

PM Interviews Deidre Lee

OSD's New Director, Defense Procurement and Acquisition Policy

Rob Leibrandt, DAU liaison and policy analyst in the Office of the Director, Procurement and Acquisition Policy, Office of the Under Secretary of Defense (Acquisition, Technology and Logistics), interviewed Deidre Lee on Jan. 22, 2003, to bring her priorities and programs to *Program Manager* readers. Lee now heads an office that combines her former duties as Director of Defense Procurement with the added responsibility of Acquisition Policy.

Q

Ms. Lee, what leadership challenges as well as opportunities for synergy do you see in your new combined responsibility for both Procurement and Acquisition Policy?

A

DPAP has broad responsibility for acquisition policies. Combining these two organizations results in a very talented group of people who will focus their energies on constantly reexamining our policies and procedures for improvement and simplification.

Q

What can be done to improve the effectiveness of the acquisition process through this policy integration effort?

A

We think we need to focus on developing a more integrated approach to acquisition policies. This means coordinating several steps: identifying opportunities for acquisition policy improvements; developing improvements in an open process; preparing for training the acquisition workforce as policy changes are developed; communicating revised policies to people who imple-



Rob Leibrandt, DAU liaison and policy analyst, interviews Deidre Lee, Director, Defense Procurement and Acquisition Policy, OUSD(AT&L), on Jan. 22 in her Pentagon office.

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ment the policy; and monitoring the implementation of revised policies to ensure improvement actually occurs.

In practice, this means that people in DPAP who review acquisition strategies need to communicate problems they identify in acquisition policies and participate in developing policy changes. Also, by conducting more outreach, acquisition professionals in the field will identify problems in our policies that we can address.

The development of revised policies needs to be done in an open, transparent manner. For example, we have started publishing not only our proposed procurement rules but also public comments submitted on the rules. This will shed greater light on all the comments we receive and will hopefully better explain the resolution of the comments.

At the same time that policies are being developed, we will coordinate with the acquisition training community to develop training for the new policies. This will help identify potential implementation problems, but more importantly, means that training will be available for people in the field at the same time that we publish new policies.

Finally, we will monitor the implementation of new acquisition policies. Having responsibility for the full spectrum of improving acquisition policies, including monitoring the implementation of new policies, means that one organization can be held accountable for ensuring the new policies result in a more efficient and effective acquisition process.

Q How has your previous position as the Administrator for the OFPP [Office of Federal Procurement Policy] affected your view of Defense procurement? How are they the same and how are they different? What could DoD and the Federal Government learn from each other?

A My previous position at OFPP (as well as my position at NASA) kept me closely



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involved with Defense procurement. As you are aware, OFPP is responsible for procurement policy on a government-wide basis, including DoD. So, I was not unfamiliar with Defense procurement or with the highly regarded professionals involved in working DoD-specific issues. At OFPP, I was conscious of including the views and concerns of the smaller agencies that could be overlooked if one has a predisposition toward DoD based on size alone. I found that the issues facing the civilian agency procurement officials were as equally challenging as those faced by DoD procurement officials.

I am a strong supporter of working issues with my counterparts at the civilian agencies. For example, I am a member of the PEC [Procurement Executives Council], which is comprised of senior procurement executives assigned throughout the Federal Government. Among other things, the PEC is chartered to: create an environment that promotes innovation, empowerment, and risk-taking in accomplishing the government's business; explore methods to streamline and improve existing processes; and share ideas, practices, and experiences among agencies. My involvement with the PEC and the FAR Council ensures DoD is in a position to guide, support, or challenge initiatives that cut across agencies.

Q From your perspective as principal advisor to the Under Secretary of Defense for Acquisition, Technology and Logistics on major weapon system contracting strategies and advisor to the Defense Acquisition Board on procurement matters, how has the new threat of international terrorism and the need for rapid deployment affected contracting strategies?

A One great lesson for us that arises from the events of the last year and a half is the overwhelming need for flexibility. We can no longer reasonably expect to be able to predict what the threats will be over an extended period of time, nor can we expect to know precisely what will be needed to counter those threats.

This need for flexibility is pervasive throughout the acquisition process, from requirements generation through acquisition planning, contracting, development, production, and sustainment. From their inception, systems have to be developed with the capability to evolve in the face of rapidly changing needs. We are doing a number of things in AT&L to promote this flexibility.

