

Kaminski Distributes New Defense Acquisition Career Development Council (DACDC) Charter

Council's Senior Acquisition Decision Makers Poised to Provide Increased Guidance, Leadership, Counsel to DSMC Managers

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Perhaps you've never heard of the Defense Acquisition Career Development Council (DACDC), chaired by Under Secretary of Defense (Acquisition and Technology), Dr. Paul G. Kaminski. However, the Council is alive and well, and working actively to ensure the Department of Defense (DoD) has the most professional, educated, trained, developed, and qualified Acquisition Workforce (AWF) in the entire world. And they've assembled DoD's senior acquisition leaders to make it happen.

Background

The Under Secretary of Defense (Acquisition and Technology) (USD[A&T]) established the DACDC to advise him on policies, programs, and support in executing statutory requirements for the education, training, and career development of the DoD AWF.

Specifically, the Council's primary mandate is to assist the USD(A&T) in carrying out the provisions of DoD Instruction (DoDI) 5000.58.¹ Toward that end, they assist in formulating policy for the education, training, and career development of the acquisition workforce, approving training budgets, reviewing Component Acquisition

Career Program Board proposals, performing oversight of the execution of DoDI 5000.58 and related AWF issuances, and assuring, so far as is practicable, uniform implementation of DoD policies and procedures.

Strengthened and Revitalized

In a move designed to strengthen and revitalize the DACDC, Kaminski announced several changes to the Council's charter in a Dec. 23, 1996, memorandum to the Council associates and members:

...I have made several changes to strengthen the Council. These

modifications streamline the membership, include industry representation, increase participation of customer organizations, [and] treat the Defense Systems Management College (DSMC) separately from the Defense Acquisition University (DAU)...

Among those changes was the establishment of the DSMC Board as one of three Boards that will assist the Council in carrying out its functions.

This restructuring, as depicted in Figure 1, recognizes DAU, DSMC, and

Figure 1. Acquisition Career Program Organizations



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the Acquisition Career Program Review Board (ACPRB) as separate standing boards, and gives each an opportunity to surface its educational concerns, programs, and requirements to some of government's most senior acquisition officials. To wit, the composition of the DSMC Board, chaired by Principal Deputy Under Secretary of Defense (Acquisition and Technology), R. Noel Longuemare, includes:

- Deputy Under Secretary of Defense (Acquisition Reform)
- Commander, Army Materiel Command
- Commander, Air Force Materiel Command
- Principal Deputy Assistant Secretary of the Army (Research, Development, and Acquisition)
- Principal Deputy Assistant Secretary of the Navy (Research, Development, and Acquisition)
- Principal Deputy Assistant Secretary of the Air Force (Acquisition)
- Commander, Marine Corps Systems Command
- Commander, Defense Contract Management Command
- Deputy Assistant Secretary of Defense (C³I, Acquisition)
- Army DISC⁴
- Deputy Assistant Secretary of the Navy (C⁴I)
- Director, DISA
- Director, Information Dominance (SAF/AQI)
- Director, Acquisition Program Integration (OUSD[A&T])
- President, Defense Acquisition University

DSMC's mission requires that the College—

Promote and support the adoption and practice of sound systems management principles by the acquisition workforce through: education and training, research, consulting, and information dissemination.

- Executive Secretary: Commandant, DSMC
- Advisor: Director, Acquisition Education, Training, and Career Development

The DSMC Board's charter reflects its commitment to support and complement the goals and ongoing initiatives of the College: *Review current operations and advise the Commandant, DSMC, regarding future plans and initiatives, and identify and provide customer feedback for products and services.*

This is an exciting change for the College—an opportunity to reap the benefit of specific, College-focused counsel and guidance from many of the most influential acquisition policy makers and senior leaders in government.

DSMC Presentation

On January 8, 1997, the Council met for the first time under its revised charter. Each of the three boards was represented. Tom Crean, President, Defense Acquisition University (DAU), reported on the initiatives, strategies, and activities of the DAU. Likewise, Dr. Jim McMichael, Director of Acquisition Education, Training, and Career Development, Office of the Deputy Under Secretary of Defense for Acquisition Reform, briefed the activities of the Acquisition Career Program Review Board, including critical program areas. Army Brig. Gen. Richard A. Black, DSMC Commandant, reported to the DSMC Board and other Council members on several College initiatives and activities intended to:

