

### DoD Advisory Panel Established to Improve Defense Acquisition Regulations

PRESS RELEASE FEDERAL REGISTER ANNOUNCEMENT SECTION 809 (AUG. 30, 2016)

The Department of Defense announced the establishment of the Advisory Panel on Streamlining and Codifying Acquisition Regulations, as directed by Congress in the 2016 National Defense Authorization Act (NDAA).

This independent panel, established by the Secretary of Defense, under sponsorship of the Defense Acquisition University and the National Defense University, is to conduct a thorough and independent assessment of acquisition regulations applicable to the Department of Defense. Deidre Lee, former Director of Defense Procurement and Acquisition Policy and former Office of Federal Procurement Policy (OFPP) Administrator, is leading the 18-person panel, which will assess regulations and associated laws to determine which are essential and which slow down the process unnecessarily. In addition to exploring possible regulation changes, the panel will also look for approaches to defense acquisition that are working well and should be expanded.

Section 809 of the 2016 NDAA tasks the panel with reviewing existing acquisition regulations and finding ways to streamline and improve the efficiency and effectiveness of the defense acquisition process and maintain a defense technology advantage. The panel has two years to develop recommendations to amend or repeal regulations it determines necessary in order to:

- Establish and administer appropriate buyer and seller relationships in the procurement system.
- Improve the functioning of the acquisition system.
- Ensure the continuing financial and ethical integrity of defense procurement programs.
- Protect the best interests of the Department of Defense.
- Eliminate any regulations that are unnecessary for the purposes described.

The panel will produce interim reports throughout the two-year period with a final report issued to the Secretary of Defense and the congressional defense committees in the third quarter of 2018. The panel members will seek input from a wide variety of experts and practitioners from the Department of Defense and the commercial sector. Additionally, it will solicit public comment on specific policies and practices through their [website](#). The [website](#) will host information such as meeting and interview schedules, interim reports, and information about the panel members.

- David Ahern
- Air Force Maj. Gen. Casey Blake
- Retired Air Force Maj. Gen. Kenneth Merchant

- Elliott Branch
- Dr. Allan Burman
- David Drabkin
- Retired Navy Vice Adm. Joseph Dyer
- Harry Hallock
- Laurence Trowel
- Deidre Lee (Chair)
- David Metzger
- Dr. Terry Raney
- Claire Grady
- Cathleen Garman
- Retired Air Force Maj. Gen. Darryl Scott
- Charlie E. Williams Jr.
- Retired Army Lt. Gen. Ross Thompson
- Dr. William LaPlante

Further information about the [Advisory Panel on Streamlining and Codifying Acquisition Regulations](#) may be found on its website.

### Masters of Science in Supply Chain and Logistics

Education is an important aspect of DAWIA certification. The University of Alabama in Huntsville (UAH), a DAU academic partner, offers an accredited program designed specifically to meet the needs of logisticians and supply chain managers. Due to its singular relationship with the U.S. Army's Redstone Arsenal and NASA, UAH is well positioned to meet the needs of the Defense Acquisition Workforce. The Masters of Science in Supply Chain and Logistics Management Education is an important aspect of Defense Acquisition Workforce Improvement Act (DAWIA) certification.

The Master of Science in Supply Chain and Logistics Management (MS-SCLM) program is designed as a specialized management graduate degree to serve working professionals who are interested in developing and/or enhancing their knowledge and skills in supply chain management.

The program accommodates working professionals by providing flexible program scheduling, by offering technology-enhanced hybrid delivery to on-campus students, and by providing online program delivery for non-traditional students.

The MS-SCLM program aims to graduate candidates who will use supply chain management theories and methods to make significant contributions in solving strategic and managerial supply chain problems. Students learn supply chain theories and methods—including supply chain strategy, supply chain design, supply chain management, transportation and logistics, supply chain risk management and mitigation, and decision modeling—and how to apply those methods

to solve business problems in technology-oriented, government, and industry organizations.

Students are introduced to such issues as understanding supply chain dynamics; conducting analyses necessary for the design of a supply chain management system that fulfills an organization's supply chain strategy; modeling and interpreting supply chains and processes for identifying problems, improving efficiencies, and improving service to stakeholders; translating data from supply chain systems into useful information for improved decision making; and managing all aspects of an integrated supply chain across an organization.

