution), and its importance to the success of any contingency operation. The course contains scenarios and exercises based on real-world contingency events and lessons learned. The course helps build the skills and competencies necessary to execute an Annex W and use the Annex W OCS planning construct to plan for the contracting mission associated with a crisis action event.

Information on CON 334 is located at: [http://icatalog.dau.mil/onlinecatalog/courses.aspx?crs\\_id=1685](http://icatalog.dau.mil/onlinecatalog/courses.aspx?crs_id=1685). A copy of JP 4-10 can be found at: [http://www.dtic.mil/doctrine/new\\_pubs/jp4\\_10.pdf](http://www.dtic.mil/doctrine/new_pubs/jp4_10.pdf).

### **Establishment of the Small Business Career Field (Sept. 3, 2014)**

A big congratulations to the new Small Business Career Field! View the memorandum just signed out by Under Secretary of Defense for Acquisition, Technology and Logistics Frank Kendall at [https://dap.dau.mil/career/cont/Documents/Establishment%20of%20the%20Small%20Business%20Career%20Field%20\(Sept%20202,%202014\).pdf](https://dap.dau.mil/career/cont/Documents/Establishment%20of%20the%20Small%20Business%20Career%20Field%20(Sept%20202,%202014).pdf). DAU looks forward to working with the DoD Office of Small Business Programs (OSBP), Human Capital Initiatives (HCI), and Components to implement this exciting new cross-functional acquisition career field. We have already established competencies and have preliminary designs on what the certification curriculum might look like. However, more work still needs to be done to get this Career Field

up and running. I will be blogging about continued developments to keep you up-to-date on the happenings in this new career field, so be sure to continue to check back in with me.

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

### **FROM LENN VINCENT, DAU INDUSTRY CHAIR Pentagon Says Website Improves Communication Between DoD, Industry (Sept. 3, 2014)**

An article published by the Defense News on Sept. 2, 2014, reports that the Pentagon is saying "a U.S. Defense Department website has helped DoD gain better insight into industry's research-and-development projects and improved face-to-face meetings between contractors and their military counterparts."

Called the Defense Innovation Marketplace, the website allows the Pentagon to post what types of technology it is seeking and companies can post the types of research they're conducting. The information is stored securely, so only certain people within DoD can access it. The information is not shared between companies.

Each of the military services is using the website, but the Air Force has used it to replace industry days. The Services still hold industry days—just fewer.

'It's all about increasing the dialog, but being smart dialog in making it more efficient,' said Jack Blackhurst, director of plans and programs at the Air Force Research Laboratory.

For instance, the Pentagon is currently seeking more information through the website about autonomy research being conducted in industry.

'We're trying to take a basic system that was designed to communicate between a couple of different entities and we're bringing a lot of other different technologies to the table because we think the value of it is really tremendous in terms of the ability of many people to get access to information as well as many people to receive information,' Blackhurst said.

In the future, Blackhurst said he sees DoD relying more on the website, leading to even more productive meetings in government."

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

### **FROM FRANK KENLON, INTERNATIONAL ACQUISITION MANAGEMENT PROFESSOR**

#### **DoD International Acquisition Career Path (IACP) Expansion (Sept. 10, 2014)**

The International Acquisition and Exportability (IA&E) responsibilities of the DoD acquisition workforce have steadily increased over the past several years since most DoD acquisition programs are engaged in IA&E activities of some kind. As a result, DoD's IACP—which was initially established in 2007 by the Under Secretary of Defense for Acquisition, Technology and Logistics (USD[AT&L]) as part of the Defense Acquisition Workforce Improvement Act (DAWIA) management structure—has just been expanded by USD(AT&L) Frank Kendall to include identification and coding of international acquisition positions for all applicable DAWIA career fields. (Visit <https://acc.dau.mil/CommunityBrowser.aspx?id=713043&lang=en-US> to obtain a copy of USD(AT&L) IACP memo of Sept. 2, 2014.)

From an overall DoD organizational perspective, this initiative makes perfect sense, but it's also fair to ask, "what is in it for me?"

First and foremost, the expanded IACP coding required by Kendall's memo is designed to ensure you—as a defense acquisition workforce member—receive the training you need to effectively and efficiently perform assigned IA&E functions regardless of your career field. Back in 2007, IACP position coding was limited to the Program Management (PM) career field. As a first step towards IACP implementation this was understandable but, over time, this approach proved insufficient as IA&E functions are performed daily by a broad range of acquisition workforce personnel in career fields such as engineering (ENG), contracts (CON), Business/Financial Management (BFM), Life-Cycle Logistics (LOG), test and evaluation (TE), among others.