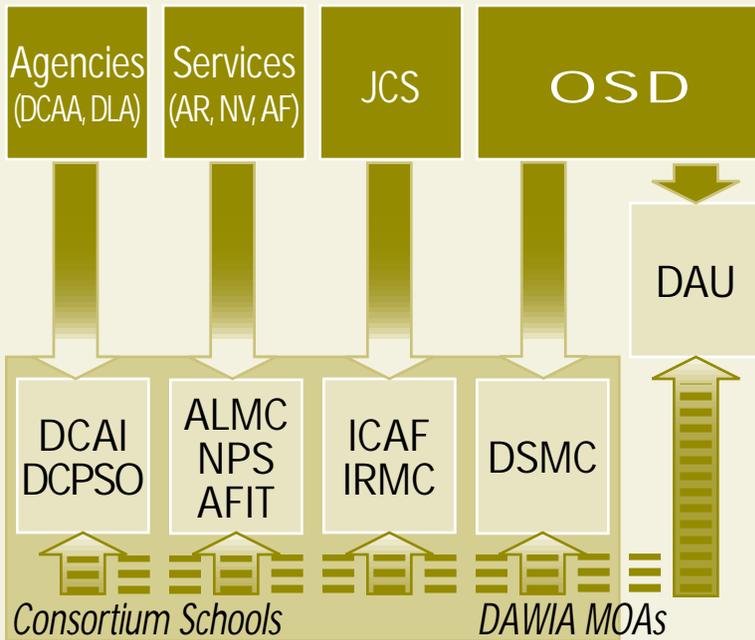
- describe where the College stands now and how it meets the Council's needs;
- obtain the Council's approval of DSMC's future-year plan;
- obtain the Council's guidance regarding Program Budget Decision 081 Fee-for-Service option (discussed more fully in succeeding paragraphs); and
- review DSMC's *top-line resources* to support its programs.

Black began his presentation by describing DSMC's role as a member of the DAU consortium schools, with the mission of educating, training, conducting research, consulting, and disseminating information on behalf of the acquisition workforce. DSMC's mission requires that the College—

Promote and support the adoption and practice of sound systems management principles by the acquisition workforce through: education and training, research, consulting, and information dissemination.

As a member of the DAU consortium of schools, DSMC recognizes its role as a member of a team providing edu-

Figure 2. Education Organizations — Oversight and Relationship



cation and training in a centrally managed, decentrally executed manner to the AWF. In describing that role, Black also explained the oversight and relationship of each consortium school to its higher headquarters (Figure 2), as well as several ongoing and future initiatives.

Education and Training Courses Offered by DSMC (DAU and Non-DAU). Ninety percent of DSMC-taught courses are Level II (Intermediate) or Level III (Advanced).

Student Training Weeks. The College planned, developed, and achieved a remarkable growth in student training weeks. From FY 90 to FY 97, DSMC experienced an 89-percent increase (from 17,000 in FY 90 to over 32,000 in FY 97).

Course Offerings. DSMC currently teaches 69 percent of its courses at the DSMC main Fort Belvoir campus, 19 percent at Regional locations, and 12 percent at other on-site locations.

Research, Consulting, and Information Dissemination Products and

Services. These products and services focus on program offices, program executive offices, systems commands, OSD and Service staffs, and other defense entities, as requested. Black cited several ongoing or completed specific research, consulting, and information dissemination projects and products.

In FY 96, the College expended over 13,500 manhours in conducting research, and 15,000 manhours in consulting efforts. *Program Manager* magazine and *Acquisition Review Quarterly* journal reached an audience of 18,000 (bimonthly) and 14,000 (each quarter) respectively. Also in FY 96, the College distributed 73,000 guidebooks and received hundreds of thousands of hits on the DSMC Home Page, now posted on the World Wide Web (<http://www.dsmc.dsm.mil>).

DSMC’s Future Direction

Black focused the second part of his presentation on the College’s future and how DSMC will respond to future educational challenges.² The following paragraphs outline those challenges, which DSMC will meet or exceed

using materials, strategies, and techniques consistent with the fast-paced culture of acquisition reform and the dynamic times in which the College works to serve the AWF.

DSMC Customer Survey. As a result of an “Azimuth” Summary from its customers, DSMC determined that the College must expand its education efforts to ultimately reach out to the entire Defense Acquisition Workforce Improvement Act (DAWIA)-defined AWF and beyond. The College must adapt its education efforts to differing Service acquisition career progressions. DSMC must work closely with the DAU and pursue innovative (long distance, broadcast education) delivery means for its courses. And finally, DSMC must collaborate with Defense Acquisition Career Managers (DACM), Deputy DACMs, and Materiel Commands to ensure a closer supplier/customer relationship.

