



DAU Conference Focuses on Beyond 2000

Excelling @ the Speed of Change

SYLWIA GASIOREK

"We are being e-challenged and no one is safe anymore ... wiring of the globe is changing everything"

—Patrick Lynch
Chairman of POTENTIAL
Management Consulting Firm
Scottsdale, Ariz.

Representatives of the Defense Acquisition University (DAU), acquisition and industry professionals joined their colleagues Nov. 14-16, 2000, at the DAU Beyond 2000 Conference. Designed as a forum to exchange ideas on current acquisition and technology, educational, and organizational issues, the conference was held at the University of Maryland Conference Center, College Park, Md.

Participants took the opportunity to learn more about the University mission, education and training of DoD (Department of Defense) workforce, and the changes in acquisition over the years. The theme, "Excelling @ the Speed of Change" highlighted the evolving capabilities of technology and the importance of achieving excellence in today's changing environment.

Throughout the three-day event, participants had the opportunity to select from more than 30 breakout sessions tied to the conference theme.

Gasiorek, is a full-time contract editor for Program Manager magazine. A native of Poland, she holds an M.B.A. from Strayer University, where she graduated Who's Who Among Students in American Universities and Colleges.



From left: Stan Z. Soloway, former Deputy Under Secretary of Defense (Acquisition Reform), and retired Air Force Brig. Gen. Frank Anderson Jr., DAU President.

Welcoming Remarks

First-day activities began with administrative announcements by Rich Reed, DAU Provost, followed by welcoming remarks from retired Air Force Brig. Gen. Frank Anderson Jr., DAU President.

"I'm excited about being here today, being back as a part of DAU, being the new President of DAU," Anderson said. "What we are starting and continuing is very important; it's important to us, as an institution, and it's important to the acquisition community. We [DAU] are a very important part of the success of the Defense acquisition community," he continued.

Anderson also emphasized that just as sport teams have to go out and win their games, the DAU community also has to

go out, renew, and rebuild every day, every season. "We have great people on the team; we've got a great organization but we will only be recognized if we deliver every day when we're in the classroom," he said.

"As we start this morning, it's important to start thinking, acting, and behaving as world-class winners because it all starts with the image; it all starts with attitude. That's a part of what we want to work on here today – and the key to success is all of you. Have a great conference," he concluded.

Our Hardest Challenge

Reed told the conferees that the central issue and challenge today is change. "Change is becoming a part of us. If you don't change you lose," he said.



From left: Rich Reed, DAU Provost; Stan Z. Soloway, former Deputy Under Secretary of Defense, (Acquisition Reform); and Dr. Bob Ainsley, Director, Education Programs, DAU.

- Find a better way to change.
- Invent the future we want.
- Manage knowledge.
- Act, adjust, and act again.
- Take risks.

The solution for survival is simple, Lynch said. “Get real about what’s happening around [you], and grab the opportunities that change creates.”

A Word from Stan Soloway

Following the morning breakout sessions, luncheon speaker Stan Z. Soloway, former Deputy Under Secretary of Defense (Acquisition Reform), spoke on the vision of DAU.

“I want to share my perceptions and discuss the vision of where we are going as an acquisition community, as a DAU team,” Soloway said. “In everything it does, DAU must be, must reflect the acquisition process we are trying to train our people to manage on behalf of the Department of Defense. It must have the same kind of agility and creativity; it must have the same kind of willingness to innovate; and it must focus on taking resources and using them wisely – in the broad acquisition process we’re faced [with] today,” he emphasized.

The environment has changed dramatically, Soloway added, and change needs to be reflected in training and program management education across the Department in order to prepare an entirely new generation of acquisition professionals.

The demographic fact, he stated, is that 50 percent of the acquisition workforce will be leaving the Department in the next five years due to retirement – meaning an urgent requirement to recruit and retain new people over the next couple of years. “I think DAU has to be part of the process of determining how we are going to go about preparing this next generation of acquisition professionals,” Soloway said.

Changes, technology challenges, and workforce issues – Soloway said that DAU is “inextricably linked to the success of all this, because how we keep that



Dr. Jerome Smith, DoD Chancellor for Education and Professional Development.

that change is happening faster than ever before, and we [the acquisition workforce] need to use change to be successful.