The expanded IACP position coding requirement—which will be implemented by the Defense Acquisition Career Managers (DACM) in the Army, Navy, Air Force, and DoD "Fourth Estate"—sounds (and admittedly, is) pretty arcane. However, through the "mysteries" of the DAWIA process, it will lead to more timely and effective training for you. How so?

Pretty simple actually ... once your position is IACP coded, this will identify your position's specific IACP training requirements leading to:

- Transmission of a "demand signal" via the DAWIA process to the Defense Acquisition University (DAU) that you need IACP training.
- DAU planning for the future IACP course offerings needed.

- Scheduling of actual IACP courses by Fiscal Year (FY), so that ...
- You can apply for and take the course when you need it (from your perspective, the important part)!

From 2007 to the present, PM career field personnel have been able to register for and take DAU's IACP courses, but acquisition workforce personnel in other DAWIA career fields have sometimes experienced problems when they tried to register. Kendall's IACP memo, when implemented by the DACMs, should resolve these issues.

Well, this all sounds pretty good, but—in all candor—those at DAU responsible for planning and providing future IACP courses still have a few concerns regarding the “rhetoric versus reality” of the expanded IACP initiative:

- How long will it take the DACMs to accomplish expanded IACP position coding?
- Will the expanded IACP position coding accurately capture all required positions? (Frankly, there were some inconsistencies across the DoD Components regarding the initial PM career field IACP coding—hopefully, we've learned something from this and will be more successful this time around.)
- Recognizing that the DACMs will need time to plan and implement expanded IACP coding requirements, will DAU's planned IACP course offerings in FY 2015 be adequately filled by the projected number of students?

Clearly, these issues are beyond your control, but no worries ... there are steps you can take in the near-term if you require IACP training to increase your ability to perform IA&E activities in your workplace:

- Take ACQ 120 (Fundamentals of International Acquisition) and ACQ 130 (Fundamentals of Technology Security/Transfer) since they are DAU online courses you can complete at your workplace.
- Consult DAU's online iCatalog and—after discussion with your chain-of-command—consider registering for ACQ 230 (International Acquisition Integration) offerings in FY 2015 since this newly developed course has been specifically designed to meet expanded IACP requirements.
- Check with your chain-of-command prior to taking any 300 level IACP courses—PMT 304 (Advanced International Management Workshop) and PMT 313 (Advanced Technology Security/Control Workshop)—since they may (or may not) be needed to help you perform the IA&E functions required by your position.

Finally, I would be remiss if I did not address how this expanded IACP initiative will affect DoD/USG personnel that are not acquisition workforce members and supporting in-

dustry personnel. The “bad news” for those of you in these categories is that DoD acquisition workforce members will still have higher priority for IACP course “fills” in DAU IACP courses—but, this has always been the case. The “good news” is that DAU has always made unfilled IACP course slots available to non-DoD acquisition workforce members using its existing course registration system, and will continue to do so in the future on a “space available” basis.

All in all, those of us at DAU who are responsible for teaching IACP courses consider this a pretty exciting development, and we hope many of you feel this way as well. After all, the reason we are here is to meet your IACP training needs—we look forward to doing so when you attend a DAU IACP course in the near future.

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

### **FROM BILL KOBREN, DAU DIRECTOR, LOGISTICS & SUSTAINMENT CENTER**

#### **Hirsch Research Paper Competition Call for Papers (Sept. 19, 2014)**

The DAU Alumni Association has issued a call for papers for the prestigious Hirsch Research Paper Competition for 2015. According to the announcement, “research topics may include:

- Improving Professionalism of the Total Acquisition Workforce
- Career Path and Incentives
- Agile Program Management
- Incorporating Foreign Military Sales and Direct Contractor Sales Strategies into Programs
- Controlling Costs throughout the Product Life Cycle
- System Cyber Hardness

Ground rules for the competition include:

- The competition is open to anyone interested in the DoD acquisition system and is not limited to government or contractor personnel.
- Employees of the federal government (including military personnel) are encouraged to compete and are eligible for cash awards unless the paper was researched or written as part of the employee's official duties or was done on government time. If the research effort is performed as part of official duties or on government time, the employee is eligible for a non-cash prize, i.e., certificate and donation of cash prize to a Combined Federal Campaign registered charity of winner's choice. First prize is \$1,000. Second prize is \$500.

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## Spotlight on DAU Learning Resources

- The format of the paper must be in accordance with guidelines for articles submitted for the *Defense Acquisition Research Journal*.
- Papers are to be submitted to the DAU Director of Research at [research@dau.mil](mailto:research@dau.mil) by Dec. 16, 2014, and awards will be announced in January 2015. Award winners will present their papers at the DAU Acquisition Community Training Symposium, April 7, 2015, at the DAU Fort Belvoir campus.

Now is the time your thinking caps on, be creative, innovative, and get writing!

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