

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

The Defense Acquisition University (DAU) and the National Defense Industrial Association will sponsor an offering of the Defense Systems Acquisition Management course Sept. 16-20, 2013, at the Intercontinental Kansas City at the Plaza, Kansas City, Mo. The course is targeted for industry program managers, assistant program managers, systems engineers, industry personnel serving on DoD integrated product teams, and other personnel who must interface with DoD program offices involved in program development and execution. The result of successful completion of this course is a comprehensive understanding of the environment and driving forces affecting your DoD counterparts that will significantly increase your awareness and effectiveness in dealing with programmatic issues.

Taught by DAU professors and other guest speakers, the course uses the same acquisition policy information provided to DoD students who attend DAU courses for formal acquisition certification. The first block of instruction, Management in the Acquisition Environment, will identify the major participants in the DoD acquisition process and their roles. It will cover the three DoD decision support sectors (Joint Capabilities Integration and Development System; Defense Acquisition Management System; Planning, Programming, Budgeting, and Execution) that comprise the DoD acquisition process. Other blocks of instruction are Acquisition Life Cycle Process, Challenges to Program Management, and Application of Acquisition Procedures.

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

### **DAU Wins International Coach Federation Prism Award for Coaching Excellence**

International Coach Federation representatives presented the Defense Acquisition University with the highly respected ICF Prism Award for the University's executive coaching program during a ceremony at George Mason University June 7. The award, a crystal prism, was accepted by DAU officials responsible for leadership of DAU's program and the training of DAU coaches. As a regional Prism Award winner, DAU will compete for the ICF Global Prism Award later this year.

### **LOG DAWIA Certification Requirements**

The Deputy Assistant Secretary of Defense for Materiel Readiness, who also serves as the Life Cycle Logistics defense acquisition workforce community Functional Leader, approved several changes late last year to the FY14 Life Cycle Logistics Defense Acquisition Workforce Improvement Act (DAWIA) certification requirements. While no changes were made to either the education or experience requirements, other updates to the existing training requirements were adopted effective Oct. 1, 2013. Read more about the changes at <https://dap.dau.mil/career/log/blogs/archive/2013/07/09/life-cycle-logistics-dawia-certification-requirements-for-fiscal-year-fy-2014.aspx>.

### **Contract Administration & Negotiation Techniques in a Supply Environment Course**

DAU has initiated development of a new version of the Contract Administration and Negotiation Techniques in a Supply Environment course (CON 290), to be presented in an alternative delivery, "flipped classroom" format. In this format, students will learn required lesson content during the first week of the course by participating in interactive, online class activities from their regular work locations. Week 1 activities will be designed to be accomplished in 40 hours, just as in the current resident course. During the second week, students will travel to a designated classroom facility, where they will apply the concepts learned in Week 1 by preparing for and participating in face-to-face negotiations in a traditional classroom setting. Week 2 will require 36 hours of class time, also as in the current course. The pilot for this alternative delivery version of CON 290 is expected to be deployed in the second quarter of FY14.

### **FROM DR. JOHN R SNODERLY, DAU PROGRAM LEARNING DIRECTOR**

#### **New Revision of Space and Missile Systems Center Systems Engineering Standard (July 11, 2013)**

A new SMC Systems Engineering Requirements and Products Standard SMC-S-001 has been released as of July 1, 2013. This revised SMC standard comprises the text of The Aerospace Corporation Report No. TR-0001 dated Feb. 28, 2013, entitled *Systems Engineering Requirements and Product*. (Several major changes were made by the U.S. Air Force.) This standard has been approved for use on all Space and Missile Systems Center/Air Force Program Executive Office-Space development, acquisition, and sustainment contracts. It also has been approved for Public Release: Distribution Unlimited. Read more of Snoderly's blog entries at <https://dap.dau.mil/aphome/das/Pages/BlogsRecentPosts.aspx>.

**FROM PATRICK WILLS, ASSOCIATE DEAN, EXECUTIVE PROGRAMS, REQUIREMENTS MANAGEMENT, AND INTERNATIONAL ACQUISITION (JULY 8, 2013)**  
**Requirements Community: Meeting the Objective (July 8, 2013)**

The success of the requirements curriculum provides important support for one of DoD's key objectives: improve acquisition outcomes. The requirements community (<https://dap.dau.mil/career/rm/Pages/Default.aspx>) plays a pivotal role in achieving that outcome. The National Defense Authorization Act of 2007 required the Undersecretary of Defense for Acquisition, Technology and Logistics (USD/AT&L), in consultation with the DAU, to establish competency requirements and a training program to certify the DoD military and civilian personnel who develop weapon systems requirements. USD/AT&L and DAU partnered with the Joint Staff J-8 to create the Requirements Management Certification Training (RMCT) program. Since the RMCT program's inception, DoD has made tremendous strides in training and certifying the requirements workforce comprised of personnel at all levels from the Joint Staff, military services, combatant commands, and defense agencies.