The **MS-SCLM program** is designed to meet the highest standards of curriculum quality, faculty excellence, and program relevance in accordance with the College of Business Administration's accreditation by AACSB International—the Association to Advance Collegiate Schools of Business. Program prerequisites are kept to a minimum and the program is designed to meet the needs of students with a wide variety of educational backgrounds.

### **DAU Recognized with Excellence in Learning Award**

*DIRECTOR, DAU LOGISTICS & SUSTAINMENT CENTER (SEPT. 23, 2016)*

*Bill Kobren*

The Defense Acquisition University (DAU) was recently selected as winner of the 2016 Brandon Hall Group Excellence in Learning Award (Silver Excellence Award) for Best Strategy for Corporate University Learning Strategy. DAU's entry—"Shaping the Future"—was recognized for implementation and design of DAU's Acquisition Learning Model (ALM), which consists of three integrated and complementary types of learning: foundational learning, workflow learning and performance learning. The ALM directly supports the professional development and on-the-job success of the more than 158,000 military and civilian members of the Defense Acquisition Workforce.

According to the announcement on the DAU website, "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, and whether the program fit the organization's needs, functionality, usability, innovation, and overall measurable benefits. DAU has previously received two awards from this prestigious group, first in 2003 with the Excellence in e-Learning Best Practices category, and again in 2014 with a Silver Excellence Award for Best Learning Measurement Approach. This year's award recognizes the value in the DAU

Acquisition Learning Model, and its ability to ensure a well-trained workforce."

### **DAU Academic Partner Announces Opportunity**

Education is an important element of Defense Acquisition Workforce Improvement Act (DAWIA) certification. To help Defense Acquisition Workforce members meet the education requirements of the certification process, DAU academic partner, Capella University now offers new students the opportunity to apply for a \$4,000 Scholarship. Additional benefits available are:

- 10% percent tuition discount.
- Pay only \$249 per general education course through Capella's learning partner, Sophia Pathways.
- Free professional development webinars.

### **FROM DAU PERFORMANCE LEARNING DIRECTOR TONYA GUY-GREEN**

#### **New Government-Furnished Property (GFP) Attachment (Aug. 31, 2016)**

Defense Procurement and Acquisition Policy (DPAP) provided "Government Furnished Property Attachment Training" in July 2016. DFARS Procedures, Guidance, and Information (PGI) 245.103-72 directs the creation and inclusion of two types of GFP attachments to solicitations and awards—Requisitioned GFP and Scheduled GFP. However, a new GFP attachment is in development. It will replace the two that are currently being used. The new GFP attachment is expected to be released this summer. Until then, the current GFP attachments are to be used.

#### **Instructions for the Wide Area WorkFlow Repairable Receiving Report (DFARS Case 2016-D004) Final Rule (Sept. 7, 2016)**

This final rule amends Department of Defense Federal Acquisition Regulation Supplement (DFARS) Appendix F to add instructions for the use, preparation, and distribution of the Wide Area WorkFlow (WAWF) Repairable Receiving Report (RRR). The WAWF RRR has been created to differentiate between the deliveries of new government assets (new procurements) and the return of government property that has been repaired or overhauled. The objective of the rule is to provide the instruction for the use, preparation, and distribution of a WAWF RRR that has been created to differentiate between the deliveries of new government assets (new procurements) and the return of government property that is repaired or overhauled. This rule improves reporting efficiency by eliminating manual intervention that is currently required to ensure accurate information flow between different government property reporting systems. The effective date is Sept. 29, 2016 (see [Federal Register/Vol. 81, No. 168/Tuesday, Aug. 30, 2016/Rules and Regulations](#)).

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

**Small Business Professionals (SBP) 202 Instructor Pilot (Sept. 8, 2016)**

SBP 202, Intermediate Small Business Programs, Part B, was successfully piloted for instructors from Aug. 29 to Sept. 2, 2016. This new classroom course is the 7th of nine new small business courses in development for the Small Business Career Field and will be required for Level II Certification. This 5-day resident course has a pre-requisite course in SBP 201, Intermediate Small Business Programs, Part A, which is a Distance Learning course.