For several years now, we have been strongly promoting evolutionary acquisition and spiral development. These concepts not only allow better management of technical and cost risk, they

DEIDRE A. LEE

*Director, Defense Procurement & Acquisition Policy
Office of the Under Secretary of Defense
(Acquisition, Technology & Logistics)*

Deidre A. Lee assumed her position as Director of Defense Procurement and Acquisition Policy on Nov. 3, 2002. Before assuming this position, she was the Director of Defense Procurement for two years. Lee is responsible for all acquisition and procurement



policy matters in the Department of Defense. She serves as the principal advisor to the Under Secretary of Defense for Acquisition, Technology and Logistics and the Defense Acquisition Board on acquisition/procurement strategies for all major weapon systems programs, major automated information systems programs, and services acquisitions.

Additionally, Lee is responsible for the acquisition workforce career development and training as well as AT&L's external electronic business efforts, including support to the Financial Management Modernization Program. She is leading the Department's transformational policy initiatives in the Federal Acquisition Regulation (FAR), Defense FAR Supplement (DFARS), and the DoD 5000-series acquisition regulations. She is DoD's advisor for competition, source selection, multiyear contracting, warranties, leasing, and all international contracting matters.

Prior to joining the Department of Defense, Lee served as the Administrator for the Office of Federal Procurement Policy from July 1998 to June 2000. From March 1993 until July 1998, she served as the Associate Administrator for Procurement at

the National Aeronautics and Space Administration. Prior to that, Lee served as the Deputy Associate Administrator for Procurement and the Executive Officer to the Deputy Administrator of NASA. She rose through the ranks to become NASA's senior acquisition

official and has a distinguished record as a reformer and innovator.

From 1984 until 1990, she worked at the Johnson Space Center, as Chief of the Space Shuttle Procurement Division, Chief of the Orbiter and STS Integration Procurement Branch, and Chief of the Data Systems and Aircraft Operations Branch.

She was awarded NASA's Outstanding Leadership Medal and Exceptional Achievement Medal. In 1996 and 2001, she was a recipient of the Senior Executive Service Presidential Rank Award. In March 2001, Lee received the Honorable Elmer B. Staats Award for Accountability.

Lee began her career with the Department of Defense where she served in various procurement-related positions that included base procurement in Okinawa, Japan; systems acquisition at Hanscom AFB, Mass.; and logistics procurement at Hill AFB, Utah.

She holds a Bachelor's Degree in Business Administration from Central State University, Edmond, Okla., and a Master's Degree in Public Administration from the University of Oklahoma.

preserve the ability of systems to be adapted to changing needs.

More recently, we have undertaken a complete rewrite of the 5000 series of policies. This whole initiative arose from a growing belief that the old 5000 series was too prescriptive and did not provide an environment conducive to innovation and creativity. To a great extent, the documents had come to be used as a "cookbook" for acquisition planning, to the detriment of new, potentially beneficial approaches. It is not true that innovation and creativity were not allowed under the old documents, but it is true that we didn't see much of them, probably because it was hard to be creative and still fulfill all the prescriptions.

So, the approach to the new documents is to remove the prescriptions to the greatest degree possible. The old documents required that acquisition planning meet all statutory requirements and demonstrate in particular ways that the acquisition is planned to best meet the program objectives. The new documents still require that all statutory requirements be met, and demonstrate that the acquisition is planned to best meet the program objectives. It is in the "hows," not the "whats," that the documents truly differ.

The general thrust of this work is to allow the program manager to be innovative, creative, and flexible in planning the program. The old 5000 series was very prescriptive regarding how a PM had to demonstrate that the program had a coherent, intelligent acquisition strategy. The new series allows the PM to demonstrate this in ways best suited to the individual program.

Our expectation is that this flexibility in documentation will further promote the flexibility required throughout the acquisition process. This change will have some profound effects on the acquisition planning process. It will require program managers to really think through their strategies, not just complete a checklist of documents. It will also require better and earlier coordination between programs and the MDA [Milestone Decision Authority] staffs, so

strategies will be well understood ahead of time and not derailed late in the game. Finally, the changes will require some changes in the way MDA staffs evaluate strategies, forcing a renewed focus on the real content of the strategies, not just their form.

Q

The aging workforce is a topic affecting DoD's corporate knowledge base. How do we revitalize the remaining workforce and attract highly qualified replacements with the right skills?