DSMC’s Adaptation to Changing Environment/Mission Implications.

Environmental changes in the DoD AWF have profound mission implications for the College. As a result of a smaller AWF, DSMC needs to support the DAU in its efforts to train the workforce to be multi-disciplined. *Reduced budgets* generate a need to produce more with less. *More modifications to existing systems* prompt the need for tailored education to meet specialized requirements. *Acquisition reform*—encompassing all its regulatory, legislative, strategic, and policy implications—demands that DSMC seek new and improved acquisition management tools. Information technology, specifically in the form of electronic communications, makes distance learning to reduce education lead-time an attractive option the DAU and the College must pursue.

Five Strategic Initiatives

To meet the challenges, DSMC developed a plan that presupposes the active support and involvement of every DSMC staff and faculty member. Five strategic initiatives will serve as

the foundation and roadmap by which the College will meet those challenges:

No. 1: Expand Regional Operations

DSMC's objective is to increase course availability at concentrated AWF locations. This will reduce student temporary duty funding and time away from home. The College also wants to standardize classrooms, including computers, audio-visual systems, furniture, fixtures, and equipment. Although there will be an initial set-up cost for each classroom, no additional faculty requirements will be generated.

No. 2. Implement Distance Learning Techniques

The College intends to bring acquisition education directly to the AWF at concentrated AWF locations. This will require that it package some DSMC courses into a distance learning format. As part of DSMC's distance learning strategy, the College will capitalize on regionalization infrastructure to enable curriculum development, course updates, and teaching electronically from DSMC to other consortium schools and AWF locations. This initiative, in collaboration with DAU, is a work in progress.

No. 3. Provide Continuing Education

The College, in collaboration with the DAU, will use infrastructure established at hubs and satellites, and distance learning techniques to provide continuing education to the AWF. As part of its continuing review and, where necessary, course redesign, DSMC will package continuing education into modules appropriate to distance learning. And finally, the College will work with host installations to improve acquisition management training materials and availability at local Education and Training Resource Centers.

No. 4. Expand research and consulting services for the AWF.

The College will continue its momentum to provide quality products and services to more of the AWF. DSMC intends to do this by leveraging its access to DoD policy makers, program

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No. 5. Broaden non-DAWIA Student Base

The College's current plan continues to give first priority to the DAWIA AWF, but also includes non-DAWIA DoD personnel whose jobs impact the acquisition process, such as users, requirements generators, materiel managers, and supporting staff. In addition, DSMC wants to expand our educational opportunities to defense industry members as well as non-DoD employees from other federal agencies. This initiative will not only benefit the defense AWF, but also result in better working relationships and cooperation with our non-DoD and defense industry contractors.

Emphasis on Fee-for-Service Activities

Since FY 94, DSMC has decreased its personnel staffing by 18 percent. The College plans further reductions to achieve its goal of 29 percent by FY 01. To help reach that goal and not have to go beyond it, the Council directed

DSMC to implement a fee-for-service approach in the area of consulting, which will be spread across the entire faculty to maintain currency and better serve the AWF.

Under the management of Dr. Jim Price, Dean, Research, Consulting, and Information Division (RCID), fee-for-service within DSMC would be implemented on a phased approach to test viability. DSMC will work to increase its consulting efforts while simultaneously increasing its fee-for-service consulting efforts. Minor consulting efforts requiring five days or less would continue to be mission-funded (free of charge to the customer). Major consulting efforts, however, requiring more than five-days' effort, would be paid for by the requesting organization.

DSMC's plan for implementing fee-for-service for consulting efforts has several advantages. It initiates fee-for-service on a limited, trial basis; results in OSD continuing to fund core/general consulting efforts; conducts major project consulting efforts as fee-for-service; and allows for annual reassessment.

What's Ahead?

The next meeting of the DSMC Board is scheduled for March 17, 1997. The Council reconvenes in October 1997. DSMC is committed to fully supporting and capitalizing on the expertise and guidance it receives from the DSMC Board and the DACDC. As the initiatives and plans discussed in this article are implemented, changed, added to, or deleted, the College will keep you—the readers and students—fully informed.

E N D N O T E S

1. DoDI 5000.58, "Defense Acquisition Workforce" (Washington, D.C.: Government Printing Office), Jan. 14, 1992.

2. *The DSMC Corporate Plan FY 97* contains a complete and detailed summary of DSMC's future direction, plans, initiatives, and ongoing programs.