To date, the program has trained over 44,000 personnel. As the program moves forward, DAU remains focused on meeting the needs of the requirements workforce within a very dynamic environment. This means understanding the diverse needs of the military and civilian requirements professionals. The challenge is to ensure DoD is developing a requirements workforce that combines leadership, operational, technical, and managerial perspectives. To accomplish this goal, the DoD is defining the size and scope of the requirements community by identifying and coding key military and civilian requirements positions. Once complete, this effort will enable the DoD to forecast future training demands, while ensuring personnel in requirements positions have the appropriate training and experience to meet the demands of their jobs.

The success of the online and classroom requirements courses has raised the question, "How does DAU develop appropriate course objectives, relevant competencies, and overall material?" The answer: A Requirements Functional Integrated Product Team (FIPT) convenes twice a year to discuss objectives and competencies. The FIPT membership includes representatives from USD/AT&L, the Joint Staff J-8, the military services, combatant commands, and defense agencies. The FIPT discusses objectives and competencies prior to course development.

The DAU faculty and staff will continue working with the tri-chair (senior governance body), the FIPT, Office of the

Secretary of Defense, and Joint Staff sponsors, graduates, and students. They will keep exploring training approaches that let requirements managers contribute to the best of their abilities. As always, DAU welcomes your ideas.

The DAU faculty and staff are aware of pending revisions to the Joint Capabilities Integration and Development System directives and to Department of Defense Instruction 5000.02. They will maintain an aggressive update schedule to be sure the requirements classes remain current and relevant once the document updates become official. View the document updates at <http://www.ndia.org/ADVOCACY/LEGISLATIVEANDFEDERALISSUESUPDATE/Pages/default.aspx>.

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

**FROM LENN VINCENT, DAU INDUSTRY CHAIR**  
**Performance of the Defense Acquisition System, 2013 Annual Report (July 15, 2013)**

DoD recently completed the *Performance of the Defense Acquisition System, 2013 Annual Report*, which is now before Congress, as part of a data-driven effort to find out what's working best in equipping the nation's military and to fix what isn't. The report, the first in what's expected to become a series of annual reviews, evaluated major programs across the department. The study is a step toward mastering the mountain of data military acquisition generates. View the entire report at <http://www.ndia.org/ADVOCACY/LEGISLATIVEANDFEDERALISSUESUPDATE/Pages/default.aspx>.

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

**FROM LENN VINCENT, DAU INDUSTRY CHAIR**  
**National Defense Industrial Association: Legislative and Federal Issues Updates (July 15, 2013)**

As a DoD acquisition professional, have you ever wondered what Industry thinks about a policy change or memo resulting from the Better Buying Power Initiatives, or a contracting change from Office of the Director, Procurement and Acquisition Policy? If so, the Legislative and Federal Issues Updates page on the National Defense Industrial Association (NDIA) website is the place to go (<http://www.ndia.org/ADVOCACY/LEGISLATIVEANDFEDERALISSUESUPDATE/Pages/default.aspx>).

For industry, this is a great place to find the latest information on sequestration, changes to contracting policy that could impact your acquisition, and what the NDIA is doing to support industry on legislative and federal issues.

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

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

#### **U.S. Air Force Product Support Enterprise Vision (July 22, 2013)**

Effective July 2013, the U.S. Air Force has issued an important new document entitled Air Force Product Support Enterprise Vision (PSEV) at <https://acc.dau.mil/CommunityBrowser.aspx?id=660601&lang=en-US>. The vision is clear, concise, easily understood, and powerful: "Affordable warfighter readiness delivered through optimized Air Force product support enterprise capabilities." It is built on two key concepts:

- "Affordable warfighter readiness" addresses the need to balance system operational safety, suitability, effectiveness, availability, and total ownership costs.
- "Optimized Air Force product support enterprise capabilities" addresses the need to consider the effects on the Air Force's product support enterprise capabilities resulting from the implementation of individual system product support strategies.

