

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

The Defense Acquisition University and the National Defense Industrial Association will sponsor an offering of the Defense Systems Acquisition Management course June 13-17, 2011, at the Island Hotel, Newport Beach Calif. 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.

The course is also open to a limited number of DoD personnel in grades O4-O6 and GS 13-15, tuition-free. Government students should already be certified at Level II to obtain maximum benefit from this course. Government employees and supervisors may apply the DSAM course towards fulfillment of the DoD requirement for acquisition workforce personnel to earn 80 continuous learning points every 2 years. DSAM counts for 34 CL points, or 3.4 continuous education units. DSAM presents the same acquisition policy information provided to DoD students who attend the DAU courses for acquisition certification training. It is designed to meet the needs of defense industry acquisition managers in today's dynamic environment, providing the latest information related to:

- Defense acquisition policy for weapons and information technology systems, including discussion of the DoD 5000 series (directive and instruction), and the *Defense Acquisition Guidebook*;
- Defense acquisition reform and initiatives;
- Defense acquisition procedures and processes;
- The planning, programming, budgeting, and execution process, and the congressional budget process; and
- The relationship between capability needs determination, resource allocation, science and technology activities, and acquisition programs.

All course materials will be provided to students on CD-ROM. It is highly recommended that students bring a laptop computer to the class. If you do not have access to a laptop, please contact the respective meeting planner as soon as possible. There will be a limited number of laptops available for use through NDIA, so please call early.

For further information, see "Courses Offered" under "Meetings and Events" at www.ndia.org. Industry students contact Michelle Hariston at mhariston@ndia.org or 703-247-9478. A limited number of experienced government students may be selected to attend each offering. Prospective government students must first contact Karen Byrd at 703-805-3728 or e-mail Karen.Byrd@dau.mil prior to registering with NDIA.

DAU Recognized as LearningElite Organization

Defense Acquisition University was presented with a LearningElite award from *Chief Learning Officer* magazine. More than 200 companies applied.

Developed under the guidance of chief learning officers and senior workforce development practitioners, the CLO LearningElite Award is the only peer-based benchmarking initiative in the industry. This pioneering program utilizes best practices in evaluation to objectively assess both the scope and the value of the learning and development services that companies provide. It recognizes excellence in five key learning and development performance indicators: learning strategy, learning execution, learning impact (internal), business performance results (external), and leadership commitment.

"The competition in this, our first benchmarking of workforce learning and development, was very competitive. The organizations that achieved LearningElite status really stood out as offering world-class programs that contributed significant business impact for their companies," said Dr. Stacey Boyle, vice president of the magazine's Human Capital Management Advisory Group. "From the tremendous variety of LearningElite organizations, it is apparent that there is a tremendous thirst for a benchmarking effort like this in the industry."

"*Chief Learning Officer* is proud to recognize organizations such as Defense Acquisition University [that] embody the true spirit of employee learning and development and make it a very real part of their culture," said Norm Kamikow, editor in chief, *Chief Learning Officer* magazine. "This type of commitment is what allows an organization to build strong leaders who can carry out the company's mission and values every day while growing personally and professionally."

For more information about LearningElite, visit CLOmedia.com/elite.

Student Information System Implementation Gets Underway with Contract Award

With the recent contract award, DAU now has a technology partner to deliver its future student information system

(SIS). The General Services Administration awarded the SIS contract to Campus Management Corporation (CMC), effective Jan. 18. The implementation of a SIS was one of only two recommendations in the U.S. Government Accountability Office's report to Congress in October 2010, aimed at improving acquisition workforce training. DAU and DoD Component Defense Acquisition Career Managers (DACMs) have worked hard to achieve Step 1 of this recommendation—soliciting for and procuring the commercial off-the-shelf product.

“To provide the best possible training to the Defense Acquisition Workforce, we need a 21st century technology platform that is transparent, integrated, and easy to use,” said Mark Whiteside, Performance and Resource Management director and executive program director for the new SIS. “I’m confident that is what this system will deliver.”

CMC, the technology partner selected, serves more than 1,700 organizations across the higher education landscape—ranging from the largest and most prestigious public and private institutions, to the most dynamic career, technical, and community colleges offering non-credit programs, professional degrees, and certifications. The company maintains values of efficiency and flexibility, both in terms of educational impact and its costs. Also, Gartner Market Research, an independent resource for IT insights, listed CMC at the top of the Visionaries section in its *Magic Quadrant*.