Change, according to Lynch, includes the following:

- Exploring opportunities.
- Battling for survival.
- Changing rules.

Lynch believes that as the rules break down, all opportunities open up, and the battle for survival starts. Everything is changing at once (living, working, banking, shopping, management, distribution, relationships, and getting information); the information revolution is driving change faster, creating new opportunities. “We are being *e-challenged* and no one is safe anymore ... wiring of the globe is changing everything,” he said.

According to Lynch, to be successful means to:

- Realize what’s really stopping us.
- See where we are and what’s coming next.

Reed introduced the keynote speaker, Pat Lynch, Chairman of POTENTIAL, a management consulting firm in Scottsdale, Ariz., who also spoke on change.

Lynch referred to what’s happening around us as “hyper change.” He noted

Familiar Faces, New Contact **DAU BEYOND 20**

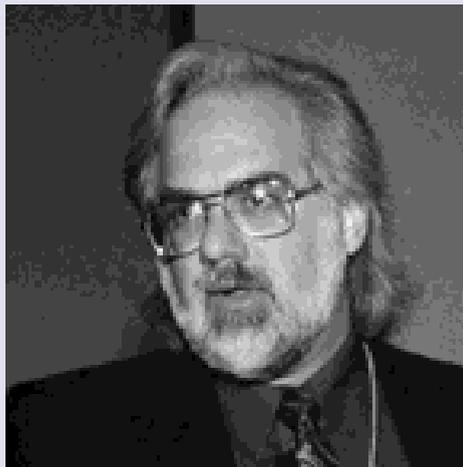
Dr. Karen Stephenson, Plenary Speaker.



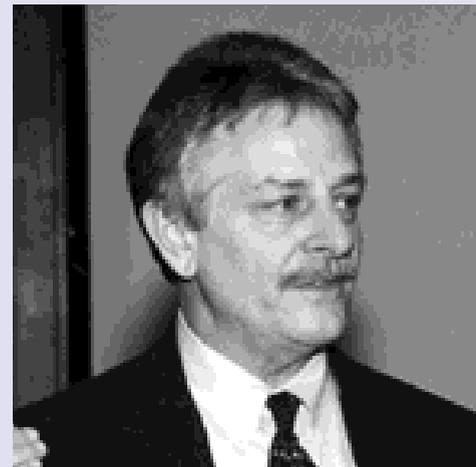
From left: Dr. Bob Ainsley, Director, Education Programs, DAU; Dr. Mary-jo Hall, DSMC Professor; and Phyllis Roberts, DAU Norfolk, Va., campus.



Judith Ward, breakout session on *Diversity in the Workforce*.



Dr. Doug Goetz, breakout session on *Platform Skills*.



Dr. Bob Hawkins, DAU Norfolk, Va., campus, breakout session on *Understanding Communication Apprehension*.

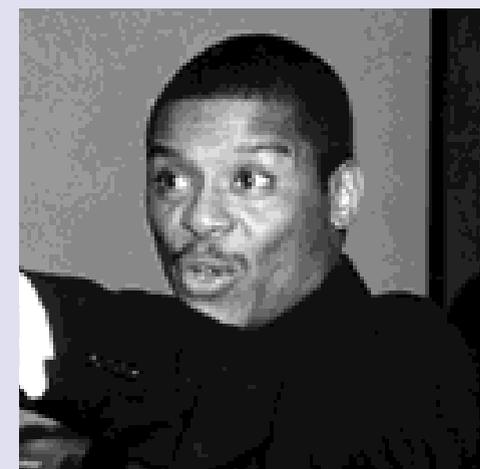
s, Professional Dialogue at **00 CONFERENCE**



Cassandra Lancaster and Vanessa Mann, breakout session on *Corresponding in Cyberspace*.



From left: Dr. Gregory Kailian, DAU Port Hueneme Training Center, Calif.; Dr. Richard Murphy, Dean, DAU Wright Patterson AFB, Ohio, campus; and Richard Graham, Dean, DAU Norfolk, Va., campus.



Otis Williams, breakout session on *Staying Motivated in Challenging Times*.



Teresa Oritz, DAU Norfolk, Va., campus, breakout session on *Who Owns the Classroom*.