A

President Bush has said that we need to get the right workforce with the right skills at the right place with the right pay. We are working on all these areas to address our aging workforce.

Right Workforce. We are using Human Capital Strategic Planning to look at the workforce we have today, the workforce we need in the future, and the actions we need to take to get from here to there.

Right Skills. We have transformed the Defense Acquisition University to take our training to where our customers are; we are in the midst of transforming the certification training for each of the AT&L disciplines, concentrating on PM, Contracting, and Logistics; we are examining how to recognize commercial professional certifications (such as those given to logisticians, project managers, and contracting officers) so that we can attract people from industry at the journeyman level.

Right Place. We are piloting a branding campaign at Edwards Air Force Base to attract, hire, and retain people so we can replace those who have served us so well and have earned their retirement. We will use the knowledge we gain at Edwards to expand the campaign Department of Defense-wide.

Right Pay. The Acquisition Workforce Demo has developed and implemented a pay-for-performance system along with pay bands. We plan to expand the Demo to the entire DoD-wide AT&L workforce.



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Q

Your new organization directs the Defense Acquisition Regulations Council and develops policy for contract pricing and financing, contract administration, international contracting, and training of contracting personnel. What policy improvements have been made recently? What can we expect in the future?

A

Within the past few months, we've issued a number of changes to the FAR [Federal Acquisition Regulation] and the DFARS [Defense Federal Acquisition Regulation Supplement] that are geared toward improving the way we do business. Some of these changes include: strengthening of requirements for competition in the placement of orders for services under Federal Supply Schedules and other multiple award contracts;

adoption of “best value” procedures for the acquisition of commercial software and related services through the use of Enterprise Software Agreements with contractors who offer favorable terms and pricing; providing foreign military sales customers more visibility into the development of contracts that we award on their behalf; and exception from the Buy American Act for acquisitions of U.S.-made end products in acquisitions subject to the Trade Agreements Act.

Some of the changes that we're presently working on include: requirements for contractors to submit, and DoD to process, all payment requests electronically; and requirements for more up-front review of acquisition strategies to prevent unnecessary or unjustified contract bundling. We've also initiated a DFARS “transformation” project, which will involve a comprehensive review of the DFARS to identify opportunities for reducing procurement cost, cycle time, and administrative burden. We're planning an aggressive schedule for completion of the review and for subsequent use of the results to transform the DFARS into a more effective document.

A lot of our current work in the International area is focused on Domestic preferences in one way or another. Let me say right off that we do not oppose any of the current statutes per se. We are interested, however, in clarifying some aspects of the statutes and in getting some flexibility into the process. Also, through the establishment of reciprocal MOUs with individual countries, we are working to open up trade in Defense in both directions. We expect that these efforts will promote interoperability and standardization, increase competition, and increase U.S. access to foreign markets.

Q

You often say that Defense Procurement “works” for the field contracting officer. What tools and policies are working? What is still needed?

A

Communication is key—we want to make things better for our people in the

field. Working on the right things—issues of importance to them. The first step is outreach. An example of our virtual outreach program is the new Defense Procurement and Acquisition Policy Web site [<http://www.acq.osd.mil/dpap>]. The site contains links to *Acquisition Today*, which provides real-time notice of policy changes that affect field personnel. Personnel can sign up to automatically receive the notices. About 85,000 people receive notices this way.

In addition to this virtual presence, the DPAP staff maintains a very robust speaking schedule that is not limited to the Washington D.C., local area. Every year we try to reach out to acquisition and contracting personnel worldwide. At each speaking opportunity we ask the audience to describe any barriers that prevent them from doing their jobs. Those become action items for DPAP staff—and the field activity gets an answer back as to what we are going to do about eliminating the perceived barrier.

The last outreach and communication area that I want to mention today is ensuring all new initiatives are clearly communicated to field activities via organized, structured, focused presentations. We have begun writing training materials at the same time that changes in acquisition rules are developed, with the intent of having good training modules ready for deployment when the rule changes become final. We have established quite a portfolio of free online training modules that are available at the continuous learning DAU Web site [http://clc.dau.mil/kc/no_login/portal.asp]. These modules are available to anyone, including our industry counterparts!

In order to ensure that the training materials resonate with the field personnel, we are in the process of conducting focus groups to understand how to better describe the impact of the changes and how to better connect with mid-level personnel who have completed their basic training courses.

