

DEFENSE ACQUISITION EXECUTIVE
OVERVIEW WORKSHOP
**CRASH COURSE IN ACQUISITION FOR
SENIOR EXECUTIVES**

Collie J. Johnson

At the Defense Acquisition University (DAU) the job of course manager is inherently full of complex and demanding challenges in analyzing the needs of students and matching them against available resources. And that job becomes particularly formidable when an element of the unknown is factored into the equation.

Consider this real-time directive: design a “tell me everything I need to know about acquisition” course with only 24-hours’ notice, duration unknown, number of participants unknown, and curriculum unknown. Tailor the curriculum to the individual(s), who are flag officers or Senior Executive Service (SES)-level civilians. Find the right resources and faculty to present the course and help them juggle their own schedules and commitments to teach the course. In short, forget about establishing a regular course schedule or budget—the course will be taught and funded as the need arises.

Almost by Accident

Dr. Bob Burnes, Defense Acquisition Executive Overview Workshop (DAEOW) course manager, has managed the impossible for over eight years now with remarkable results. In fact, June 16-18 marked the 100th offering of the DAEOW—a course that started almost by accident.

In January 1995 a certain political appointee was told that he needed to go somewhere and find out about this thing called “defense systems acquisition.” The “somewhere” he selected was the Defense Systems Management College (now a campus of the Defense Acquisition University). The school put on a special one-time-only short course—two days—with everything he needed to know about acquisition. DAU West Region Dean Andrew Zaleski, then head of DAU’s Academic Programs, put it together and delivered it with his staff and other members of the faculty.

Zaleski was expecting the political appointee and three or four of his lieutenants. Instead, 25-30 of his staff showed up.

Over the years, the course has spanned the gamut from one to 15 people. “I think the best interchange and learning,” Burnes notes, “occurs when the boss is there—the general officer or commander along with the chief of staff.” He explains that when two are firing questions at

The Defense Acquisition Executive Overview Workshop (DAEOW) program provides senior executives with current, pertinent information, specifically tailored to meet their particular needs as decision makers in the ever-changing environment of the DoD acquisition community. The program further serves as a career-long resource for acquisition-related continual learning.

the instructors, that interchange provides two perspectives because obviously the chief of staff has a different job from that of the commander.

Starting in September 1995, six months after the political appointee and his staff completed the first DAEOW, folks started calling and coming. The Services have all sent senior executives through DAEOW. Today, over 175 students have completed the course.

Not Necessarily a One-Time Shot

“Because it’s so tailored,” says Burnes, “you could call it consulting. You could call it continuing education. It’s quite possible people could come back several times. In other words, if they go into an assignment in contract-

ing and don't know enough about contracting, they attend; then the next assignment is logistics, and if they don't know enough about logistics, they come back. This is not necessarily a one-time shot.”

Naturally the course has evolved over the years to encompass globalization and the many changes in the acquisition process brought about by acquisition reform, but the original intent remains remarkably the same: give busy senior executives a crash course in acquisition, make it relevant, and make it intensive.

Three unique features mark the course: no canned curriculum, no schedule, and no set duration. However, Burnes notes that most courses run from one-half to two days with as few as one or as many as five students. He normally starts out by faxing students a quick survey covering all the acquisition areas. Working with each executive's point of contact, they jointly develop a curriculum, sending it back and forth for further refinement. The final curriculum, he says, determines the length of the course. Once the dates are agreed upon and finalized, Burnes then schedules faculty experts to present the class.

“So far, with only two exceptions, we've been able to address all the requested topics using our own faculty,” says Burnes. “We've had the right expertise, and it was available at the right time. But if DAU doesn't have the expertise,” Burnes adds, “we'll find it.” On two occasions he brought in an expert from DoD. “So that's another pool of expertise,” he noted.

“No” Not an Option

Burnes views requests for the workshop as requests that “we [DAU] cannot afford to turn down—no matter what the situation.” He notes that there's no tuition involved; the only expense to the organization or participant is TDY expenses.



