



With the official opening of its West Region campus in San Diego, Calif., on Jan. 28, 2004, the Defense Acquisition University (DAU) takes a major step towards achieving its goal of transforming Department of Defense (DoD) acquisition training in support of the Acquisition, Technology and Logistics (AT&L) workforce. The official ribbon-cutting ceremony was hosted by DAU President Frank Anderson (left) and DAU West Region Dean Andrew Zaleski.

Photo by Richard Mattox

chipped in and pulled together. So, when you look at this facility,” he added, “what we’ve created here is embedded learning, and it represents the best of what can happen in the Department if we learn how to collaborate, share, and work as a team of one.”

Anderson told the audience that DAU holds classes during the day; the Navy College is running courses at night that will help young sailors pursue their degree requirements; and NPS is able to reach out to a much larger and broader Army and Navy community throughout the nation from their teaching center here.

**“ABOUT TWO YEARS AGO, MR. WYNNE ASKED THAT WE LOOK AT WAYS TO TEAM AND PARTNER, SO THAT WE *LEVERAGE THE DOLLAR INVESTED IN LEARNING* ... IT IS A LOT BETTER FOR THE DoD COMMUNITY WHEN WE CAN CREATE THIS KIND OF FACILITY THAT CAN BE USED BY MORE THAN ONE DoD ORGANIZATION.”**

**—FRANK ANDERSON JR.  
PRESIDENT, DAU**

“About two years ago, Mr. Wynne asked that we look at ways to team and partner, so that we *leverage the dollar invested in learning*,” said Anderson. “It is a lot better for the DoD community when we can create this kind of facility that can be used by more than one DoD organization. So I am really excited about what has happened here today.”

### Strategic Partnerships Signed

In conjunction with the ribbon cutting, the DAU West Region signed three Strategic Partnerships with Alliant International University (AIU), San Diego, Calif; University of California, Los Angeles (UCLA); and University of California, Irvine (UCI). These partnerships offer significant educational opportunities for the Department of Defense Acquisition, Technology and Logistics (DoD AT&L) workforce, whereby multiple DAU courses may be transferred toward professional certificates, bachelor’s, master’s, and doctoral programs.

**Editor’s note:** [Manley](#) provides contract support to the DAU West Region.

### Andrew Zaleski

*Dean, Defense Acquisition University West Region (DAU West)*



**A**ndrew Zaleski has held numerous leadership and management positions during 30 years' active duty in the United States Air Force, followed by seven years in the defense industry, and most recently as a federal civilian assigned to the Defense Acquisition University (DAU). Since rejoining the DAU in 2001, he has served as its first director of strategic planning and presently serves as the dean of the West Region.

While in the Air Force, he served as the base commander at Hanscom Air Force Base, Concord, Mass; chief planner and programmer for Air Force Systems Command (AFSC) formulating a \$50 billion Program Objective Memorandum; AFSC chief of cost management, sponsoring numerous ACAT I program cost estimates through the OSD Cost Analysis Improvement Group (CAIG); weapon systems acquisition officer in two program management offices (B-1 Bomber and Fleet Satellite Communications); and contract administrative services officer in three defense industry plants, where he also served as an administrative contracting officer.

In the early 1990s, Zaleski served as the dean and Air Force element commander at the Defense Systems Management College, Fort Belvoir, Va. He acted as the college's key implementer of

the Defense Acquisition Workforce Improvement Act and the focal point with the newly established Defense Acquisition University. Subsequently, he worked in industry, and was employed by Tecolote Research as their Washington Operations manager before returning to the DAU.

Zaleski was a senior research fellow at the National Defense University, Fort McNair, Washington, D.C. He is certified at Level III in DoD Program Management and Financial Management. He holds a bachelor's degree in engineering from the United States Military Academy, and two master's degrees—one in Systems Management and the other in athletic administration from the University of Southern California.

**S**eated at the head of the table as they sign an educational partnership agreement are Alliant International University (AIU) President, Dr Judith E. N. Albino, and Defense Acquisition University President Frank Anderson Jr. Also present at the signing are from left: Dr. Eric V. Gravenberg (AIU vice president for marketing and enrollment management); Dr. Mink Stavenga (dean, U.S. International College of Business); Andrew Zaleski, DAU West Region dean; and Kevin Carman, DAU West Region associate dean. The agreement with AIU allows for DAU course credits to be evaluated for transfer into all United States International College of Business certificate and degree programs, including bachelor's of business administration, information systems and technology management, and international business administration. Under the graduate degree programs, transfer of credits is acceptable for entry into the master of business administration, master of international business, and the doctor of business administration programs. DAU courses will be evaluated for the global logistics specialist certificate and the graduate certificate program in strategic management. Additional information concerning AIU programs is located online at < <http://www.alliant.edu> > .