Continuous feedback from our customers is vital to ensure that we pro-

vide effective and timely training—thus fulfilling our goal of having the best trained contracting and acquisition workforce in the world. A well trained workforce with the right business tools at their fingertips is vital for ensuring our soldiers, sailors, airmen, and Marines get the most out of every defense dollar.

Q

If we recognize that Defense industry deserves to make reasonable profits, how can the acquisition process be improved to increase the attractiveness of the government as a customer? What is a reasonable profit and who decides that?

A

When discussing contractor profit, it is important to remember that about two-thirds of what we buy is bought competitively. We are also relying more and more on commercial items to fulfill our needs. For competitive and commercial items, we rely on the marketplace to generate fair and reasonable prices. Contractors are assumed to have priced a reasonable profit into their prices, based on market conditions. Thus, for competitive and commercial items, we don't examine costs and profit; instead, we look at price.

For the remaining sole-source, non-commercial items, we employ a structured profit policy that is designed to ensure an integrated assessment of the business, technical, and financing risks associated with each contract. It provides contracting officers with a structured way to consider profit by focusing on the factors that DoD believes are most appropriate for each contract. We have made adjustments to those factors over the years when necessary to address changed conditions in the defense industrial base. For example, in the year 2000 we introduced a technical risk factor that allows contracting officers to recognize higher profit objectives for those contractors that are incorporating state-of-the-art technology into our requirements.

In the past, since profit objectives are based on costs, when a contractor pro-

posed a reduced cost base we often reduced our profit objective. This made no sense. In effect, we punished the contractor for becoming more cost-efficient.

We therefore revised our profit policy about a year ago to create a new cost-efficiency factor that enables contracting officers to increase profit objectives by up to an additional four percent for contractors who have a proven track record of reducing costs. We also increased the relative weight we accord to the technical and management risks associated with contract performance. These adjustments to our profit policy will enable us to retain and attract vendors capable of addressing our need to obtain cutting-edge technology at prices we can afford.

Q

The Honorable Edward C. "Pete" Aldridge, Under Secretary of Defense for Acquisition, Technology & Logistics, outlined five major goals for acquisition. In your opinion, on his first goal, how can we show Congress that we are credible and effective in executing the acquisition and logistics process? Where have we failed in the past and where can we do better?

A

We always have to remember that the basic purpose of the acquisition system is to provide for the needs of warfighters; get them what they need, when they need it, at an affordable cost. Our credibility suffers to the extent that we fail to meet this basic responsibility.

There are a number of things being done that greatly enhance our prospects for success. One of these is the emphasis on evolutionary acquisition and spiral development. We all know the old saying, that "better is the enemy of good enough." Through evolutionary acquisition we can provide significant capabilities sooner, rather than not providing anything until all of the Weapon Systems requirements are met. Risk management and cost estimating are also enhanced.

Along these lines, we are now insisting on using the most realistic cost estimates

available for budgeting purposes, so that programs will have the resources necessary to succeed. There is one other very important thing we could do to help programs succeed; impart real stability to the program. This applies in two areas—cost and requirements. Once a program is on contract, we should insist that the Services fund it as initially planned. This would at least allow the program a fighting chance at performing as expected.

Similarly, requirements changes should be severely restricted, at least within an ongoing spiral. Rather than disrupting ongoing development efforts, emerging requirements should be held for the next spiral. There is wide agreement that these initiatives will greatly improve our ability to execute acquisition programs more successfully. However, problems do arise in practice. Due to heavy demands on scarce resources, there is always a temptation to take money out of a program for other uses. We must maintain strong discipline in resisting these temptations.



Secretary Aldridge's fifth goal aims to leverage technologies to "create the warfighting capabilities, systems, and strategies of the future." Can you describe efforts you and your staff are making to help the acquisition community support this goal?



My staff is working hard to address this goal. To transform how the Department acquires weapon systems, goods, and services to support warfighting strength, technological capabilities and efficiencies must be brought to bear to a far greater degree than in the past. Electronic business or eBusiness implements business technologies and transforms business processes. The Under Secretary of Defense for Acquisition, Technology and Logistics directed the establishment of an eBusiness office within AT&L to be the engine of change. The eBusiness office focus will be twofold—external and internal.