Dr. Katherine Loring, presentation on *Sustaining Faculty Vitality Over Time*.

cross-functional workforce, how we provide them a learning experience and the learning tools they need, is going to drive what happens five to 10 years from now.”

Soloway told the conferees that he believes in what DAU is about. “I am also a great believer in the fact that DAU, like much of the acquisition process, is undergoing — and has to undergo — a major change process. And I am exited by what I see in terms of the level of energy and commitment from the system to do that,” he said.

Referring to Charles Darwin’s lessons of survival, Soloway concluded that those who survive are those who are most adaptable to change.

Conference Activities

The conference was packed with concurrent sessions for DAU faculty, with a wide variety of presentations and academic papers researched and written especially for the conference participants.

Theme tracks included a “Bootcamp” category as well as themes that addressed contemporary issues in Educational Methodology, Educational Technology, and Faculty Professional Development. Non-faculty personnel attended a variety of sessions such as Understanding Communication Apprehension, Customer Service, and Diversity in the Workplace.

The conference also featured professional speakers such as Dr. Karen Stephenson, who specializes in organizational networking theory and practice; Michael McKinley, one of America’s foremost speakers on maximizing personnel performance through his “Moving Forward ... Tools for Tomorrow” programs; as well as Dr. Jerome Smith, the DoD Chancellor for Education and Professional Development.

Editor’s Note: For more information on the conference, visit <http://www.westoverconferences.com>

FEDERAL ACQUISITION REGULATION

APPLICABILITY, THRESHOLDS, AND WAIVER OF COST ACCOUNTING STANDARDS COVERAGE

The Federal Acquisition Regulation (FAR) has been changed to revise dollar thresholds and waiver requirements related to the application of cost accounting standards (CAS) to negotiated government contracts. This change is one of a series of acquisition reform measures to remove government-unique contracting requirements. Deidre A. Lee, the Director of Defense Procurement, stated, “This policy change will enhance DoD’s ability to take advantage of the technology found in commercial companies and, at the same time, will help to increase competition for the products and services that DoD buys.”

The changes to the FAR include implementation of a “trigger contract,” whereby a business unit must receive at least one CAS-covered contract in excess of \$7.5 million before CAS is applied to any contract of that business unit. In addition, for those business units where CAS is applied, the change to the FAR increases the dollar threshold at which companies must comply with full CAS coverage requirements to \$50 million. Prior

to this change, contractors who received \$25 million or more in awards of CAS-covered prime contracts and subcontracts were subject to full CAS coverage. The change also permits agency heads to waive the applicability of CAS under certain conditions. These changes were required by Section 802 of the National Defense Authorization Act for Fiscal Year 2000.

Cost accounting standards are rules and regulations designed to ensure uniformity and consistency in the measurement, assignment, and allocation of costs under government contracts. These changes permit a greater reliance on commercial practices where the government’s interests are adequately protected. Today’s action [Jan. 10, 2001] finalizes changes to the FAR that were published on an interim basis on June 6, 2000.

The General Services Administration (GSA) posts FAR changes to its Web site. Search for FAC 97-22, Item II, at <http://www.arnet.gov/far/>.

FEDERAL ACQUISITION REGULATION DEFINITIONS

The Federal Acquisition Regulation (FAR) will be changed to clarify the applicability of definitions, eliminate redundant or conflicting definitions, and make definitions easier to find. The changes, published Jan. 10, 2001, with an effective date of March 12, 2001, move the definitions of over 110 common terms to central locations in the FAR.

In some cases, multiple definitions of terms will still be required because of multiple definitions in the underlying statutes. For these cases, the FAR is being modified to include convenient cross-references. Also, the FAR Index is being modified to identify definitions and indicate the location of each definition.

Deidre A. Lee, the Director of Defense Procurement, believes these changes will “make the FAR more user-friendly by making definitions easier to find and apply.”

The changes are part of the ongoing efforts of the Defense Acquisition Regulations Council and the Civilian Agency Acquisition Council to implement the President’s direction to write regulations in plain language.

The General Services Administration (GSA) posts FAR changes to its Web site. Search for FAC 97-22, Item I, at <http://www.arnet.gov/far/>.