**L**ori Munoz-Reiland (second from left), director, business and management/corporate education, University of California, Irvine, joins Frank Anderson Jr., DAU president (center), in signing an educational partnership agreement. Other officials attending the signing ceremony were from left: Angela Jeantet, assistant director, business and management/corporate education, University of California, Irvine; Andrew Zaleski, DAU West Region dean; and Kevin Carman, DAU West Region associate dean. The agreement with UCI allows for DAU course credits to be evaluated for transfer into six graduate certificate programs including the certificate in software engineering, systems engineering, certificate in environmental management, certificate in safety management, certificate in facilities management, and certificate in project management. Additional information concerning the UCI Extension programs is located online at < <http://www.uciextension.com> > .



**D**r. Frank E. Burris (second from left), director, Department of Engineering, Information Systems and Technology Management (EISTM), joins DAU West Region Dean Andrew Zaleski in signing an educational partnership agreement. Also present at the signing were Kevin Carman, DAU West Region associate dean (left), and DAU President Frank Anderson (right). The agreement with UCLA Extension - EISTM offers a wide variety of programs and courses in technical and management disciplines. The agreement provides that DAU courses be accepted for entry into the certificate in manufacturing engineering, professional designation in government contract management, professional designation in government cost estimating and pricing, professional designation in purchasing, materiel management, and project management. Additional information concerning the UCLA Extension programs is located online at < <http://www.uclaextension.edu> > .



### **MILITARY DEPUTY TO ASA(AL&T) ADDRESSES ARMY ACQUISITION WORK-FORCE ISSUES AND INITIATIVES**

*Christina Cavoli*

**W**hen Army Lt. Gen. Joseph Yakovac Jr., took over the position of Military Deputy (MILDEP) to the Assistant Secretary of the Army for Acquisition, Logistics and Technology (AL&T) in December of 2003, he decided to take the first six months of his three-year tenure to focus on the military and civilian people who make up the Army Acquisition Corps. He announced that people and the personnel system would be his initial primary objective, even at the expense of other important issues.

The result has been a new plan that Yakovac hopes will bring the Acquisition Corps more in line with the challenges in managing and monitoring the career progression of a large, diverse workforce as well as the current pace of Army acquisition as it exists today.

Yakovac spoke at the Defense Acquisition University (DAU) at Fort Belvoir, Va., on April 16, in an open forum with members of the National Capital Region's AL&T workforce. He talked about his goals and objectives for the future of the Army Acquisition Corps and addressed current topics impacting the acquisition community at large.

"I have strong opinions, and at times, I act the 'benevolent dictator,'" said Yakovac. While some of his deci-

sions, he noted, are made without universal agreement, he is initiating changes that, based on his personal experience, are necessary.

### A New Vision for Senior Leaders

In his first week as MILDEP, Yakovac implemented a major change from his predecessors by deciding not to serve as the senior rater for every program executive officer in the Army. His personal style of leadership, he explained, dictated that he rate only those with whom he had much greater interaction and direct communication, and the MILDEP position precluded this sort of relationship. Additionally, Yakovac said, he wanted to see leaders from across the acquisition community serve as senior raters, thus involving them in the process of selecting the next generation of general officers.

As he reviewed the career paths for O-6 officers, Yakovac noted a startling fact: for the past few years, almost all O-6 officers—about 75 percent—had been centrally selected for command opportunities. The central selection average for an Army officer at large was between 25 to 30 percent. These Acquisition Corps command selects, he noted, were “voting with their feet” by declining command opportunities in significant numbers, suggesting that maybe these selections were not providing a real “opportunity” after all.

Yakovac determined to drive down the number of centrally selected command opportunities to fall within the army-wide average. Reducing the number of command selects, he explained, would allow such a selection to serve as an indicator of potential when an O-6 file is reviewed by the general officer board. Now, according to Yakovac, a job previously identified as “command-select” can be offered as a good job in a good location that should attract the right person rather than forcing command-selects to accept the job regardless of location or duties.

### Rethinking Job Descriptions

Yakovac said he recently dedicated an entire week to reading every Army position listed on the Military Acquisition Position List (MAPL)—as “painful” as that was. Gaining a thorough knowledge of how members of the Acquisition Corps are being employed, however, reinforced to him that people are too often used as a resource where no one may be considering what that “resource” is being asked to do. Many of the job descriptions were written over a decade ago, he noted, with little thought as to the needs of a future organization; often, the original “birthright” number of acquisition officers has remained steadfast despite changing organizational

goals and structure. Yakovac cautioned that in the future organizations accustomed to an automatic renewal of their supply of acquisition officers might find their mandate had been reduced from a standard 10 to perhaps only two, or whatever appeared applicable to their current mission.

