

Educating the Workforce on DoDI 5000.02 Changes

Art Greenlee

When John Young, then under secretary of defense for acquisition, technology and logistics, approved a major revision to DoD Instruction 5000.02 on Dec. 2, 2008, the Defense Acquisition University responded with multiple venues to communicate the change to the DoD acquisition workforce.

Within hours of the instruction's signing, DAU's rapid-deployment training Web site posted a comprehensive briefing for immediate dissemination. The Web site also features 32 frequently asked questions from acquisition communities across all military services. The Web site, located at www.dau.mil/performance_support/RDT.asp, has had more than 24,000 hits since the instruction was issued.

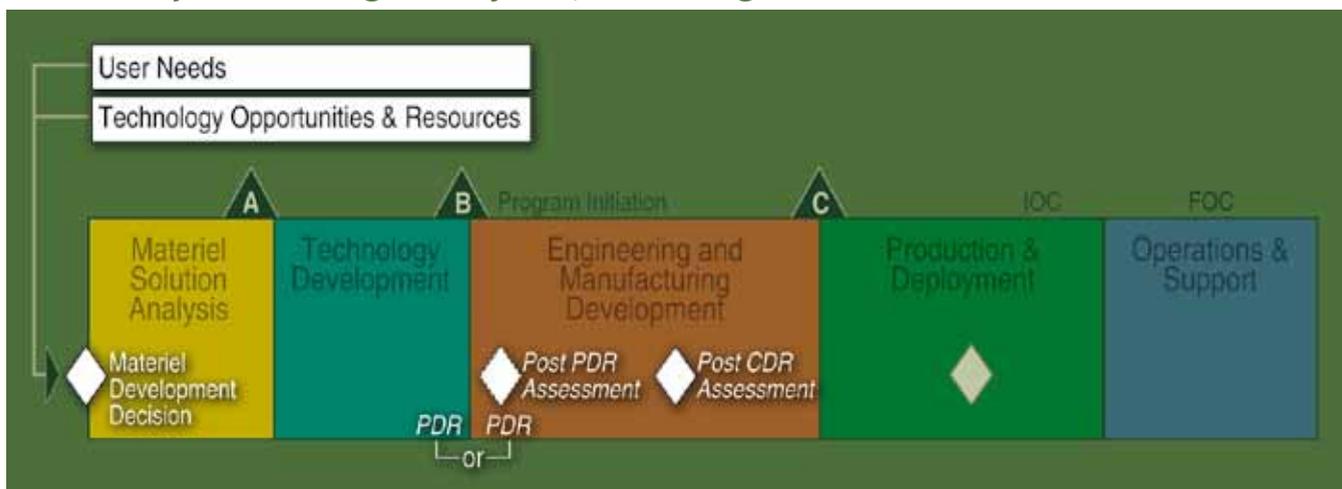
In the first 100 days of the policy being issued, there have been more than 60 rapid-deployment sessions conducted by DAU subject matter experts to over 5,000 government and industry participants across all services and defense agencies. Brad Brown, DAU subject matter expert for the DoDI 5000.02 rapid-deployment training effort, has contacted more than 2,000 representatives in over 15 sessions since December 2008. More than 8,000 junior- to executive-level members of the acquisition workforce have been contacted in the classroom with overview presentations of the instruction. Updates to core curricula have been completed, and more than 8,000 copies of the Integrated Defense Acquisition, Technology and Logistics Life Cycle Management System Chart are currently being provided to the acquisition workforce during their certification training. For a copy of the DoDI 5000.02 and to view the Integrated Defense Acquisition, Technology and Logistics Life Cycle Management System Chart, go to <https://akss.dau.mil/default.aspx>.

The DoDI 5000.02 revision, the first major change to acquisition policy in more than six years, reflects DoD's determination to improve the effectiveness and efficiency of its enterprise-wide acquisition business processes so it can continue to provide warfighters with the best weapon systems and support in the world. The instruction has grown from 37 pages in the 2003 version to its current 80 pages. The new instruction includes major policy and regulatory changes originating at the Office of the Secretary of Defense-level as well as major statutory law changes from 2003 to 2009.