This new July 2013 Air Force PSEV contains 31 Desired State Objectives spread across the four key capability areas of Product Support. The four key capability areas of Air Force Product Support are:

- Product Support Management
- Supply Chain Management
- Maintenance Management
- Product Support Engineering

This document represents an important and powerful initiative by the Air Force. The life cycle management focus is important for not only product support managers and the DoD life cycle logistics community, but for the broader acquisition and sustainment workforce, including (but not limited to) the systems engineering and program management communities. This document represents an important step forward in providing affordable warfighter readiness delivered through optimized Air Force product support enterprise capabilities. The integration of each of the four key capability areas is particularly powerful. In addition to the Product Support Management, Supply Chain Management, and Maintenance Management "Key Functional Capabilities of Product Support," one particularly important aspect is the Air Force's continued integration of life cycle management, logistics, product support, and systems/sustaining engineering into what the Air Force is calling Product Support Engineering as the fourth key capability area of Air Force product support.

Regardless of which Service you work for, regardless of your functional career field within the defense acquisition workforce, and regardless of whether you hail from government or defense industry, DAU encourages you to read through this document and consider not only the four key capability areas, but also the 31 Desired Air Force PSEV End State Objectives posted online at <https://acc.dau.mil/CommunityBrowser.aspx?id=660601&lang=en-US>.

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

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

#### **An Excellent Training Opportunity for Defense Acquisition Workforce Members (July 25, 2013)**

In addition to the 51 Life Cycle Logistics Web-based continuous learning modules currently available to support the professional development of Defense Acquisition Workforce members, federal government employees, and industry personnel directly supporting the Department of Defense, did you know that DAU also offers more than 275 other continuous learning training modules covering a range of other career fields, including acquisition, business, cost estimating, financial management, program management, systems engineering, contracting, and others?

Defense Acquisition Workforce members must acquire 80 Continuous Learning Points (CLP) every two years from the date of entry into the acquisition workforce for as long as the member remains in an acquisition position, per DoD Instruction 5000.66. Whether you are looking to fulfill this 80-hour requirement, or simply to improve yourself professionally, DAU wants to encourage you to also check out the opportunity to expand your expertise and broaden your knowledge through more than 50 available Harvard ManageMentor Modules and Online Simulations. Thanks to a partnership between the Defense Acquisition University and Harvard Business Publishing, Defense Acquisition Workforce members have access to a range of Harvard Business online tools and training, including:

- HBS 301 Managing Difficult Conversations
- HBS 302 Negotiating for Results
- HBS 303 Leading Team with Emotional Intelligence
- HBS 304 Managing Difficult Conversations High Bandwidth
- HBS 305 Negotiating for Results High Bandwidth
- HBS 306 Leading Teams with Emotional Intelligence High Bandwidth
- HBS 309 Coaching For Results
- HBS 310 Influencing and Motivating Others

- HBS 401 Budgeting
- HBS 402 Business Case Development
- HBS 403 Business Plan Development
- HBS 404 Career Management
- HBS 405 Change Management
- HBS 406 Coaching
- HBS 407 Crisis Management
- HBS 408 Customer Focus
- HBS 409 Decision Making
- HBS 410 Delegating
- HBS 411 Developing Employees
- HBS 412 Difficult Interactions
- HBS 413 Dismissing an Employee
- HBS 414 Diversity
- HBS 415 Ethics at Work
- HBS 416 Feedback Essentials
- HBS 417 Finance Essentials
- HBS 418 Global Collaborations
- HBS 419 Goal Setting
- HBS 420 Hiring
- HBS 421 Innovation and Creativity
- HBS 422 Innovation Implementation
- HBS 423 Laying Off Employees
- HBS 424 Leading and Motivating
- HBS 425 Managing Upward
- HBS 426 Marketing Essentials
- HBS 427 Meeting Management
- HBS 428 Negotiating
- HBS 429 New Manager Transitions

- HBS 430 Performance Appraisal
- HBS 431 Performance Measurement
- HBS 432 Persuading Others
- HBS 433 Presentation Skills
- HBS 434 Process Improvement
- HBS 435 Project Management
- HBS 436 Retaining Employees
- HBS 437 Strategic Thinking
- HBS 438 Strategy Execution
- HBS 439 Stress Management
- HBS 440 Team Leadership
- HBS 441 Team Management
- HBS 442 Time Management
- HBS 443 Virtual Teams
- HBS 444 Writing Skills

Please note, however, that enrollment in these Harvard Business School (HBS) continuous learning modules is restricted to DoD civilians and military service members. The licensing agreement unfortunately does not permit defense industry personnel and other non-DoD personnel from taking these HBS training modules. For members of the Defense Acquisition Workforce, however, DAU encourages you to take advantage of these excellent no-tuition cost training opportunities.

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