After spending time reviewing every Army AL&T position, Yakovac said he has gained a good idea about where all 1,640+ MAPL positions are located and what is expected of acquisition officers. Some current slots are expected to be converted to civilian slots; others will be downgraded or deleted. He added that the attrition will occur over the next few years as these positions transition naturally; people will not be moved out of positions ahead of schedule to accommodate reorganizations.

Yakovac hopes to retain an acquisition footprint in places where the presence of acquisition professionals makes a difference in decisions as they pertain to the Army at large. He stated that an increased presence on the Joint Staff would be helpful, and he does not anticipate any reduction of presence in the Training and Doctrine Command (TRADOC), although restructuring may occur.

### Developing Acquisition Professionals in a Larger Framework

Considering what the AL&T workforce expects is an important component in managing the Acquisition Corps, Yakovac said. He talked about an informal survey that was issued to the Acquisition Corps that focused on basic questions:

- Do you think that the job you are in is professionally rewarding?
- If you were to be replaced, and your replacement called you to discuss your position, would you recommend your job?

The survey received over 600 responses, mainly from people serving in their first job. The results made clear that people were not always getting what they had signed up for; many, he noted, were being used in other ways, but not in a fashion that focused on learning and reinforcing acquisition skills.

Yakovac described a major change in the way acquisition professionals are developed by outlining a plan to establish regional networks that would develop and educate the acquisition workforce by exposing individuals to a variety of postings. He described a current study that is considering establishing a system that would post people to a region rather than a specific assignment; ac-



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**—Army Lt. Gen. Joseph Yakovac Jr.  
Military Deputy to the ASA(AL&T)**

acquisition leaders within each region would then be responsible for establishing a rotational plan for each acquisition officer that would provide a solid range of experience and education, and prepare the acquisition officers to comfortably handle a variety of PM taskings as they progress through a career. This breadth of experience, he predicted, could prove pivotal in creating successful officers and future leaders.

Yakovac commented that he was finding the civilian acquisition workforce “harder to crack” than their military counterparts because of legislative constraints, but he nonetheless envisions an incentive system under which the Army’s 40,000+ civilian acquisition workforce members might be better motivated. Civilian acquisition professionals, he advised, need to anticipate greater movement in their careers in the future; and those that are willing to compete for the most prestigious advancements would be those that are willing to shoulder such tasks as relocating. Yakovac predicted that a new and better system would emerge that could track civilians willing to make such career shifts and provide them specific opportunities accordingly.

### **A Note on Specialization**

Yakovac noted that there are perhaps too many acquisition professional qualifiers, and that perhaps the corps has become over-stratified; for example, he questioned whether the “T” or testing qualifier was necessary given that most acquisition professionals should be able to perform tasks associated with this specific qualifier. He also focused on the increasing need for the “C” qualifier: contingency contracting. This requirement has grown almost overnight in importance, and now constitutes a large part of what the Acquisition Corps does, he stated. Furthermore, recent TRADOC guidance has defined the Armored Unit of Action breakout as including a requirement for contingency contractors; such emerging needs, he said, underscore the need for the modern acquisition professional to be adaptable. “Jobs and job

descriptions,” he emphasized, “can’t remain stuck in the way the organization once operated.”

Summarizing, Yakovac said, “In the final analysis providing product to soldiers is the only reason acquisition professionals exist; to do so successfully, the Acquisition Corps must be flexible and have a workforce that can handle the constant change that is a modern reality.” He added that in addition to serving the warfighter, acquisition professionals must also be given a meaningful professional experience. Yakovac has publicly vowed to ensure his workforce is given the tools and environment necessary to achieve both goals.

*Cavoli is a freelance writer/editor currently providing contract support to Defense AT&L magazine.*

### **UNIQUE IDENTIFICATION (UID) MANDATORY ON DOD SOLICITATIONS**

**U**nique Identification (UID) is a mandatory Department of Defense (DoD) requirement on all solicitations issued on or after Jan. 1, 2004. The *DoD Guide to Uniquely Identifying Items* and other relevant UID materials including policy memoranda can be found at <<http://www.acq.osd.mil/uid>> or <<http://www.uniqueid.org>>. The Defense Acquisition University (DAU) has developed UID program training that is available via on-site presentation. To request DAU training, send an e-mail to [uidprogramtraining@dau.mil](mailto:uidprogramtraining@dau.mil).