Major differences between the 2003 and current version of the DoDI 5000.02 are:

- The Materiel Development Decision replaces the Concept Decision. A MDD is required regardless of where the program intends to enter the acquisition process. Of note: The arrows from User Needs/Technology Opportunities now point to the MDD at the extreme left. This does not mean a program could not enter further to the right, depending on technology maturity, risk, and best business practices.
- The Materiel Solution Analysis Phase replaces the Concept Refinement Phase. MSA is not "refinement" of the preferred solution(s) identified in the ICD. The JCIDS process no longer includes an Analysis of Materiel and Non-Materiel Alternatives. Non-materiel solutions will be handled in accordance with the Joint Capabilities Integration Development System; however, all analysis of alternative materiel solutions will be accomplished by the analysis of alternatives during MSA. The milestone decision authority will approve the materiel solution at Milestone A.

Defense Acquisition Management System, 2008 Changes



- The Technology Development Phase now includes a mandatory requirement for competitive prototyping of the system or key-system elements. A Preliminary Design Review is conducted for the candidate designs, and a PDR report will be provided to the MDA with recommended requirements trades. (The final CDD should contain tradeoffs determined during the Technology Development Phase).
- Engineering and Manufacturing Development replaces System Development and Demonstration. There is more emphasis on systems engineering and technical reviews. The two major efforts have been renamed. The program manager must provide a preliminary design review report if not accomplished prior to Milestone B, and must provide a critical design review report to the milestone decision authority. A post-critical design review assessment replaces the design readiness review. The milestone decision authority will determine if the results of the critical design review warrant continuing Engineering and Manufacturing Development to Milestone C.
- Systems engineering is much more robust throughout all phases, with additional emphasis on technical reviews.

For more information on DAU's targeted/tailored training products and consulting services, go to <www.dau.mil/performance_support/default.asp>.

Greenlee is DAU director of performance support and rapid deployment training.

Understanding The World of DoD's Small Business Program

Clarence Roberts, Dan Gill, and Ron Fontenot

Every year, the Department of Defense allocates billions of dollars to acquire research, systems, supplies, and services. This is performed via a three-phase process that includes pre-solicitation, solicitation (evaluation/source selection and award), and post award (performance/administration). The acquisition team, which includes the small business manager, is responsible for ensuring that this process is executed in the most efficient and cost-effective manner. The responsibilities of the small business manager cover three broad functions: national policy implementation, acquisition advocacy, and program management.

The Defense Acquisition University's Small Business Course (CON 260A/B) prepares the small business manager to

work with the acquisition team and to perform his or her responsibilities.

Small Business Manager Responsibilities

The small business manager plays a vital and unique role in public administration. This person, on behalf of the appointing authority, is responsible for overseeing the government's policy to ensure a fair proportion of its acquisitions are placed with a diverse array of small businesses. The SBM is also responsible for ensuring that small businesses will have maximum, practicable opportunity to participate as contractors and subcontractors at all tiers in the contracts awarded by any executive agency, consistent with policy, while providing cost effective contract performance.

Another very important role for the SBM is serving as an advocate for small business in the acquisition process. The responsibility in this area is to work closely with program, technical, and contracting personnel early in acquisition planning, market research, and acquisition to ensure a positive outcome for small businesses. This positive outcome may include either the award of prime contracts under one of the socio-economic preference programs or subcontracts awarded by major prime contractors. The acquisition advocacy function also includes participation in strategic sourcing initiatives, developing the acquisition strategy for a particular acquisition, and reviewing each acquisition to determine the feasibility of awarding a contract to a small business. Additionally, this function involves initiatives to locate capable small businesses, assisting in market research relative to prime contracts, and subcontracting.

The SBM is the key official with the responsibility of planning, organizing, and directing the implementation of the Small Business Program within his/her agency. As the single representative to industry, regarding the agency's Small Business Program, the SBM must provide public value by maintaining a positive representation of his/her agency. In doing so, the individual in this position must remain focused on integrating the functions discussed above into the program management function. The following acronym, "IMAGE", is suggested as a bench mark for management of any Small Business Program.