The external focus eBusiness office, under my purview, will lead the trans-



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formation of the acquisition/procurement business environment of the AT&L enterprise and external business partners through electronic business governance, the application of technology, and alignment within the Department's business modernization programs and within CIO [Chief Information Office] initiatives. The office will support the President's Management Agenda and eGovernment initiatives, including the Federal Acquisition environment. It will establish:

- eBusiness guidelines and standards to create an accessible, efficient, effective, seamless, and collaborative acquisition process.
- The governance of eBusiness across the DoD acquisition community to support the integrated acquisition end state and the forthcoming Federal Management Enterprise Architecture.
- The review, approval, and enforcement of standards, constraints, guidelines, processes, and products for use within the acquisition community.

Much of the effort required of the acquisition, technology and logistics workforce in supporting this goal involves understanding what tools, programs, and policies are already in place to help them. There are a number of tools that we have fielded under eBusiness.

The Standard Procurement System is one that we are working hard to improve while we continue to implement it. Wide Area Workflow is a tool for electronic invoicing that helps speed the process of paying vendors for goods and services that they have delivered. Beyond these examples of tools that directly help our people in the field, we have several projects that operate behind the scenes making the eBusiness systems work better. Everything we do is oriented to supporting our workforce.

In early November last year, my staff jointly conducted a workshop with the Director, Defense Research and Engineering called "Leveraging Technology in an Evolutionary Acquisition Environment." The workshop objectives were to obtain feedback from DoD and industry participants on the draft version of our soon-to-be-published guide, *A Managers Guide to Technology Transition in an Evolutionary Environment: A Contact Sport*, and to identify and develop recommended actions addressing significant issues associated with the technology transition process.

The workshop was a huge success and the guide was published on Jan. 31, 2003. An outreach and communication strategy was developed and training objectives targeted as follow-on efforts to

support the release of the guidebook and further help the workforce. There is a great deal of interest in the technology transition area, and we are committed to supporting the workforce with the tools necessary to help make the process better.

Q

Secretary Aldridge mentions access to better training opportunities and more movement among the Services and between the field and headquarters staffs as being keys to success. Would you care to comment on your role in this?

A

I am working closely with DAU to ensure that our training products are global in their reach and focused on career-long learning. We coordinate the education of over 129,000 students worldwide. DAU has responded and has forward-deployed over 260 faculty positions into five regions near our customers' work centers. The university has also established strategic partnerships with over 44 organizations, institutions, and private associations to help meet customer total learning needs.

DAU is now providing targeted performance support with subject matter expertise to major weapon system program offices such as: Joint Strike Fighter, Future Combat System; DD-X; Precision Munitions; and Missile Defense. Technology has not only expanded the reach of training, but also enabled the AT&L community to have access to some 40 continuous learning modules, numerous communities of practice linking experts and best practices, and an AT&L Knowledge Sharing System (AKSS). All of these have become integral parts of our total learning solutions in support of the learning needs of the workforce.

For years DAU has provided certification and assignment-specific training for our workforce. That training has been successful—and DAU is building on that success by moving to emphasize critical thinking skills and case-based training. But, we need to go beyond certification to provide Web-based continuous learning so that our work-



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force, both those who have been certified and those who are not in certification disciplines, can keep current with the Department's emerging policies and new initiatives.

My office is responsible for developing some of that continuous learning training as part of our outreach and communication process. In addition, my office is pursuing expanding our central referral system for open critical acquisition positions in OSD and the Defense Agencies (where employees can see po-

sitions in other agencies and apply for those positions) to all acquisition, technology, and logistics positions DoD-wide. We are also looking at several different intern and rotational programs to provide developmental opportunities across the Department.

Q

Secretary Rumsfeld often says that preparing for the future requires transforming the operational force and the way it operates. Is it necessary to transform the existing acquisition workforce to be successful in the transformed future Rumsfeld foresees, and if so how do we determine the new skill requirements?

A

Today's acquisition workforce is dedicated and talented, and everyone recognizes that changing mission and program requirements associated with transformation impact the capabilities needed in the future workforce. The forecast of increased retirements during the next five years exacerbates the impact. We view the intersection of these two events as an opportunity to shape the acquisition workforce to add even greater value to the changing missions and programs.

Two years ago, we began focusing leadership attention and resources on human capital strategic planning—the component of organizational strategic planning that focuses on the workforce. Human capital strategic planning enables leaders to identify the workforce capabilities (characteristics such as occupations, academic disciplines, and level of experience; behaviors, such as innovation and risk-taking; and values, such as willingness to take risks, and fortitude to speak truth to power) that the leaders believe their organizations need to accomplish their mission or programs—their strategic intent; and contrast the future desired distribution of the needed capabilities in the workforce with the current inventory projected into the future, assuming continuation of current human resource management policies and practices. That comparison enables them to identify gaps between what they need and what they will have by default.