### **NDIA TO SPONSOR DEFENSE SYSTEMS ACQUISITION MANAGEMENT COURSE OFFERING FOR INDUSTRY MANAGERS**

**T**he National Defense Industrial Association will sponsor offerings of DAU’s Defense Systems Acquisition Management (DSAM) course to interested industry managers Aug. 16-20, 2004, in Denver, Colo., and Nov. 29 – Dec. 3 in Orlando, Fla. DSAM uses the same acquisition policy information provided to DoD students who attend the Defense Acquisition University

courses for formal acquisition certification. 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 new DoD 5000 series (directive, instruction, and guidebook).
- Defense acquisition and logistics excellence initiatives.
- Defense acquisition procedures and processes.
- The Planning, Programming, and Budgeting System and the congressional budget process.
- The relationship between requirements generation, resource allocation, science and technology activities, and acquisition programs.

For further information, contact Christy O'Hara (703) 247-2586 or e-mail [cohara@ndia.org](mailto:cohara@ndia.org). Prospective government students must first contact Air Force Maj. Jim Ashworth at (703) 805-5809 or e-mail [james.ashworth@dau.mil](mailto:james.ashworth@dau.mil).

### POSITION CATEGORY DESCRIPTIONS & EXPERIENCE, EDUCATION & TRAINING REQUIREMENTS FOR FISCAL YEAR 2004

The deputy director, defense procurement and acquisition policy (acquisition workforce and career management) has released the fiscal 2004 approved position category descriptions and career field experience, education, and training requirements. The requirements are effective Oct. 1, 2003.

Unless designated as DESIRED, the requirements are MANDATORY for certification. The lists also include training requirements that will change during the fiscal year as new courses are deployed; each new course is listed with a projected deployment date. The career fields with projected changes are Contracting; Industrial/Contract Property Management; Purchasing; and Life Cycle Logistics (Sustainment path).

The descriptions and requirements can be downloaded from the Defense Procurement and Acquisition Policy Web site at < <http://www.acq.osd.mil/dpap> >. Should you have any questions, please contact Karla Merritt at (703) 681-3444 or e-mail [karla.merritt@osd.mil](mailto:karla.merritt@osd.mil).

### OVERVIEW OF USD(AT&L) CONTINUOUS LEARNING POLICY

Acquisition personnel in Defense Acquisition Workforce Improvement Act (DAWIA) billets who are certified to the level of their position

must earn 80 continuous learning "points" to meet Continuous Learning Policy requirements issued by the USD(AT&L) on Sep. 13, 2002. Continuous learning augments minimum education, training, and experience standards. Participating in continuous learning will enhance your career by helping you to:

- Stay current in acquisition functional areas, acquisition and logistics excellence-related subjects, and emerging acquisition policy.
- Complete mandatory and assignment-specific training required for higher levels of DAWIA certification.
- Complete "desired" training in your career field.
- Cross-train to become familiar with, or certified in, multiple acquisition career fields.
- Complete your undergraduate or advanced degree.
- Learn by experience.
- Develop your leadership and management skills.

A point is generally equivalent to one hour of education, training, or developmental activity. Continuous learning points build quickly when you attend training courses, conferences, and seminars; complete leadership training courses at colleges/universities; participate in professional activities; or pursue training through distance learning. Continuous Learning points are assigned to distance learning courses < <http://clc.dau.mil> > based on their academic credits or continuing education units. Other activities such as satellite broadcasts, viewing a video tape, listening to an audio presentation, or working through a CD-ROM or Internet course can earn continuous learning points on a 1 point per 1 hour of time devoted to that activity. On-the-job training assignments, intra- and inter-organizational, rotational, broadening, and development assignments may also qualify toward meeting the continuous learning standards.

### NEW SUPPORTABILITY GUIDEBOOK

The Office of the Secretary of Defense has prepared a new supportability guidebook titled *Designing and Assessing Supportability in DoD Weapon Systems: A Guide to Increased Reliability and Reduced Logistics' Footprint*. The guidebook can be found on the AT&L Knowledge Sharing System Web site at < [http://acc.dau.mil/simplify/ev.php?ID=15943\\_201&ID2=DO\\_TOPIC](http://acc.dau.mil/simplify/ev.php?ID=15943_201&ID2=DO_TOPIC) >.

One fundamental change in DoD policy is the designation of the weapon system Program Manager (PM) as the life cycle manager (Total Life Cycle Systems Management, or TLCSM), responsible not only for effective and timely acquisition of the system, but also for service as the primary manager and single point of ac-

countability for sustainment of a weapon system throughout its life cycle.

This guide provides a template for PMs to use in defining and assessing their program activities to meet DoD policy requirements throughout the weapon system life cycle. Emphasis is placed on designing for increased reliability and reduced logistics footprint and on providing for effective product support through performance-based logistics (PBL) strategies.

The guide uses the Defense Acquisition Management Framework and a systems engineering process to define the appropriate activities and required outputs throughout a weapon system's life cycle to include those related to sustainment of fielded systems. A System Operational Effectiveness framework is included that shows the linkage between overall operational effectiveness and weapon system and product support performance.