- Innovate—use innovative techniques to develop sources, identify areas for process improvement, and develop a performance based strategic plan.
- Manage—maintain focus on the agency mission to acquire quality goods and services, increase competition, broaden the industrial base, and implement national policies.

- Advocate—be proactive in promoting and balancing small business programs consistent with the Small Business Act, as well as the mission of the agency.
- Genuine—be honest, professional, reliable, trustworthy, and ethical in serving as an advocate for small business and representing the agency and the federal government.
- Execute—utilize profound knowledge of public laws, Federal Acquisition Regulations (FAR), agency FAR supplements, directives and other guidelines. Understand the impact of regulatory policy changes upon small businesses, and understand the political environment.

The Need for Training

The small business manager's responsibilities require seasoned, acquisition experience and abilities. The CON 260A/B class, consisting of an online and a resident classroom portion, assists in an individual's understanding of the small business process and the personal skills of other organizational personnel involved in the acquisition process. The course covers how the small business program is woven throughout the FAR/Defense the Federal Acquisition Regulation Supplement and how the acquisition process integrates the small business program and contracting regulations. Much of what is learned in the course results from the interaction and experience with fellow students.

In addition, the course explains the duties and responsibilities of a small business manager, small business federal law definitions, market research, acquisition strategy, special programs and initiatives, and the role of the Small Business Administration. The course delves into the intricacies of the small business program and those associated programs and initiatives which support the Program and DoD's efforts to improve small business participation in both prime contracting and subcontracting.

For more information on the CON 260A/B course and to register for the course, please go to <<http://icatalog.dau.mil/>>.

Roberts is a DAU professor of contracting. Gill is a principal of Dayvon Services Inc. Fontenot is the DAU associate dean for outreach and performance support and is also a professor of contracting.

Developing Army Civilian Acquisition Leaders at the DAU Senior Service College Fellowship

Jerry Davis and David B. Newberry

An example of an outstanding collaboration between a customer and the Defense Acquisition University is the DAU Senior Service College Fellowship, which was created to

meet a critical need for senior civilian leader development in the fast-paced acquisition environment found in Army Life Cycle Management Command communities. The DAU SSCF provides the preponderance of senior civilian training to the Army acquisition workforce.

Graduates of the program have gone on to immediately have a positive impact on Army acquisition, with the vast majority of SSCF graduates assuming higher levels of responsibility in their commands or being selected for more senior positions in other commands.

SSCF Background

The SSCF began as a pilot program for Department of Army civilians at the GS 14/15 level located in the Huntsville, Ala., community. After the first year, the program was approved for full implementation by the Army, and it became the model program for all DAU fellowships. DAU established a SSCF in Warren, Mich., in 2008 and is establishing an SSCF program in Aberdeen, Md., this year.

The fellowship is designed around the leadership development of Army civilians in order to offer them the opportunity to achieve higher levels of leadership responsibility. The program core areas are:

- Leadership training
- PMT 401
- Mentoring (mentors at senior executive service/general officer levels)
- Research (research project required, and some topics can be applied to the fellow's command)
- National Speakers Program (general officer/flag level)
- Meeting the warfighter
- National security
- Graduate classes from accredited academic partner (degree option)
- Community service (ongoing projects for the city/community).

A DoD-Focused SSCF

There a few senior programs like the DAU SSCF already in existence; however those programs—Harvard, Industrial College of the Armed Forces, University of Texas, and Tufts University—do not focus on civilians only or specifically on DoD acquisition.

Army acquisition leadership supports the program by sending their best and brightest for 10 months to the SSCF and providing funding support for the fellowship. The current cost to the command is \$25,000 to \$35,000 per individual fellow for the 10-month program. The fellows apply through

their local chain of command and are endorsed by the commander. Applications are review by the Acquisition Support Center and then the fellows are selected by a Central Selection Board process in Washington, D.C.