SBP 202 prepares mid-level Small Business Professionals to work effectively with acquisition teams throughout the acquisition life cycle. Students demonstrate their comprehension of concepts introduced in SBP 201 by completing a series of activities typical of what they will do on the job, including devising a market research strategy; developing a supported, justified acquisition strategy based on the market research; contributing to solicitation documents; training a source selection evaluation board in the evaluation standards for a given solicitation; evaluating small business elements of a proposal; reviewing subcontracting plans; and creating a post-award briefing. As a capstone to the course, students will help each other in resolving small business issues that they are currently confronting in their agencies.

**Contracting Recommended Reading List (Sept. 13, 2016)**

The Contracting Center now has a Recommended Reading List. Intended to assist Contracting, Industrial Property, Small Business, and Acquisition professionals interested in broadening their professional knowledge and expertise, this reading list is organized into seven categories ranging from contracting-specific topics to management and leadership subject areas:

- Contracting and Purchasing
- Industrial Property
- Small Business
- Business Case Analysis
- Continuous Product & Process Improvement
- Organizational Excellence, Customer Focus, and Strategic Transformation
- Leadership and Management

The list can be accessed on the [Contracting's Acquisition Community Connection](#) website.

**Improving Industry Communication and Addressing Misconceptions via "Myth-busters" (Sept. 26, 2016)**

The following is presented on behalf of Anne Rung, the U.S. Chief Acquisition Officer.

In December 2014, the Office of Federal Procurement Policy (OFPP) published a memo highlighting the importance of improved agency-industry communication to maximize the return on acquisition investment and to ensure access to high-quality solutions. Since then, OFPP has worked towards generating stronger engagement between the Federal Government and the industry partners from whom we acquire goods and services.

Today, as part of our effort to improve industry engagement, I would like to re-circulate the "myth-busters" memorandums that my predecessor, Administrator Dan Gordon, published in February 2011 and May 2012. Widely lauded by both the Federal acquisition workforce and the private sector, these memorandums address misconceptions related to agency-industry communication and offer a series of best practices for maximizing the impact of vendors' engagements with the Federal Government. Below, I include five examples of "myths" from Dan Gordon's memos, and I encourage you to re-read them in their entirety.

Additionally, please note that OFPP will release a new "myth-busters" memo in the upcoming weeks that will specifically address the effective use of debriefings.

MYTH: "We can't meet one-on-one with a potential offeror."  
FACT: Government officials can generally meet one-on-one with potential offerors as long as no vendor receives preferential treatment.

MYTH: "Getting broad participation by many different vendors is too difficult; we're better off dealing with the established companies we know."

FACT: The government loses when we limit ourselves to the companies we already work with. Instead, we need to look for opportunities to increase competition and ensure that all vendors, including small businesses, get fair consideration.

MYTH: "A protest is something to be avoided at all costs—even if it means the government limits conversations with industry."

FACT: Restricting communication won't prevent a protest, and limiting communication might actually increase the chance of a protest—in addition to depriving the government of potentially useful information.

MYTH: "Agencies generally have already determined their requirements and acquisition approach so our impact during the pre-RFP phase is limited."

FACT: Early and specific industry input is valuable. Agencies generally spend a great deal of effort collecting and analyzing information about capabilities within the marketplace.

The more specific [industry] can be about what works, what doesn't, and how it can be improved, the better.

MYTH: "Attending industry days and outreach events is not valuable because the agency doesn't provide new information."

FACT: Industry days and outreach events can be a valuable source of information for potential vendors and are increasingly being used to leverage scarce staff resources.

For further information, visit the following websites:

[OFPP Mythbusters 1 : Addressing Misconceptions to Improve Communication with Industry during the Acquisition Process](#)

[OFPP Mythbusters 2: Addressing Misconceptions and Further Improving Communication During the Acquisition Process](#)

### **Revised CLC 125 Berry Amendment (Sept. 27, 2016)**

DAU has recently released a revised version of Continuous Learning Course (CLC) 125–Berry Amendment. The revision was in response to a Defense Procurement and Acquisition Policy (DPAP) request to review the course content and determine if it still was an effective method of training personnel on the important aspects of the law and provide users the best courses of action for implementing the requirements. The request was a direct result of three related DoD Inspector General (IG) audits, which found a small, but fairly consistent level of non-compliance across the Department (Army Navy, and Air Force).