After reviewing these key attributes of the system, the SIS core team identified PORTiCO as the public brand for the SIS technology. A portico is a classical entrance to a building, and is often used to suggest a pathway to learning. It also connotes a gateway to the future, and in this case, the introduction of 21st century technology.

Since the contract award, the SIS team has hosted several kickoff meetings to introduce the CMC partner team and to demonstrate its product, CampusVue®. CampusVue Student is a fully unified academic and administrative platform that will allow DACMs, faculty, and staff to leverage a centralized database.

The automated workflows will speed and improve services to students at every stage and touchpoint of their academic careers and provide the same advantages to all administrative users.

Next up for the project is the Business Requirements Review, a key discovery phase of the PORTiCO project. This process will be the due diligence phase for CMC, DAU, and the DACMs to learn about the specific attributes of commer-

Be a Part of DAU's Anniversary Celebration!

This year the Defense Acquisition University is celebrating 40 years of developing DoD acquisition professionals. Many institutions and individuals were part of the foundation of what made DAU what it is today.

We are looking for your logo design ideas to commemorate this milestone in history. More details can be found at: www.facebook.com/Defense.Acquisition.University.

cial off-the-shelf products; identify the needs of DAU and the DACMs; standardize business processes, procedures, and terminology; and develop a specific configuration and implementation plan. The PORTiCO implementation phase is expected to last 18–24 months with a “go live” target of June 2012, which will coincide with DAU’s 2013 registration cycle. Several CMC representatives will be resident at DAU headquarters during the installation/transition period to help deliver the new system.

Three New Performance Learning Tools Released

DAU’s Global Learning and Technology Center (GLTC) is pleased to announce the launch of three new tools to help you do your job more efficiently:

DoD Integrated Life Cycle Chart

Version 5.4 of the DoD Integrated Life Cycle Chart (“wall chart”) is now available online at <https://ilc.dau.mil>. Built for Internet Explorer, it features a powerful zoom that makes detailed chart elements clearly readable, and a convenient visual search that lets you locate acquisition terms on the chart itself. This interim version allows for rapid updates as policy changes occur. Firefox and other browsers will redirect you to an interactive PDF that offers similarly detailed zoom and drill-down to ACQuipedia articles on each topic.

Milestone Document Identification

The new Milestone Document Identification (MDID) tool at <https://dap.dau.mil/mdid> lets you view and filter a list of documents prescribed by DoDI 5000.02 for programs at specific milestones, and for specific acquisition category levels. Each document links to an applicable *Defense Acquisition Guidebook* section and, where appropriate, ACQuipedia articles and DAU *Glossary of Defense Acquisition Acronyms and Terms* entries. This tool allows you to gather information quickly to prepare for a milestone review.

Glossary of Defense Acquisition Acronyms and Terms

The updated DAU *Glossary of Defense Acquisition Acronyms and Terms*, available at <https://dap.dau.mil/glossary>, also features a streamlined new interface and powerful features that let you:

- Search the glossary quickly for a term or acronym;
- Access continually updated glossary entries vetted by DAU professors;
- Filter the list to view only acronyms or terms, or both at once;
- Follow direct links to related terms; and
- Bookmark and link to specific glossary entries you find helpful.

This online version reflects new revisions that will appear in the 14th edition of the DAU *Glossary of Defense Acquisition Acronyms and Terms*, which is currently scheduled for publication in spring 2011.

New Continuous Learning Modules at DAU

CLR 030: Environment, Safety and Occupational Health (ESOH) in Joint Capabilities Integration and Development System (JCIDS)

This module is designed to help the ESOH practitioner (i.e., ESOH subject matter expert) generate concise ESOH verbiage appropriate for JCIDS documents. The module offers practical guidance in negotiating the JCIDS process where different interests—ESOH-related and non-ESOH-related—often compete among stakeholders in a resource-constrained context.

CLL 018: Joint Deployment Distribution Operations Center (JDDOC)

This module provides basic knowledge and comprehension of the JDDOC. It will provide DoD, governmental, and non-governmental personnel a detailed understanding of the roles, responsibilities, organizational structure, and concept of employment of the JDDOC concept.

CLL 002: Defense Logistics Agency (DLA) Support to the Program Manager

The DLA Support to the Program Manager module is designed to introduce participants to the capabilities of the DLA in delivering support to the warfighter. Students will be provided with an overview of the DLA and its transition to weapon system support. The DLA provides a myriad of benefits to the program manager, operational unit, Service inventory control points, etc. The participants will better understand the tailored support available from the DLA.