SSCF Continuous Improvement

The Senior Service College Fellowship campuses had an opportunity recently to better understand how leaders can perform at their best when it matters the most. This awareness came while attending Dr. Louis Csoka's three-day training workshop at APEX Performance, Inc. APEX is the creation of Csoka, who was challenged 20 years ago to translate the advice of a football coach into meaningful practice for players by using basic psychological frameworks. The foundation of the APEX theory is a unique model composed of five key mental skills: goal setting, imagery, adaptive thinking, attention control, and stress-energy management.

Given that leadership training is one of the top core activities of the SSCF, Csoka, in collaboration with SSCF Director Dr. David Newberry, developed a program customized to the specific needs of the SSCF program. The APEX fellow's program is designed to help the fellows gain an increased awareness of, and experience in control over, their physiological, mental, and emotional responses to stressful situations. Training to achieve those areas of performance is unique by systematically integrating advanced sensory feedback technologies into the mental skills development by using state-of-the-art software that measures heart rates and brainwaves. With these technologies, the learning process is accelerated and measurement of the individual's ability to obtain peak performance is proven by immediate feedback while engaged in simulated performance scenarios. The systematic development of these mental skills leads to sustained superior performance by displaying an overriding confidence, remaining calm and composed under pressure, engaging in adaptive and agile thinking, controlling mental-emotional-physiological responses that impact performance, exercising laser-sharp focus and concentration, and envisioning success before it even happens.

Other examples of improvement in the SSCF program include: optional Master's of Business Administration elective; adding an outstanding National Security Studies presented by the Naval War College; and expanding the experience-tours program. In its first two years, the SSCF program saw 27 graduates, and these individuals have used the knowledge and capabilities gained at SSCF to move into higher levels/positions of responsibility within the Army civilian acquisition community.

Davis is the former director of the Army Senior Service College Fellowship and professor emeritus at DAU's South Region. Newberry is the director of the Army Senior Service College Fellowship in Huntsville, Ala.

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

Defense Acquisition University and the National Defense Industrial Association will sponsor an offering of the Defense Systems Acquisition Management course Sept. 21-25, 2009, at the Loews Vanderbilt in Nashville, Tenn. 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 04-06 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 (CL) points every two years. DSAM counts for 34 CL points, or 3.4 Continuous Education Units (CEU). 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
- 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 Jennifer Hoechst at jhoechst@ndia.org or 703-247-2568. 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.

International Acquisition Career Path

On June 22, 2007, Under Secretary of Defense for Acquisition, Technology and Logistics Ken Krieg established a new International Acquisition Career Path to mandate better organizing, managing, and delivery of training needed for a specialized element of the Defense Acquisition Workforce, who work predominantly on international programs of one type or another. Al Volkman, the director for International Cooperation, serves as the functional advisor for this new career path.

Initial execution of the IACP begins in FY09 aligned with the Program Management Career Field. The rationale is to ensure program managers are more knowledgeable of various processes and the implications for international programs through improved training and education, and professional

development. Learn more about the IACP at <www.acq.osd.mil/ic/IACP%20Guidelines/Guidelines%20FY09.html>.

AT&L Rapid Deployment Training Now Available for DODI 5000.02

The official AT&L Rapid Deployment Training <www.dau.mil/performance_support/RDT.asp> is now available at the Defense Acquisition University Web site. This site has the latest updated training based on the published DoDI 5000.02.

Contingency Contracting: A Joint Handbook for the 21st Century

Contingency Contracting: A Joint Handbook for the 21st Century provides a consolidated source of information for CCOs conducting contingency contracting operations in a joint environment. The hard-copy book is available at the Defense Procurement and Acquisition Policy (DPAP) Web site <www.acq.osd.mil/dpap/> under the contingency contracting link. Both the handbook and accompanying DVD provide useful tools, templates, and training that enable the CCO to be effective in any contracting environment. It was prepared by Under Secretary of Defense for Acquisition, Technology, and Logistics contingency contracting staff; Defense Acquisition University; representatives from the U.S. Army, Navy, Marine Corps, and Air Force; and the Air Force Logistics Management Agency. These organizations will maintain the handbook and provide future updates.