This guide provides a reference for PMs and their teams to design in and then assess the effectiveness of their TLCSM responsibilities in implementing PBL strategies anywhere along the system's life cycle.

(Lawrence Thurman/SAAL-PA/DSN 664-7021/e-mail: [lawrence.thurman@us.army.mil](mailto:lawrence.thurman@us.army.mil))

### CORROSION PREVENTION AND CONTROL PROGRAM TRAINING AVAILABLE

The Defense Acquisition University (DAU), in conjunction with the Acquisition, Technology and Logistics-chartered Corrosion Action Team, has developed training for program offices in implementing Corrosion Prevention and Control (CPC) planning. Per acting under secretary of defense for acquisition, technology and logistics (USD(AT&L)) memorandum of Nov. 12, 2003, CPC planning is now required for all acquisition programs. The training—which includes an introduction by the USD(AT&L), Michael Wynne, an overview brief, and hyperlinks to the *CPC Program Guidebook* and other CPC Program documentation—is available at DAU's CPC Training Web site <[http://view.dau.mil/presentations/wynnepubfinal/corrosionprevention\\_files/default.htm](http://view.dau.mil/presentations/wynnepubfinal/corrosionprevention_files/default.htm)> or send an e-mail requesting a CPC Program training CD to [cpcprogramtraining@dau.mil](mailto:cpcprogramtraining@dau.mil).

### UNIVERSITY OF VIRGINIA-DEFENSE ACQUISITION UNIVERSITY FORM STRATEGIC PARTNERSHIP

The University of Virginia and DAU have established a new partnership. This partnership allows DAU courses to count toward undergraduate cer-

tificates in accounting, procurement and contracts management, human resources management, and information technology. It also covers graduate certificates in procurement and contracts management, information security management, technology leadership, leadership, e-Commerce, and project management. For more information on the University of Virginia/DAU educational partnership, contact Wayne Glass at [wayne.glass@dau.mil](mailto:wayne.glass@dau.mil).

### ACQUISITION PROFESSIONAL DEVELOPMENT PROGRAM (APDP) TRAINING

Students interested in attending the DAU-sponsored, mandatory acquisition training to meet the criteria for APDP certification should consult the DAU catalog <<http://www.dau.mil/catalog/default.asp>> or contact their local training office for additional information. Air Force students can also submit an application for a DAU course via ACQ Now, the Air Force's secure registration system for DAU courses: <<https://www.atrrs.army.mil/channels/acqnow/default.asp>>. DAU offers several basic acquisition courses via the Internet <<http://www.dau.mil/registratrar/apply.asp>>, and these courses are open to any interested DoD employee. As members of the AT&L workforce, you are encouraged to take advantage of these training opportunities, especially the Web-based ACQ 101 course since it is a prerequisite for many of the other acquisition courses.

### PERFORMANCE-BASED SERVICES ACQUISITION (PBSA) UPDATE

The purpose of the *Seven Steps to Performance-Based Services Acquisition (PBSA)* online guide <<http://www.arnet.gov/Library/OFPP/BestPractices/pbsc/home.html>> is to be the one-stop resource for all PBSA information to assist the acquisition community in awarding performance-based acquisitions. The guide is updated regularly with new policies and regulations, guidance, and now samples and examples. Some new additions to the guide are:

- Vetted samples and examples available online (click on the "Library" link at the above Web site); and
- Executive Version (hardcopy) of the guide that can be downloaded and printed (click on the "Executive Summary" link at the above Web site; then click on "Download Executive Version."

The General Services Administration welcomes PBSA information to add to the PBSA Web site, especially best practices, samples, and examples of performance work statements, performance incentive plans, performance measures and standards, and quality assurance sur-

veillance plans for any Service. To contribute to the PBSA repository of information, please submit documents to [SevenStepstoPBSA.Feedback@gsa.gov](mailto:SevenStepstoPBSA.Feedback@gsa.gov).

### AT&L KNOWLEDGE SHARING UPDATE

#### **BUSINESS, COST ESTIMATING AND FINANCIAL MANAGEMENT (BCEFM) SPECIAL INTEREST AREA**

If the BCEFM career field had a motto, it would be “Show me the money!” Without finances, defense acquisition programs would quickly stop. Fortunately, there is a new resource for the BCEFM career field—the BCEFM Special Interest Area (SIA) now online at the Acquisition Community Connection (ACC) Web site < <http://acc.dau.mil/bcefm> > . A brief overview of topics covered in the BCEFM SIA follows:

- **Cost Analysis**—Requirements for acquisition program cost estimates; estimating methodologies; learning curve; links to the Service cost analysis agencies.
- **Defense Industry Business Management**—financial management from the perspective of the defense contractor; evaluating a company's financial condition; business strategies.
- **Financial Management**—financial management from the government perspective, which includes topics on budget formulation (building a budget), budget enactment, and budget execution.
- **Budget Policy**—DoD budgeting policies (full, incremental, annual, etc); link to the DoD Financial Management Regulation; other useful links; budgeting implications of contract types; working capital funds.
- **PPBE**—The Planning, Programming, Budgeting and Execution (PPBE) System; Structure of the Future Years Defense Program (FYDP); budget exhibits.
- **Budget Enactment**—Congressional budget enactment process; DoD acquisition program oversight report requirements; links to recent legislation affecting DoD; links to sites covering congressional activity.
- **Budget Execution**—Apportionment of funds; execution process; fiscal law; reprogramming; obligation and expenditure plans; useful links.
- **Earned Value Management**—Theory and application of Earned Value Management.

In addition to finding information about various BCEFM topics, the SIA also contains information and links about upcoming conferences and events, and links to online learning materials, policy updates, and related Web sites.

If you are not currently a member of the ACC but are interested in joining the BCEFM community, please go

to < <http://acc.dau.mil/> > and click “Join Now” on the right side of the home page. In the “Request Comment” link on the left side of the application screen, indicate your interest in being a part of the new BCEFM community. Also, the community is still looking for expert editors to be a part of the community. If you are interested in contributing, please contact the BCEFM community editor, John Jansen at: [john.jansen@dau.mil](mailto:john.jansen@dau.mil).

#### **PRODUCTION QUALITY MANUFACTURING SPECIAL INTEREST AREA**

**M**anufacturing, as a discipline, has undergone dramatic changes in the last 10 years, and the area will continue to evolve for the production quality manufacturing (PQM) professional. As such, transformation is driving many new and pertinent questions for these professionals, such as:

- Where should the focus of the program manager (PM) be?
- How far does the program management office go in implementing this philosophy?
- Does the use of performance specification contracting mean there should be no insight?
- Does developing an insight into contractor operations and processes constitute telling contractors how to do their jobs?
- Should a production plan be required with incremental manufacturing reviews, or will the integrated product team environment suffice?
- How can I use design for producibility to help meet cost as an Independent variable goals?
- Does the program really have a manufacturing strategy and is it integrated with the acquisition strategy?
- How will the adaption of e-Manufacturing affect the ability of my contractor to perform on my program?

Perhaps the greatest benefit comes not from a specific answer but from the analyses and open discussions that ensure the right questions have been asked before tough issues are assumed away or ignored under the guise of acquisition reform.

The PQM Special Interest Area (SIA) is the place involved members can come not only to discuss these types of questions in online threaded discussions, but also to find learning materials, presentations, case studies, references, related Web sites, government reports, and much more about the ever-growing PQM area. Specific areas include product design, policy and guidance, process design and control, supply chain management, tools, training center, and community connection.

Visit the new PQM SIA at <<http://acc.dau.mil/pqm>> if you'd like to become a member. Also, if you are interested in contributing more fully to this site, please contact the site editor, Bill Motley at [bill.motley@dau.mil](mailto:bill.motley@dau.mil).

### RENEWED FOCUS ON SYSTEMS ENGINEERING AT THE DEFENSE ACQUISITION UNIVERSITY

Dr. Randy Zittel

As complexity in DoD's technologies and products throughout the life cycle has grown, the importance of systems engineering has also grown. The global economy's interest now rivals the U.S. defense industries' dependence on systems engineering to manage the complexity of DoD's advanced technological systems. Since the early days of intercontinental ballistic missiles, systems engineering has been the methodology to manage competing requirements—an absolute necessity for safety and accuracy while achieving ever-increasing performance.

From its founding in 1990 as a national defense-related professional society to its emergence as an international organization with 49 chapters in 14 countries, the International Council on Systems Engineering (INCOSE) has promoted systems engineering as a formal academic discipline and world-class approach to product design in every market from defense, environmental restoration, automobiles, appliances, medical equipment and agricultural prioritization to anti-terrorism analyses. In addition, INCOSE is developing a professional systems engineering certification, a systems engineering body of knowledge, and numerous other activities that advance systems engineering state-of-the-art.

Publication of a February 2004 memorandum from the under secretary of defense for acquisition, technology and logistics (USD(AT&L)) titled, "Policy for Systems Engineering in DoD" is driving good systems engineering practices and processes back into the acquisition process. At the Defense Acquisition University (DAU), Dr. John R. Snoderly, a professor of systems engineering and founding member of INCOSE is leading that effort.

Snoderly, a past presiding president of INCOSE, has served as a professor at the DAU since 1980, as a pre-

### PQM Site Main Page and Navigation



vious systems engineering department head, and is currently the program director for all systems engineering curricula at DAU. He was elected chair of the INCOSE Technical Board in 1998 and president-elect in 2001. His recently concluded tenure as president ran from 2002 to 2004.