Our review revealed there was outdated material and gaps in the steps on how to properly implement the Berry Amendment for a given procurement. Content was re-arranged to make the flow more aligned with DFARS implementing guidance and a modern interface including avatars were added to make the material come alive and improve the student experience. The revised course meets the goal of emphasizing the important aspects of the law and provides the user the best courses of action on implementing its requirements. DPAP feedback on the revised CLC 125 said the updates significantly exceeded their expectations and they like both the content and delivery. As a result, Under Secretary of Defense for Acquisition, Technology and Logistics Frank Kendall will be mandating that all DoD Contracting Workforce members will be required to include CLC 125 in their FY17 IDP.

If you are interested in taking this module, it is available for sign up from the [DAU iCatalog](#) or directly from the [DAU Virtual Campus](#).

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

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

#### **New ACQ 165 Defense Acquisition of Services Training Course Now Available (Aug. 2, 2016)**

Nearly concurrently with the launch of DAU's newly revised version of LOG 204 Configuration Management course, the much-anticipated new ACQ 165 Defense Acquisition of Services course also launched late last month as well. This new distance learning course is now available for registration by anyone with an interest or involvement in DoD services acquisition.

The new ACQ 165 training course is largely based on the recently-released DoD Instruction 5000.74, Defense Acquisition of Services. Major course topics include: services acquisition roles and responsibilities; oversight and approval of contracted services portfolios; requirements development, validation and oversight; data collection, reporting, and inventory of contracted services; and acquisition considerations for information technology (IT) services (including IT as-a-service).

ACQ 165 is designed for individuals who need to improve their knowledge of developing and defining service requirements, supporting business strategies, coordinating review and approval of services contracts, and effectively managing the resulting contractor performance. However, this course may also serve as an opportunity for experienced acquisition personnel to improve their understanding of the Service Acquisition process, approval levels, and reporting requirements.

A wide variety of representatives from the OSD Staff, each of the military departments, several DoD agencies, and DAU faculty participated in the course pilot and contributed to course development. Initial feedback has been very positive and DAU anticipates substantial demand as more organizations become aware of the new DoDI 5000.74 as well as the increased emphasis on visibility of services acquisition, which comprises more than half of the annual DoD contract expenditures. Development of this course also directly supports the Better Buying Power 3.0 initiative of "Improve Tradecraft in Acquisition of Services."

While not a DAWIA certification requirement for the life cycle logistics workforce, workforce members engaged or interested in the acquisition of services are encouraged to consider taking [ACQ-165](#).

**New Job Support Tool (JST) Now Available (Aug. 3, 2016)**

Our colleagues at the Defense Systems Management College (DSMC) recently deployed a new Job Support Tool (JST) that might be of interest to members of our community. Officially titled “Defense Acquisition University (DAU) Unit Cost Reporting (UCR) for MDAPs” (aka Nunn-McCurdy Breach), this tool is commonly simply referred to as the “Cost Breach Card.” Regardless of what you call it, it also contains some excellent references and definitions. To see a complete list of DAU Job Support Tools, visit the [Job Aids section](#) on the Defense Acquisition Portal (DAP).

**An Additive Manufacturing (AM) Milestone—First Flight of a 3-D Printed, Flight Safety-Critical Part (Aug. 5, 2016)**

An announcement in the Naval Air Systems Command “NAVAIR News” of a recent milestone has potentially significant longer term Service and DoD supply chain management implications. The NAVAIR news story, entitled “NAVAIR Marks First Flight with 3-D Printed, Safety-Critical Parts,” says in part:

“Naval Air Systems Command (NAVAIR) marked its first successful flight demonstration of a flight critical aircraft component built using additive manufacturing (AM) techniques (at Naval Air Station, Patuxent River, Maryland) July 29. An MV-22B Osprey completed a test flight outfitted with a titanium, 3-D printed link and fitting assembly for the engine nacelle. This link and fitting assembly is one of four that secure a V-22’s engine nacelle to the primary wing structure and will remain on the aircraft for continued evaluation. The flight was performed using the standard V-22 flight performance envelope.”

Read the rest of the article on the [NAVAIR website](#) for additional details, as well as the [DAU Additive Manufacturing Community of Practice \(AM CoP\)](#) for additional information on the topic of Additive Manufacturing.