CLL 008: Designing for Supportability

Designing for Supportability in DoD systems is intended for anyone who desires a comprehensive overview and introduction to incorporating the principles of systems engi-

neering throughout the system life cycle to design, develop, produce, and sustain operationally reliable, supportable, and effective systems. It is based on the Office of the Secretary of Defense guidance document *Designing and Assessing Supportability in DoD Weapon Systems: A Guide to Increased Reliability and Reduced Logistics Footprint* (Oct. 24, 2003). The module emphasizes the essential link between overall weapon system operational effectiveness and product support performance. It introduces the System Operational Effectiveness (SOE) model and process. It demonstrates how consistent application of the SOE process, during all phases of the acquisition life cycle, facilitates the optimization of system supportability and operational effectiveness.

CLL 054: Joint Task Force Port Opening

The requirement to improve Joint Deployment and Distribution support to the warfighter is well established; however, less established is the definition of performance based on warfighter need. A U.S. Transportation Command study produced a framework of enterprise-level, performance-based metrics. This framework provides a clear definition of performance levels needed to drive tangible improvement to the warfighter.

CLL 055: Joint Deployment and Distribution Performance Metrics Framework for Sustainment Distribution

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CLL 007: Lead-Free Electronics

This module provides an overview of the impact of commercial lead-free mandates and their effect on DoD electronics programs. The module addresses the major lead-free related directives, DoD-related risks and mitigations, program considerations associated with lead-free initiatives, and DoD's response to the various mandates and policy directives. The module is targeted to government and industry program managers, item and DoD Component managers, and bench-level technicians or designers.

Register for DAU Continuous Learning Modules at <https://learn.dau.mil/html/login/login.jsp>.

Acquisition Community Connection Website Hosts New AT&L Efficiency Initiatives Special Interest Area

Jim Lamb

In his Sept. 14, 2010, memorandum to acquisition professionals, the Under Secretary of Defense for Acquisition, Technology and Logistics (AT&L) issued guidance to the Defense Acquisition Workforce focused on achieving the DoD mandate of delivering better value to the taxpayer and warfighter through improvements in the way the department does business. This guidance outlined 23 principal actions to improve efficiency, organized in five major areas of focus. On Nov. 3, 2010, he issued another memorandum to secretaries of military departments and directors of defense agencies, in which he provided more specific guidance for implementation of the Sept. 14, 2010, guidance.

The Defense Acquisition University has captured the contents of these memoranda, along with an earlier June 28, 2010, memorandum, and related information to date in a new "AT&L Efficiency Initiatives" site located in the Acquisition Community Connection (ACC) Special Interest Area (SIA) at <https://acc.dau.mil/initiatives>. This site provides a gateway to all available information and a forum for the Defense Acquisition Workforce to collaborate on the 23 "better buying power" initiatives and share implementation experience. As additional implementing directives and guidelines become available, and DAU course materials and tools are developed, they will be added to this site to keep the Defense Acquisition Workforce continuously informed of the latest implementation guidance.

If you are a member of ACC, you can subscribe to this site and receive automatic updates via e-mail whenever information is added to the site (or any other community of practice or SIA on the ACC website). Visit <https://acc.dau.mil/initiatives> today!

Contract Pricing Reference Guides Performance Learning Tool Goes Live

Under Secretary of Defense for Acquisition, Technology and Logistics Dr. Ashton Carter issued a memorandum to all acquisition professionals, dated June 28, 2010, entitled, "Better Buying Power: Mandate for Restoring Affordability and Productivity in Defense Spending." In this memo, Carter reminded the acquisition workforce that the Department of Defense spends \$400 billion annually on contracts for supplies and services and exhorted them to scrutinize the terms and conditions of DoD's contracts, especially in terms of costs, fees, and overhead paid, to eliminate inefficient or uneconomical practices, while ensuring the viability of DoD's defense industrial base. Specific initiatives outlined in that

memo related to contract cost, price, and finance include the following:

- Leveraging real competition;
- Using proper contract type for development and procurement;
- Using proper contract type for services;
- Aligning policy on profit and fee to circumstance;
- Sharing the benefits of cash flow;
- Targeting non-value-added costs;
- Adopting "should-cost" and "will-cost" management; and
- Improving audits.