Snoderly cemented a DAU/INCOSE partnership agreement in January 2004 to share systems engineering information and support the USD(AT&L) initiative of revitalizing systems engineering in DoD. Additionally, he significantly expanded the interest in systems engineering and INCOSE by adding numerous international chapters and affiliations with the French and South Korean national systems engineering societies, as well as formal corporate sponsorships from the Japan Aerospace Exploration Agency and a number of U.S. gov-

Dr. John R. Snoderly, a professor of systems engineering at the Defense Acquisition University, is a founding member and past presiding president of INCOSE (2002-2004).

DoD photo



ernment agencies, including Naval Air Systems Command; Naval Surface Warfare Center–Dahlgren; Office of the Director, Defense Systems, USD(AT&L); National Security Agency; U.S. Air Force Center for Systems Engineering Excellence; and Federal Aviation Administration.

DAU benefits from the opportunities presented by INCOSE to remain on the leading edge of the systems engineering discipline, because membership from within the ranks of DAU staff and faculty translate into advancements in DAU's systems engineering curricula. In addition to updating the many existing courses offered by DAU, new courses in systems engineering, science and technology transition management, and advanced concept technology demonstrations were developed for 2004. DAU is currently teaching tailored systems engineering courses for Defense Contract Management Agency, Defense Information Systems Agency, Naval Air Systems Command, Defense Threat Reduction Agency, Defense Logistics Agency, Army Aviation and Missile Command and Program Executive Office-Aviation, Federal Aviation Administration, and the Australian and South African Departments of Defense.

During his tenure, INCOSE has transformed its governance and focus to a true international body. Snoderly was succeeded this year by Heinz Stoewer of Space Associates, GmbH, of Germany—the first truly international president of INCOSE.

*Zittel is a professor of systems engineering at the DAU Capital and Northeast Region, Fort Belvoir, Va.*

### INTERACTIVE DOD 5000 SERIES DOCUMENTS

The Defense Acquisition University has activated an interactive DoD 5000 Web site as a useful tool intended to allow users to easily navigate among the following three interactive DoD 5000 series documents: DoD Directive 5000.1, DoD Instruction 5000.2, and the *Defense Acquisition Guidebook*.

The interactive DoD 5000 documents at <<http://dod5000.dau.mil/dod5000%20instructions.htm>> contain internal and external links to sources of information based on subject matter and topic areas, and are integrated with the AT&L Knowledge Sharing System (AKSS) and Acquisition Community Connection (ACC) Web sites at <<http://deskbook.dau.mil/jsp/default.jsp>> and <[http://acc.dau.mil/simplify/ev\\_en.php](http://acc.dau.mil/simplify/ev_en.php)> respectively.

### ACQUISITION COMMUNITY CONNECTION SHORTCUT URL'S

The Defense Acquisition University has now made it easier for you to get directly to your favorite areas within the Acquisition Community Connection (ACC) Web site. For easier access, bookmark these shortcut URLs:

<b>Program Management:</b>	<a href="http://acc.dau.mil/pm">http://acc.dau.mil/pm</a>
<b>Risk Management:</b>	<a href="http://acc.dau.mil/rm">http://acc.dau.mil/rm</a>
<b>Contract Management:</b>	<a href="http://acc.dau.mil/cm">http://acc.dau.mil/cm</a>
<b>Systems Engineering:</b>	<a href="http://acc.dau.mil/se">http://acc.dau.mil/se</a>
<b>Logistics Management:</b>	<a href="http://acc.dau.mil/log">http://acc.dau.mil/log</a>
<b>Facilities Engineering:</b>	<a href="http://acc.dau.mil/fe">http://acc.dau.mil/fe</a>
<b>Essential Models Project:</b>	<a href="http://acc.dau.mil/emp">http://acc.dau.mil/emp</a>
<b>Information Technology:</b>	<a href="http://acc.dau.mil/it">http://acc.dau.mil/it</a>
<b>PQM:</b>	<a href="http://acc.dau.mil/pqm">http://acc.dau.mil/pqm</a>

### U.S. ARMY HUMAN RESOURCES COMMAND, ALEXANDRIA, VA. ARMY APPROVES RECOGNITION OF PROFESSIONAL LOGISTICIAN CERTIFICATION