**New GAO Report on Operation and Maintenance Obligations (Aug. 17, 2016)**

The Government Accountability Office (GAO) yesterday issue a new report of potential interest to the acquisition community entitled “Defense Budget: DOD Needs to Improve Reporting of Operation and Maintenance Base Obligations (GAO-16-537).” In it, “to assist Congress in its oversight of the O&M budget, GAO recommends that DOD revise its guidance on preparing budget materials and execution reports to require the addition of O&M base obligations for each account. DOD did not concur, citing the inability of its current financial systems to easily distinguish base obligations. GAO believes the recommendation is valid as discussed in the report.”

**New ACQ 160 Program Protection Planning Awareness Training Course (Aug. 18, 2016)**

DAU has launched a new ACQ 160 “Program Protection Planning Awareness” distance learning course. Just 17 hours in duration, “this course emphasizes the principles and policies of system security engineering. Program protection planning requires each acquisition’s integrated product team to prevent, detect, and respond to program protection challenges. This course provides training on threats, vulnerabilities, risks, cost-benefit risk trade-offs, and required mitigations for DoD systems. It also addresses supply chain management and the need for acquisition program protection documents such as the Program Protection Plan, Cybersecurity Strategy, and security plans.” In addition to program management, information technology, contracting, and test and evaluation, the target audience for this course includes life cycle logistics workforce members. While not a mandatory DAWIA certification course for the acquisition community, it is still an excellent opportunity for defense acquisition workforce professional development, cognizance of this important topic area, or simply to meet biennial continuous learning requirements.

**Life Cycle Logistics DAWIA Certification Requirements for Fiscal Year 2017 (Aug. 22, 2016)**

The Principal Deputy, Assistant Secretary of Defense for Logistics and Materiel Readiness (L&MR), who also served as the Life Cycle Logistics defense acquisition workforce community functional leader, earlier this year approved Fiscal Year (FY) 2017 Defense Acquisition Workforce Improvement Act (DAWIA) certification requirements for the Life Cycle Logistics functional community. There were no changes to either the educational or experience requirements; in addition, the Life Cycle Logistics FY 2016 certification training requirements remain the same as the current requirements for FY 2016.

The Life Cycle Logistics Level I, Level II, and Level III core certification standards contained in the DAU iCatalog contain the most current requirements. Hyperlinked graphical representations of both the current FY 16 and upcoming FY 17 training requirements are also available on the [Life Cycle Logistics Certification Track](#) page on the Logistics Community of Practice (LOG CoP) Professional Development website.

**New DFARS Rule on Counterfeit Electronic Parts (Aug. 12, 2016)**

If you hadn’t already seen it, let me call your attention to Defense Federal Acquisition Regulation Supplement (DFARS) Publication Notice 20160802, dated Aug. 2, 2016. Entitled “Detection and Avoidance of Counterfeit Electronic Parts—Further Implementation” (DFARS Case 2014-D005), the full

text is available in the Federal Register, which summarizes the change as “DoD is issuing a final rule amending the Defense Federal Acquisition Regulation Supplement (DFARS) to implement a requirement of the National Defense Authorization Act for Fiscal Year 2012, as modified by a section of the National Defense Authorization Act for Fiscal Year 2015, that addresses required sources of electronic parts for defense contractors and subcontractors.”

For additional information on counterfeit electronic parts detection and avoidance, DAU offers several resources including an ACQuipedia article entitled “Counterfeit Parts” and two continuous learning modules on the subject: [CLL 032—Preventing Counterfeit Parts From Entering the DoD Supply System](#), and [CLL 062—Counterfeit Prevention Awareness](#).

### **Rapid Acquisition References (Aug. 23, 2016)**

Looking for some good resources and references related to Rapid Acquisition? Some good places to start might include:

- [DAU Joint Rapid Acquisition Community of Practice \(CoP\)](#)
- [USD\(AT&L\) Policy Memo “Use of Secretary of Defense’s Rapid Acquisition Authority” \(Nov. 22, 2013\)](#)
- [DoD Directive 5000.71](#)
- [DoD Instruction 5000.02, Enclosure 13](#)
- [Manual for the Operation of the Joint Capabilities Integration and Development System \(JCIDS Manual\)](#)

### **Updated Life Cycle Logistics Career Field Professional Reading List (Sept. 1, 2016)**

Members of the life cycle logistics community now have an updated, unofficial “[Life Cycle Logistics Career Field Recommended Reading List](#).” Intended as a resource to assist life cycle logisticians and product support managers with their professional development, this logistics recommended reading list is grouped into six primary focus areas:

- [Logistics Engineering and Designing for Supportability](#)
- [Supply Chain Management \(SCM\)](#)
- [Business Case Analysis \(BCA\)](#)
- [Continuous Process Improvement \(CPI\)](#)
- [Organizational Excellence, Customer Focus, and Strategic Transformation](#)
- [Leadership & Management](#)

The intent of this community resource is to serve as a ‘living list’, posted in no particular order, and intended to be regularly updated based on inputs, suggestions, and newly published reference materials. It is intended to assist logistics professionals in broadening their professional knowledge by providing examples of career field-relevant works. We view this as important enough to link to it directly from the [Logistics Community of Practice \(LOG CoP\) home page](#), the

[LOG CoP Product Support Manager \(PSM\) page](#), and the [LOG CoP Professional Development website](#).

Disclaimer time...this recommended reading list by no means should be considered as being complete or all encompassing, nor is in any way intended to endorse the views or works of any particular book, author, or publisher. In other words, this does not imply an official DoD or DAU endorsement of any of the materials contained therein.

It is, however, intended to be a perpetual work in progress, with regular updates from logistics and product support professionals across the defense acquisition workforce. Which means, of course, we need your participation. What do you think? Is this recommended reading list a useful, value-added resource? Have you read books from this list? Are there additions you’d like to see added? If so, please let us know via the comments section to this blog.

### **All DAU Logistics Courses Now Approved for American Council on Education (ACE®) Credit (Sept. 8, 2016)**

DAU has been working closely with the American Council on Education (ACE®) College Credit Recommendation Service (ACE CREDIT®) to complete evaluations of each of its Life Cycle Logistics Courses. As of the beginning of this year, eleven of DAU’s 13 life cycle logistics courses have been reviewed and received approval for ACE® credit.

I am pleased to announce that, following a review earlier this summer of the DAU learning assets listed below, all 13 DAU Life Cycle Logistics courses have now been reviewed and approved for ACE® credit:

- [LOG 102 Fundamentals of System Sustainment Management—Two Semester Credits, Lower Division Undergraduate in Logistics and Supply Chain Management.](#) (Note: this is an update to a previous review.)
- [LOG 200 Product Support Strategy Development, Part A—Two Semester Credits, Lower Division Undergraduate in Engineering Logistics.](#)
- [LOG 204 Configuration Management—One Semester Credit Lower Division Undergraduate in Logistics, Configuration Management, or Life Cycle Management.](#)

We anticipate the ACE® website will be updated in the coming weeks to reflect the updated information for these DAU life cycle logistics courses. In the meantime, the DAU transcript system has been updated to reflect the new credits.

By way of background, the 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 re-

lated 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, including the Defense Acquisition University, other government agencies, and business and industry. The DAU iCatalog contains detailed information on using ACE® recommended credits.

### **Air Force Launches Updated Version of Their Product Support Toolkit (PSTK) (Sept. 9, 2016)**

The Air Force Life Cycle Management Center (AFLCMC) has issued a newly updated version of their highly regarded [Product Support Tool Kit \(PSTK\)](#). For those who may not be familiar with it, the PSTK was developed as a quick reference tool for personnel working life cycle logistics tasks throughout a weapon system's life cycle. It serves as a handy—and powerful—resource for life cycle logistics personnel, product support managers, and other acquisition and sustainment professionals performing product support functions.

The PSTK can be found on the Air Force PSTK SharePoint site, as well as the PSTK site on the DAU Logistics Community of Practice (LOG CoP) and the PSTK site on the DAU Product Support Analytical Tools Database.

While the PSTK is intended for use by Air Force personnel, life cycle logistics professionals from all Services are encouraged to take a look at it as a potential reference and resource. Proven practices, lessons learned, and excellent resources are best shared across the community.

### **Report on Military Readiness (Sept. 13, 2016)**

Since we often say “affordable readiness” is what the life cycle logistics and product support community is ultimately all about, readers might find this new GAO report issued earlier this week to be of interest: [Military Readiness: DoD's Readiness Rebuilding Efforts May Be at Risk without a Comprehensive Plan \(GAO-16-841\)](#).