DAEOW Course Manager Dr. Bob Burnes (left) conducts a session of the Defense Acquisition Executive Overview Workshop for Marine Col. R. E. White, assigned to Marine Corps Systems Command (center), and Marine Col. Slade Brewer, who requested the course after assuming duties as commander, Marine Corps Operational Test & Evaluation Activity.

DoD Photo

Demand for the course has never stopped. And Burnes is confident the course will remain a part of the DAU curriculum in years to come. “People need to know that there's something a little different down here,” he says. “A little more specialized, one-on-one desk-side discussion, that will bring them up to speed quickly in areas where they are lacking—through no fault of their own—particularly if they've taken on responsibilities they have not had an opportunity to experience.”

Burnes calls DAEOW a “fire hose of information, experiences, and lessons learned.” It's something he is confident students can grasp quickly in a few days from experts, so that they have some idea of what they're facing and where others have been before them.

To inquire about DAEOW, contact Burnes at (703) 805-4563, DSN 655-4563, Fax (703) 805-3201, or by e-mail at bob.burnes@dau.mil.

Johnson is editor-in-chief, Defense AT&L.

HOWARD UNIVERSITY AND DEFENSE ACQUISITION UNIVERSITY FORM STRATEGIC PARTNERSHIP

The Defense Acquisition University and Howard University have established a strategic partnership agreement to provide educational opportunities to defense workforce personnel through a certificate program in Supply Chain Management (SCM). Under the agreement, students will be offered the same courses in the certificate program that are offered to Howard University MBA students who major (“concentrate”) in SCM.

AT&L students who have taken any one of the following courses will be allowed to transfer one of these courses into the Howard University certificate program:

- ACQ 201 Intermediate Systems Acquisition Course
- PMT 301 Program Management Course
- PMT 302 Advanced Program Management
- PMT 352 Program Management Office Course.

For more information, visit the Howard University Supply Chain Management Certificate program Web site < <http://www.bschool.howard.edu/scm/Certificate/default.htm> > or call 202-806-1725.

DOD LIST OF FORCE TRANSFORMATION CASE STUDIES

On March 31, 2004, the Defense Department's Office of Force Transformation commissioned a number of “case studies” to determine the military's ability to conduct network-centric operations. Several are due to be completed during the summer of 2004. Others, focused on operations in Iraq and Afghanistan, are scheduled for February 2005.

Case Studies

To date, one case study is complete, six are ongoing, and four are planned. The six ongoing case studies are scheduled to be ready for final review in July, 2004. The four planned case studies have a tentative completion date of February, 2005.

COMPLETED

Air-to-Air Mission

This case study explored in detail the increased mission effectiveness that USAF F-15Cs employing data links achieved in comparison to F-15Cs using voice only communications. This case study is currently available in PowerPoint format only.

ONGOING

These case studies are supported by a select team of scientists, engineers, and military operators from throughout the international defense community.

Command and Control of Networked Forces: CTF-50 During Operation Enduring Freedom

This case study explores how Commander, Task Force 50 (CTF-50) during Operation Enduring Freedom employed innovative, network-enabled C2 capabilities. Phase I of this case study is complete. A draft final report has been developed and is currently out for review and comment. In December, 2003 the case study findings were briefed to Navy Rear Adm. Zelibor, commander of Task Force 50. He concurred with the findings and approved this case study for general distribution. Final draft is currently under review.

Special Operations Forces

This case study explores how Navy Special Warfare Group One is employing network-centric warfare capabilities in support of Operation Enduring Freedom, Operation Iraqi Freedom, and the Global War on Terrorism.

Air-to-Ground

This case study explores the impact to date of the deployment of a variety of networking and digitization technologies by air and ground forces on the Air-to-Ground mission. Data for this case study draw from tests, exercises, and combat operations in Operation Enduring Freedom and Operation Iraqi Freedom.

Ground Maneuver—Stryker Brigade Combat Team

This case study explores how the U.S. Army's Stryker Brigade Combat Teams combine advanced networked enabled C2 capabilities and innovative tactics, techniques, and procedures to improve mission effectiveness.