Finally, human capital strategic planning identifies an aligned set of human resource management policies and practices, and resources and authorities that leaders believe will close the gaps and produce the workforce they need to accomplish their strategic intent. We call this a business case analysis of the workforce needed to accomplish the leaders' strategic intent. Human capital strategic planning is a radical departure from the way we do the people business today, and we are in the early developmental stages of a time-phased plan to develop a mature human capital strategic planning capability.

Q *Secretary Rumsfeld expects the Department to develop a culture of innovation—a willingness on the part of commanders and subordinates to take risks and try new methods and ideas to be successful in the future. What is being done to develop this culture of innovation within the acquisition workforce?*

A Changing culture is one of the most difficult leadership challenges. It is particularly difficult for a large and complex organization like the Department of Defense. As I mentioned earlier, we are focusing leadership attention on human capital strategic planning, and cultural shaping is one aspect of it. Again, this is a new organizational activity and we are in the early developmental stages on a long path to developing a mature human capital strategic planning capability.

Our time-phased plan focuses on identifying the competencies needed to conduct cultural shaping and developing those competencies in small teams next year. Developing a culture of innovation will require extensive, unrelenting senior leadership attention and devoted resources.

Q *Are you expecting any legislative changes that will help the DoD AT&L community?*

A We have several very bold legislative proposals and a supportive leadership.

They have not yet been cleared, so I cannot discuss them in detail. These proposals are designed to increase flexibility by minimizing prescriptive practices, encouraging innovative solutions by our acquisition professionals, and rewarding success. Stay tuned.

Q *You rose through the ranks to become NASA's senior acquisition official and you have a distinguished record as a reformer and innovator. What has allowed you to be a successful innovator and reformer and what are the pluses and minuses of this role?*

A I thoroughly enjoy my contracting career. Working in a number of different locations on a broad array of programs was a terrific opportunity. I cannot tell you the number of times something would come across my desk and I would ask, "Why do we do this?" and the answer was less than satisfying—"That's the way it's always been done," or "See the 1969 memo." Yet, I quickly learned that these things could be changed, and a proactive contracting officer could really make a difference.

My goal for DPAP is to facilitate the innovativeness of the people in the field. We want to hear their ideas and concerns and take action. The biggest plus is that we can change things—the minus is the time it often takes to make these public policy changes.

Q *What can DAU do to better serve the needs of the DoD AT&L community?*

A DAU is providing learning resources 7 days a week, 24 hours a day—the concept of anytime, anywhere learning or getting the right information to the right employee at the right time. This concept helps new employees gain job-critical skills and provides current employees with the new skills necessary to meet the challenges of tomorrow.

DAU re-engineered its curricula to take advantage of today's e-learning practices and technology. They have optimized

certification training, performance support, communities of practice, and continuous learning opportunities. DAU is now transforming Contracting training to provide the right mix of case-based training and critical thinking to replace "cookbook" answers.

Through the CLC [Continuous Learning Center], DAU provides a "toolbox" of electronic performance support that provides access to the "right" knowledge to perform in a rapidly changing workplace with flexible and adaptable solutions.

In FY 2003, DAU is reengineering its logistics and sustainment curriculum along the tenets of the FLE [Future Logistics Enterprise]. This reengineered logistics curriculum will not only benefit the logistics workforce but is intended for incorporation in other workforce areas, particularly program management, contracting, systems engineering, and business and financial management. FLE advancement and DAU logistics curriculum reengineering go hand-in-glove. DAU is moving out rapidly on new initiatives, particularly in assisting the acquisition workforce to implement the new DoD 5000 policy on total life cycle systems management and performance-based logistics.

Q *What is the best piece of career development advice you were ever given?*

A Be flexible, mobile, and energetic. Knowing the rules is certainly necessary, but not sufficient. Focus on the end result and work well with others to ensure success.

Q *What do you hope will be your legacy?*

A I hope my legacy will be an acquisition workforce recognized for their business excellence.

Editor's Note: To learn more about DPAP's activities and programs, visit the new DPAP Web site at <http://www.acq.osd.mil/dpap>.