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

### **FROM DAU PROFESSOR HEATH FERRY, CYBERSECURITY FOR ACQUISITION Cybersecurity and the Acquisition Life Cycle (Aug. 8, 2016)**

A great opportunity exists for DAU to positively impact the DoD acquisition workforce. Helping the DoD acquisition workforce understand how to integrate Cybersecurity into the acquisition life cycle is our opportunity. To do this, the

DAU faculty in all career fields must understand this first. In recognition of this opportunity, the DAU enterprise continues to make investments in providing Cybersecurity content across the Acquisition Learning Model (ALM), but we need the energy of the entire DAU team to get this job done.

These investments to date include the hiring of several Cybersecurity-focused faculty across the DAU enterprise, numerous Cybersecurity-related workshops provided to several DAU customers, and Curriculum development activities for several Cybersecurity-related courses. The next phase of our efforts has to focus on educating the entire DAU faculty on how Cybersecurity integrates in the DoD Acquisition Life Cycle. The challenge here is that without an understanding of what Cybersecurity is and how it is integrated in the acquisition life cycle, we cannot effectively engage the acquisition workforce on this critical part of the process.

DAU is currently addressing this knowledge gap in a couple of different ways. First, The DAU Cybersecurity Enterprise Team, led by DAU Cybersecurity Learning Director Tim Denman, is bringing Cybersecurity awareness to the faculty through Faculty Cybersecurity Workshops. The plan is to provide this faculty training to each region. Next, a team from DAU South led by Professor Steve Mills has developed a new Workflow Learning (WFL) tool, the Cybersecurity and Acquisition Life Cycle Integration Tool (CALIT) to help acquisition workforce members and leaders gain insight into how Cybersecurity integrates with the acquisition life cycle. CALIT was deployed on the Defense Acquisition Portal in late June 2016 and includes a short 3-minute companion video. This new WFL tool is currently embedded in three DAU course offerings and is being used extensively by DAU South faculty to conduct Cybersecurity-related Mission Assistance.

The faculty Cybersecurity training, coupled with the use of the CALIT capability by DAU faculty, are two ways to address the faculty Cybersecurity knowledge gap today. Once DAU faculty better understand Cybersecurity in this context, they can seize the opportunity to help the acquisition workforce better understand their part in integrating Cybersecurity across the acquisition life cycle.

### **A Lesson in OPSEC and Cybersecurity—A DAU Perspective (Examples While Sitting at an Airport) (Aug. 8, 2016)**

*“Life is hard; it's harder when you're stupid.” – John Wayne*

After serving for so many years in the Army and the things that I have seen and experienced, I am pretty much a paranoid and attentive person to my surroundings. I have to be.

It has served me well and probably saved my life over the years. Let me start off with two definitions I like to use when I am trying to clarify what I think about some people. First there is *ignorant*, which means that you are lacking knowledge or awareness in general or uneducated as to a subject. The second is *stupid*, meaning lacking intelligence or common sense. More to my point about being stupid is that you have the availability of knowledge and understanding, and yet, you *choose* to do the wrong thing. Ignorance is acceptable because it simply means you do not know about a subject. Stupidity is not acceptable because it can damage *far more* than just you.

As I was sitting at one of the nation's busiest airports, a businessman sat down in a seat close to me where I was eating my lunch. He commenced to pull out his phone, laptop, and other items. He placed a phone call to another party and started to discuss what anyone would call a *huge* breach of information security. The amount of detail he was providing was staggering.

He was openly discussing with other parties about a current project and how they were planning on passing several security information, passwords, and other CUI [Controlled Unclassified Information]—his words, not mine—and he repeatedly stated how the security protocols and procedures were supposed to work. For someone like me, it was a gold mine of information.

Additionally, I simply looked at his carry-on bag and gathered his PII [Personally Identifiable Information]. I had his name, company, and phone number. I used my phone to complete a simple Google search on him—nothing illegal since I was looking for open source intelligence. His luggage tag showed that he worked as a consultant for a *major* law institution that is used by untold numbers of lawyers and students world-wide. Even I have used their resources in the past for my master's degree.