Coalition Network Centric Operations during Operation Iraqi Freedom

This case study examines how U.K. Ground Forces employed network-enabled Blue Force Tracking Capabilities during Operation TELIC (U.K. support to Operation Iraqi Freedom). This case study is a collaborative effort between the DoD Office of Force Transformation and the U.K. Ministry of Defence and is co-funded by both departments.

Network Enabled Coalition Military Operations

This case study investigates the impact of network-enabled C2 capabilities on coalition military operations by examining in depth the insights and lessons learned by:

- ACE (Allied Command Europe) Mobile Force (Land) during employment of Immediate Reaction Task Force (Land)
- Multi-national forces during NATO Operation Amber Fox, which facilitated the first democratic elections in Macedonia
- 1st German Netherlands Corps operating as International Stabilization Force 3 in Afghanistan.

ONGOING

These case studies are currently ongoing with a tentative completion date of February 2005.

Networked Air-Ground Operations: Operation Iraqi Freedom

This classified case study examines how networked air, Special Operations, and ground forces operated in Western Iraq during Operation Iraqi Freedom.

Ground Maneuver: V (U.S.) Corps and 3rd (U.S.) Infantry Division in Operation Iraqi Freedom

The U.S. Army War College's Center for Information in Warfare will perform this case study on how the V (U.S.) Corps and 3rd (U.S.) Infantry Division employed network-enabled C2 capabilities during Operation Iraqi Freedom.

Application of Network Centric Operations in Stability and Restoration Operations

This case study examines how network-centric operations can support stability and restoration operations.

PLANNING PHASE

Application of Network-Centric Operations in Crises Management: Insights from the Asian SARS Crisis

This case study, conducted in collaboration with the Singapore Ministry of Defence, explores how the Government of Singapore employed network-centric operations concepts in dealing with the outbreak of SARS in 2003.

Networked Based Defense: Strategic Analysis of Information Age Transformation

This case study examines how Sweden's leadership apply the concepts of network-centric operations to size, shape, and change their armed forces to more effectively deal with the challenges of the information age. This case study will be performed in collaboration with the Swedish Ministry of Defense.

Editor's note: To learn more about the programs/initiatives of DoD's Office of Force Transformation, visit the

Office of Force Transformation Web site at <<http://www.oft.osd.mil/>> .

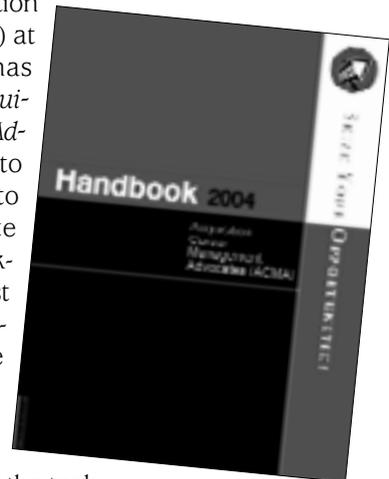
NAVAL AIR SYSTEMS COMMAND (NAVAIR) ACQUISITION GUIDE

The January 2004 *NAVAIR Acquisition Guide*, 19th edition, is readily available at two frequently used acquisition community Web sites: <<http://www.ntsc.navy.mil/Resources/Library/Acqguide/Acqguide.htm>> and <<http://akss.dau.mil/>> . This latest edition identifies the key activities and critical documentation required for naval aviation acquisition and puts these requirements in a concise, maintainable, and easy-to-use format to help program managers, integrated product teams, and naval aviation senior leadership in planning their programs and ensuring timely obligation/expenditure of funds budgeted.

NAVAIR members are encouraged to use the guide as a ready reference, and to make constructive comments for continual improvement to the *NAVAIR Acquisition Guide* manager. Send comments and suggestions to the NAVAIR Training Systems Division, Acquisition Support Team: <www.ORLO_OrlAcquisitionGuide@navy.mil> .

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 ACMA's communicate with and support the workforce and ASC. This is the first tool of its kind to be developed especially for the ACMA's interests 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.



UNIQUE IDENTIFICATION (UID) MANDATORY ON DOD SOLICITATIONS

Unique 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.