Effective April 15, 2004, Army officers/warrant officers in any branch/specialty who have been awarded the designation "Certified Professional Logistician" (CPL) by The International Society of Logistics (SOLE) are authorized to add their CPL certification to their Officer Record Brief (ORB) and Official Military Personnel Folder (OMPF). This change to AR 600-8-104, *Military Personnel Information Management/Records* authorizes the inclusion of the CPL certificate in the OMPF. The CPL joins, among others, the Certified Professional Engineer (CPE), the Certified Professional Accountant (CPA), and the Certified Professional Contract Manager (CPCM) as civilian-granted professional certifications authorized for documentation and recognition as specialized education and training. The CPL certification will be reflected in "Section X—Remarks" on the lower left portion of the ORB. Army National Guard (ARNG) CPLs can submit their certifications now to the respective State Military Personnel Offices. All Army/Army Reserve CPLs can submit their documentation, following one of the procedures below:

Submit a notarized copy of the SOLE CPL certificate to your assignment officer at:

#### FOR ACTIVE ARMY

COMMANDER  
U.S. ARMY HUMAN RESOURCES COMMAND  
ATTN: AHRC-OPC (YOUR BRANCH)  
200 STOVALL STREET  
ALEXANDRIA VA 22332

## CAREER DEVELOPMENT

### FOR ARMY RESERVE

COMMANDER  
U.S. ARMY HUMAN RESOURCES COMMAND  
ATTN: ARPC-ARO-R (for AGR) or ARPC-CIS-PV (for  
IRR/TPU/IMA)  
1 RESERVE WAY  
ST. LOUIS MO 63132-5200

### FOR ACTIVE ARMY ONLY

Scan and e-mail a copy of the certificate to your Assignment officer. Addresses can be found on the HRC Web site at <<http://www.perscom.army.mil/opmd/Branch%20Homepages.htm>>.

For any of the above procedures include your name and social security number on the side corner of the copy of the certificate. Include a note indicating your name and social security number and state that you want CPL certification added to your OMPF. Your assignment officer will update your ORB and forward the certificate for inclusion in PERMS—the Army's Personnel Electronic Records Management System.

Questions regarding the Active/Reserve ORB/OMPF procedures should be directed to Army Maj. James Kennedy (OD), XO CSSD at 703-325-5262 or [kennedj0@hoffman.army.mil](mailto:kennedj0@hoffman.army.mil). ARNG questions should be directed to the respective State Military Personnel Office. For assistance

in replacement CPL certificates or questions regarding the CPL program, contact SOLE Headquarters at 301-459-8446 or [solehq@erols.com](mailto:solehq@erols.com).

### ACQUISITION SUPPORT CENTER PUBLISHES HANDBOOK ON "ACQUISITION CAREER MANAGEMENT ADVOCATES"

The U.S. Army Acquisition Support Center (ASC) at Fort Belvoir, Va., has published a fiscal 2004 *Acquisition Career Management Advocates (ACMA) Handbook* to provide the tools needed to help ACMAs communicate with and support the workforce and ASC. This is the first tool of its kind to be developed especially for the ACMA's interest and needs. It covers a variety of ACMA-specific topics including roles and responsibilities and the tools available to the ACMA to help accomplish tasks. It is designed to be a desktop reference. The handbook is only available on the ASC Web site at <<http://asc.army.mil/pubs>>. Updates will be made periodically.



## AT&L WORKFORCE—KEY LEADERSHIP CHANGES

### NEW EXPEDITIONARY FIGHTING VEHICLE PROGRAM MANAGER

The Marine Corps Expeditionary Fighting Vehicle (EFV) officially changed program managers during a ceremony at the EFV program office in Woodbridge, Va., on April 1. Col. Clayton Nans, the current program manager, retired from active duty in the U.S. Marine Corps and was replaced by Marine Col. Michael Brogan, who was previously the product group director for infantry weapons systems at Marine Corps Systems Command. Brogan has also served as commander of the 3rd Assault Amphibian Battalion at the 1st Marine Division and program manager for the Advanced Amphibious Assault Vehicle survivability program.

### DEPARTMENT OF DEFENSE NEWS RELEASE (MARCH 17, 2004)

#### FLAG OFFICER ANNOUNCEMENTS

Secretary of Defense Donald H. Rumsfeld announced today that the president has made the following nominations:

Navy Capt. James M. Hart has been nominated for appointment to the rank of rear admiral (lower half). Hart is currently serving as deputy for naval aviation and tactical air systems to the deputy director, Defense Systems, Air Warfare, Office of the Under Secretary of Defense, Washington, D.C.

Navy Capt. Archer M. Macy Jr., has been nominated for appointment to the rank of rear admiral (lower half). Macy is currently serving as major program manager for integrated warfare systems, Washington, D.C.

Navy Capt. William D. Rodriguez has been nominated for appointment to the rank of rear admiral (lower half). Rodriguez is currently serving as major program manager for command and control systems, San Diego, Calif.

Navy Capt. Victor C. See Jr., has been nominated for appointment to the rank of rear admiral (lower half). See is currently serving as deputy program manager for systems engineering, Space and Naval Warfare Systems Command, Chantilly, Va.