I contemplated the entire time what I should say. Keeping quiet was no longer an option for me. After the crowd cleared and he was off his call, I spoke with him about it face to face. I told him who I was, what I do (and did in the Army), and what I am capable of. I showed him Facebook posts, LinkedIn information, and other stuff about him. He was rather taken aback. He tried to make excuses, to include: I usually *never* talk about that kind of stuff, everyone has information out there for public review, etc. I simply agreed, but I also said that it wasn't one bit of information that allowed me to "own" him, but the sum of the total little parts. This is the tie in between ignorant and stupid. He admitted to knowing that he was wrong and yet *still* did everything wrong. Did my

short, but brutally honest, approach do anything to change his mindset for the future? I have no idea. Hackers are notoriously lazy and usually go for the low hanging fruit. This guy, and many others like him, make their job easier. Today, everything is interconnected. Why lock your doors, but leave all of your windows wide open?

Another thing I noticed was the large number of people that plugged their phones into the charging stations and just walked away—for a long time and for a long distance. No monitoring whatsoever. Why would you do this? The amount of personal, and potentially business-related, information that is stored or integrated on mobile devices is huge. Juice jacking is a term used to describe a cyber attack where malware might be installed onto, or data surreptitiously copied from, a smart phone, tablet or other computer device using a charging port that doubles as a data connection, typically over USB. You need to be sure not to plug into a charging port that is USB-only. These types of attacks have been made famous on TV shows and hacking conferences. Never leave your device unattended, for any reason. I probably could have started my own electronics store with all I saw sitting around.

I am a warfighter and protector by nature. Life is not a video game that can be reset if you don't like the results of your battle. National security could really be at risk from what you feel to be the smallest tidbit of information. Trust me, I am not a hacking expert by any means. But I know how to use information for good and evil. There is no excuse to be caught being *stupid*. Common sense is just as important, if not more so, than formal education. *Use it!* It should not be a super power.

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

### FROM DAU PROFESSOR STEVE SKOTTE, SPACE ACQUISITION

#### **A Look at Space Acquisition Management and Oversight (Aug. 3, 2016)**

The GAO report, "Defense Space Acquisitions: Too Early to Determine if Recent Changes Will Resolve Persistent Fragmentation in Management and Oversight," dated July 27, 2016, identified some suggested themes for reform. They include: (1) streamlining reviews; (2) delegating more decision-making authority to lower levels; (3) increasing unity of national security space decisions between DoD and the National Reconnaissance Office (NRO); (4) achieving lasting change that cannot be quickly undone, and to allow time for the changes to work; and (5) providing sufficient acquisition, execution, and budget authority.

The GAO also identified and examined several potential approaches to reforming DoD space acquisitions that were suggested and supported by DoD and expert officials:

- No Further Changes: allow time for the newly established Principal DoD Space Advisor (PDSA) change to work.
- Defense Space Agency: combine the military space functions into one agency, but leave the NRO unchanged.
- Space Acquisition Agency: combine Space and Missile Systems Center (SMC) and NRO into one agency.
- Space Force: new military department for the space domain.

According to the GAO, all four options have significant benefits and drawbacks. The final three options would likely result in significant short-term disruption to DoD's space organizational structure, roles, and responsibilities. Both DoD and GAO agreed that it's too early to assess the effectiveness of the PDSA.

### **Space Leadership Changes (Sept. 23, 2016)**

Several recent General Officer announcements relate to space acquisition organizations:

- Air Force Lt. Gen. John F. Thompson for appointment to the rank of lieutenant general, with assignment as commander, Space and Missile Systems Center, Air Force Space Command, Los Angeles Air Force Base, California.

Thompson is currently serving as commander, Air Force Life Cycle Management Center, Air Force Materiel Command, Wright-Patterson Air Force Base, Ohio.

- Air Force Gen. John E. Hyten for appointment to the rank of general, and for assignment as commander, U.S. Strategic Command, Offutt Air Force Base, Nebraska. Hyten is currently serving as commander, Air Force Space Command, Peterson Air Force Base, Colorado.
- Air Force Lt. Gen. John W. Raymond for appointment to the rank of general, and for assignment as commander, Air Force Space Command, Peterson Air Force Base, Colorado. Raymond is currently serving as deputy chief of staff, Operations, Headquarters U.S. Air Force, Pentagon, Washington, District of Columbia.
- Interview with USAF Space Commander (Sept. 26, 2016)

### **Interview with USAF Space Commander (Sept. 26, 2016)**

General John Hyten, commander of USAF Space Command, talks about many of the [Challenges Facing Modernization to the GPS System](#)—a system we all use without thinking about it. GPS is DoD's largest constellation of satellites and is arguably our top-priority space program. He addresses the space segment, ground segment, and user equipment challenges.

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