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

The National Defense Industrial Association will sponsor an offering of DAU's Defense Systems Acquisition Management (DSAM) course to interested industry managers 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. Prospective government students must first contact Air Force Maj. Jim Ashworth at (703) 805-5809 or e-mail james.ashworth@dau.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 aug-

ments 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.

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 > respectively.

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

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. 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.

AT&L KNOWLEDGE SHARING UPDATE ACQUISITION COMMUNITY CONNECTION TO GAIN THREE NEW SPECIAL INTEREST AREAS

Learning materials, guidance, references, lessons learned, community connection, and much more can be found online at the Acquisition Community Connection (ACC) Web site. Look for the following up-and-coming new Special Interest Areas (SIAs) at <<http://acc.dau.mil>> .

Science and Technology SIA

As the critical path to performance improvement with the potential for significant cost containment, science and technology (S&T) is an important part of the DoD budget. The S&T community is more interested in the transition of its products than in the past. With overall declining resources, the acquisition community needs to take advantage of the S&T products and must influence the S&T work in order to make it more applicable to ongoing needs. For additional information, contact the S&T editor, Dr. Bill Lukens, at bill.lukens@dau.mil.

SCIENCE & TECHNOLOGY CRITICAL PATH



Test and Evaluation SIA

Test and evaluation (T&E) is the process by which systems or components are compared against requirements and specifications through testing. The results are evaluated to assess progress of design, performance, supportability, etc. Developmental T&E is an engineering tool used to reduce risk throughout the defense acquisition cycle. Operational T&E is the actual or simulated employment of a system under realistic operational conditions by typical users. For additional information, contact the T&E editor, Dr. John Claxton, at john.claxton@dau.mil.

TEST & EVALUATION CRITICAL PATH



Software Acquisition Management SIA

Software acquisition management is the process of acquiring DoD software, managing its development and integration, and ensuring its supportability. The DoD needs to consider that systems are complex and cannot be developed in a single group. Requirements are complex and cannot be described in a few pages; they evolve as a result of technology, threats, and user operations concepts that are in constant flux. Users of the system are diverse and have a direct interest and impact on system requirements; end-users typically don't acquire the system, and the acquirer normally contracts with a developer in a buy-seller arrangement. For additional information, contact the software editor, Larry Baker, at larry.baker@dau.mil.

SOFTWARE ACQUISITION MANAGEMENT CRITICAL PATH



DEFENSE ACQUISITION UNIVERSITY DEPLOYS AT&L KNOWLEDGE SHARING SYSTEM (AKSS) 3.0 WITH INTERWOVEN

The Defense Acquisition University has procured and transitioned the AKSS to the Interwoven Content Management System (CMS), in a technical upgrade designed to improve the timeline for adding or correcting the content of AKSS. To the user, this means that new links and updates to golden sources, acquisition, technology, and logistics (AT&L) Web sites, training information, guidebooks and handbooks, and other menu driven content, can be added to AKSS almost instantly. Hot topics and suggested AT&L news articles can be posted to AKSS on the same day that they appear on the Web. Broken or misidentified links will be fixed or updated within minutes of discovery. The user will not see any change in the appearance or functionality of the AKSS. The new CMS capability ensures that AKSS 3.0 will remain a top resource for mandatory AT&L policy and information.

A new AKSS CD will be produced on or about August 2004. The CD will contain all of the new policy content that has been added to AKSS during the last 10 months. Additionally, DAU's fiscal year 2005 will unveil an initiative to organize, capture, and provide public access to course student materials via the AKSS. This learning material will cover all of the AT&L career fields and special interest areas. DAU's fiscal year 2005 will also herald the development of comprehensive performance support tools that will provide expert guidance and wisdom, saving all workers and agencies time and money and assisting new acquisition members in their job performance.

DAU will continue to enhance the implementation of policy and best practices through a formal lessons-learned capture and online access system; the dynamic links of the DoD 5000 instructions, guidebook, and Joint Capabilities Integration and Development System (JCIDS); and the advancement of new performance support tools, in-

telligent process wizards, and product development tools based on requirements generated by users, communities, the Office of the Secretary of Defense, Services, agencies, and DAU leadership. The current, dynamic DoD 5000 documents can be accessed at <http://dod5000.dau.mil> > . Long-term plans include the creation of an end-to-end acquisition model with embedded wizards to allow accurate and timely development of statutory and regulatory required plans, reports, and other program documentation.