To that end, DAU is embarking on a journey to infuse cost and price analysis skills, to include the appropriate selection and use of quantitative techniques, into Defense Acquisition Workforce Improvement Act learning assets at all levels. An electronic Web-based version of the *Contract Pricing Reference Guides* (CRPG) has been created to assist acquisition professionals, including contracting officers, contracting specialists, auditors, cost and price analysts, and contract negotiators, among others, by providing a central repository for the reference guides within the contract cost, price, and finance communities.

The five-volume guides are built around five key knowledge and skill areas: price analysis, quantitative techniques, cost analysis, advance issues, and negotiation techniques. Click on the CRPG link at <https://acc.dau.mil/cprg> to access a Web-enabled Performance Learning Tool. This tool has been updated to ensure congruence with current directives and references; however, by mid-FY11, it will also contain links to pertinent documents, tools, computer models, and other helpful information for the acquisition professional.

Are You Transitioning into the 4th Estate?

When a new employee is hired into a 4th Estate Agency from one of the Services (Army, Navy, Air Force), there are three types of training records that could potentially be transferred into the Acquisition Training Application System (ACQTAS), the system used by the 4th Estate for DAU registration. These are DAU training records, certification records, and continuous learning records. A brief description of what a new employee needs to know regarding these training records follows:

DAU Training Records

An employee who is new to the 4th Estate begins by creating a profile in ACQTAS at <https://www.atrs.army.mil/channels/acqtas/>. The DAU training history transfers seamlessly from one Service's system to another because the information comes from the Army Training Requirements and

Resources System (ATRRS), which interfaces with all of the training management systems.

Employees can review their training history by accessing their DAU transcript at <https://www.atrrs.army.mil/channels/dautranscript/default.asp>. This transcript will include all DAU training completions (Web courses, classroom courses, and CL modules).

Certification Records

Certification data may be transferred from one of the Services into the 4th Estate, although this transfer does not always occur automatically. If an employee achieved acquisition certifications in their prior Service, this should be captured in the Defense Civilian Personnel Data System (DCPDS). This certification information will be transferred into the ACQTAS system from DCPDS within one month for workforce members who are in coded acquisition positions. This information will not update automatically for employees that are not in coded acquisition positions; these employees must contact their local training office to update their records.

If employees realize that their certification data have not transferred into ACQTAS within two months of assignment to an acquisition position, they should contact their certification point of contact (POC) and provide documentation so the POC can update ACQTAS with the previously achieved certifications. The certification POC must also update DCPDS so that the employee's position is coded with the correct career field and certification level required.

When employees switch from one 4th Estate organization to another, they should log into ACQTAS to update their user profiles since fields like "employee e-mail address" do not update automatically. The certification information will automatically follow employees since they are still using the same training application system (ACQTAS).

Continuous Learning (CL) Records

When employees transfer from one of the Services into the 4th Estate, they need to complete a profile the first time they enter the ACQTAS CL system at <https://www.atrrs.army.mil/channels/acqtascl/>. The employee is asked to enter one of the following dates: (1) the date they entered the acquisition workforce, or (2) Oct. 1, 2006 (the date that ACQTAS started tracking CL points).

CL information automatically transfers between 4th Estate agencies, but does not automatically transfer between Services. Therefore, when an employee transfers into the 4th Estate from the Navy or Air Force, they can use the "Transfer CL Points" function to request approval for these previous points. To do this, log into the ACQTAS CL module and click on "Transfer CL Points" from the main menu.

You may use this screen to transfer point requests from the Navy (Register-Now) or Air Force (ACQ Now) CL systems. To initiate the transfer of point request(s) from either of these systems, verify that the supervisor's e-mail address shown is correct, click on the box next to the point request(s) you would like to transfer, and press the "Transfer Point(s)" button. The system will automatically submit the selected point requests to your supervisor for review and approval.

If you are coming into the 4th Estate from the Army, you must use the "Request CL Points" link. All previous CL points, from the other Services must be approved by your current supervisor.

For help and answers to questions on any of the systems, employees should contact their quota manager. Contact information for quota managers, as well as certification POCs, can be found using the "DoD Point of Contact Lookup" function on the main menu in ACQTAS. The ACQTAS Placard is available on the 4th Estate Defense Acquisition Career Manager website at www.dau.mil/doddacm/Pages/mgmt-Tools.aspx.