LEARNING ASSET INTEGRATION (LAI) INITIATIVE

The Defense Acquisition University has embarked on a major new initiative focused on providing significantly improved job performance support to the AT&L workforce. The Learning Asset Integration initiative will allow the workforce anytime/anywhere access to the principal DAU learning assets that previously have been available previously only in the classroom or through a controlled formal distance learning course.

Career-long Learning

DAU provides career-long support through the products and services offered in its Performance Learning Model (PLM). A major DAU goal is to integrate and leverage all learning assets developed by and available to DAU to maximize the value of all assets to the AT&L workforce. Learning assets range from small objects like a graphic representation of the acquisition framework, to a large online career field community of practice and its body of knowledge. Learning assets cover the spectrum from internal and external sources as follows:

- Learning objects and courses developed by DAU's authoring tools
- Classroom course presentations and information artifacts
- Continuous learning modules/courses
- Rapid deployment training assets
- Targeted training assets
- Performance support assets
- DAU and Department of Defense guidebooks and handbooks
- Policy and reference documents (in AT&L Knowledge Sharing repository)
- Database of questions and answers ("Ask a Professor" in AT&L Knowledge Sharing repository)
- Case studies, best practices, automated templates/tools
- Knowledge communities, subtopic areas, and contributed assets
- Student-developed studies, reports, and lessons learned,
- Faculty business cards with identified areas of expertise (from the human resources database)

- Advanced distributed learning repository of DoD sharable learning objects.

What is LAI and how will it be accomplished?

LAI is capturing, organizing, life cycle managing, and providing open access to a broad spectrum of learning assets in a central digital repository or repositories. An architecture of the initial Learning Asset Integration is shown to the right.

DAU is in the process of selecting and purchasing a new learning content management system that will include a robust central digital repository. The repository will be configured to accept learning assets in structures/taxonomies that will make it easy for users to access the stored knowledge. The system will have easy-to-use templates for knowledge owners to contribute learning assets and describe them by using meta tags.

Why is LAI an imperative?

DAU believes it must integrate its learning assets to:

- Leverage and maximize the value of all DAU products and services
- Provide the most accurate and current knowledge available in all DAU products and services
- Enrich the activities and content in courses and course modules
- Minimize the cost of development and maintenance through asset reuse
- Help AT&L workers to develop career qualifications and competencies
- Help AT&L workers to stay current in their profession
- Help AT&L workers to do their jobs efficiently and in real time
- Help AT&L workers to make smart business decisions
- Support DAU's e-Learning vision and support future competency-based training.

INFORMATION TECHNOLOGY (IT) COMMUNITY OF PRACTICE

Sponsored by the office of the Department of Defense (DoD) deputy chief information officer (CIO), the Information Technology (IT) Community of Practice (CoP) is focused on improving the performance of the DoD IT workforce by providing access to best practices, lessons learned, and training and guidance information in a user-centered format. By incorporating net-centric concepts into everyday work through the cultivation of an information-sharing culture across program offices, the IT CoP is helping to leverage valuable expertise across the workforce for the benefit of all.

Learn While Doing

The IT CoP supports a learn-while-doing method of performance support that complements schoolhouse and distance learning. The IT Community also benefits from its collocated access to the functional communities of program management, risk, logistics, contracting, data, and systems engineering. By providing access to best practices, lessons learned, and examples that are tied to required policy and task guidance information, the IT workforce will have just-in-time access to required information.

IT CoP Growth Plan

The IT CoP is being developed by cultivating interaction within sub-communities. This evolutionary growth approach allows the IT CoP to grow as resources are provided for a particular need area. The goal is that over time, the IT CoP will become the golden source for the IT workforce. The Clinger-Cohen Act (CCA) Implementation Community is the flagship sub-community within the IT CoP. In addition to CCA, the Business Process Reengineering community has just started, and Information Assurance should come online in the next few months.

Clinger-Cohen Act Implementation Community

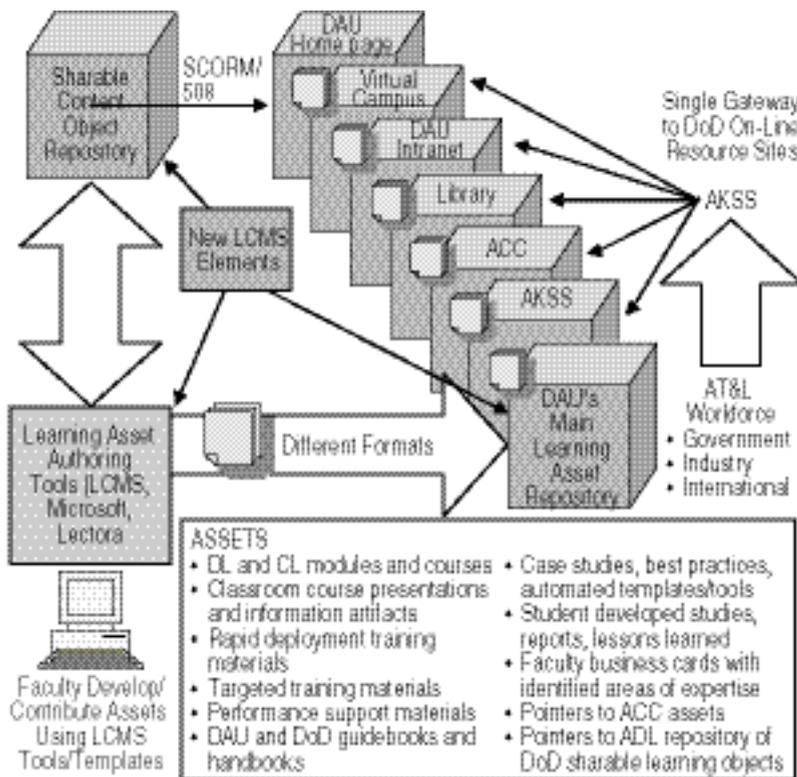
The CCA Implementation Community is dedicated to collecting and disseminating information about the CCA, a law that codifies best practices for the requirements definition and acquisition of IT programs. CCA applies to all IT systems including national security systems. The thrust of the community is to move CCA from being an after-the-fact paper drill to a tool that enables high-performance program management.

The CCA Community has a number of resources to help programs, including detailed task guidance for all the DoD 5000 CCA information requirements (such as outcome-based performance measures, post-implementation reviews, and the IT Registry). Along with key guidance documents, all federal and DoD policy information is integrated into the task support. Currently the community is working on collecting examples and templates for each of the CCA information requirements.

CCA Community Meeting—Avoiding Section 8084 Pitfalls

The first CCA Community meeting was held on June 24, 2004, and addressed avoiding the pitfalls of section 8084(c). Section 8084(c) of the Appropriations Act for FY 2004 re-enacted a provision that requires the DoD CIO to certify CCA compliance for major automated information systems to the congressional defense committees at acquisition milestones. Almost 50 people attended, facilitating discussion of many issues among a mix of oversight, program, and domain personnel: when new programs should start working CCA; what to do about inadequate sponsor involvement; the difference between outcome-based performance measures from acquisition measures; and others.

Learning Asset Integration (LAI) Through a Virtual Repository(ies) of Learning Assets and Leveraging Learning Assets for Workforce Job Support



Joining the IT CoP

If you are not currently a member of the Acquisition Community Connection (ACC) but are interested in joining the IT Community of Practice or CCA community, please go to <http://acc.dau.mil/> and click on the "Join" link on the right side of the page. Then in the application's "Request Comment" field, indicate your interest in being a part of the new IT or CCA community. We are still looking for subject matter experts to become part of the community, so if you are interested in participating, please contact the IT and CCA CoP Community coordinator, Noel Dickover: noel.dickover.ctr@osd.mil.