



## Career Development

### PROFESSIONAL SERVICES COUNCIL SIGNS PARTNERSHIP AGREEMENT WITH DEFENSE ACQUISITION UNIVERSITY

Donna Mandley

**O**n Sept. 7, 2005, DAU President Frank Anderson signed a strategic partnership agreement between DAU and the Professional Services Council (PSC). PSC President Stan Soloway signed the agreement on behalf of the PSC.

PSC is the leading advocate on legislative and regulatory policies and practices that affect the government professional and technical services industry. The council represents more than 185 companies of all business sizes that provide services—including information technology, engineering, logistics, operations and maintenance, consulting, international development, scientific, environmental, and social sciences—to virtually every agency of the federal government. Its primary mission is to improve, expand, and protect the federal marketplace for services providers. PSC is an effective advocate on a full range of procurement policy, outsourcing, and business-related issues affecting professional services at the federal level. In addition to working with Congress, the association forges and maintains partnerships and collaborations with numerous federal agencies and components to identify practical solutions to strategic and business challenges facing the government.

Currently, DAU classes do not provide detailed information about Services' acquisition practices. To address that void, the goal of the DAU-PSC partnership is to promote understanding and improvement in services acquisition practices that will enhance government and contractor communication, collaboration, and effectiveness on government programs. The DAU-PSC partnership, which was coordinated by DAU's Industry Chair, Navy Rear Adm. (Ret) Lenn Vincent, will seek to identify key areas associated with the procurement and management of professional services for inclusion in DAU course offerings and other training opportunities.

More information on DAU's strategic partnerships with links to the educational and professional opportunities offered by such partnerships is available at <http://www.dau.mil/about-dau/partnerships.aspx>.

### AIR FORCE PRINT NEWS (SEPT. 28, 2005) NEGOTIATION CENTER OF EXCELLENCE ESTABLISHED

Master Sgt. Mitch Gettle, USAF

**W**ASHINGTON—Air Force officials announced the creation of a Negotiation Center of Excellence at the Air University at Maxwell Air Force Base, Ala. The center will spearhead the development and application of negotiation, collaboration, and problem-solving skills throughout the Air Force.

"More and more, negotiation training is important in the preparation of today's military leadership," said Maj. Gen. Robert J. "Bob" Elder Jr., Air War College commandant and Air University vice commander. "Negotiation skills are now a crucial part of the military's skill set."

As the center evolves, the Air Force will be able to refine a negotiation model that allows users to analyze negotiations as a distinct and manageable set of separately identifiable components. This model will give Air University students a tool to better understand, prepare, conduct, and evaluate negotiations of all types.

Having a common negotiation framework will also enable negotiation knowledge, techniques, and results to be organized, taught, and shared throughout the Air Force. This common framework allows the Air Force to learn from its negotiations—in essence, to develop and benefit from a corporate memory.

"My experience as a wing commander and during Operation Enduring Freedom in the Joint Special Operations Task Force–South has taught me that the ability to negotiate with a wide variety of stakeholders is vital to mission success," said Brig. Gen. Robert H. Holmes, Air Force director of Security Forces and Force Protection.

The center is the result of an innovative partnership between Air University and the Air Force General Counsel. Air University provides Air Force professional development, leadership, and management education and training. The Air Force General Counsel's office is recognized as a leader in the fields of negotiation, dispute resolution and conflict management.

Learn more about the new Air Force Negotiation Center of Excellence at <http://negotiation.au.af.mil/>.



### ENTERPRISE TRANSITION PLAN AND BUSINESS ENTERPRISE ARCHITECTURE APPROVED

**O**n Sept. 28, 2005, the Defense Business Systems Management Committee (DBSMC) approved the Department's Enterprise Transition Plan (ETP) and Business Enterprise Architecture (BEA v3.0). The DBSMC, chaired by the acting deputy secretary and composed of the Service secretaries and defense agency directors, is the senior-most governing body overseeing Business Mission Area transformation.

BEA v3.0 provides the architectural framework for a business information infrastructure for the Department of Defense (DoD), including business rules, requirements, data standards, system interface requirements, and the depiction of policies and procedures. The ETP serves as the roadmap to implement dramatic improvements of mission-critical business and financial management operations as defined in the architecture. This plan focuses on specific business priorities with measurable incremental outcomes over the next six to 18 months and beyond.

To learn more about these tools, as well as other major program initiatives under the purview of the Business Management Modernization Program, visit the BMMP Web site at <http://www.dod.mil/bmmp/>.

### ARMY NEWS SERVICE (SEPT. 30, 2005) U.S. ARMY TO PROVIDE ROSETTA STONE® FOREIGN LANGUAGE TRAIN- ING

**T**he U.S. Army will make foreign-language training available at no cost to all active Army, National Guard, Reservists, and Department of Army civilian personnel worldwide through its Distributed Learning System's Army e-Learning, under the Program Executive Office Enterprise Information Systems. In the past, the high tempo of operations, limited resident school capacity, and the scarcity of contracted language training opportunities have worked against the Army's goal of fielding a force capable of engaging in basic communications with the local population in deployed areas. Now, with the help of Fairfield Language Technologies, creator of the computer-based language immersion program Rosetta Stone, the Army anticipates it will be able to significantly increase basic foreign language skill-level across the force.

"Critical foreign language capability and skills are increasingly important to our Army. Rosetta Stone provides

the Army with an immediate, interactive language training tool to train our soldiers, leaders, and civilians for operational deployments and professional development," Brig. Gen. James M. Milano, Director of Training, Army G-3/5/7.

"To provide U.S. Army personnel around the world with the language instruction they need, the Army sought a proven Web-based foreign language training tool that could teach speaking, listening, reading, and writing for a variety of target languages utilizing an immersion methodology," says Tom Adams, chief executive officer of Fairfield Language Technologies. "We're pleased that Rosetta Stone's philosophy, design, and effectiveness are providing the solution they were seeking."

Rosetta Stone provides 26 state-of-the-art language courses through Army e-Learning, including Arabic, Chinese (Mandarin), Danish, Dutch, French, Farsi (Persian), German, Greek, Hebrew, Hindi, Indonesian, Italian, Japanese, Korean, Pashto, Polish, Portuguese (Brazil), Russian, Spanish (Latin America), Spanish (Spain), Swahili, Swedish, Thai, Turkish, Vietnamese, and Welsh. These Web-based foreign language training courses teach reading, writing, speaking, and listening with immersion, completely without translation. Access to Rosetta Stone will be available within 30 days. Army Knowledge Online provides single sign-on access for Army e-Learning.

### WASHINGTON AREA CORPORATE UNIVERSITY CONSORTIUM WACUC LEARNING EXCHANGES

*Donna Mandley*

**O**n Sept. 29, 2005, DAU hosted the Washington Area Corporate University Consortium's fourth very successful session of learning exchanges for 2005. Jeff Parks of the Balanced Scorecard Institute and Dr. Arthur McMahan of the U.S. Army Management Staff College (AMSC), Ft. Belvoir, Va., were the keynote speakers. Both spoke on the Balanced Scorecard Approach and its impact on organizations today.

The Balanced Scorecard Approach, Parks explained, was a new approach to strategic management developed in the early 1990s by Drs. Robert Kaplan (Harvard Business School) and David Norton. It provides a clear prescription as to what companies should measure in order to "balance" the financial perspective. Parks then led a lively interactive discussion, defining for participants what the Balanced Scorecard Approach is and what it is not, what it looks like, and how it is developed.



Dr. Arthur McMahan, a quality assurance officer at the U.S. Army Management Staff College, Fort Belvoir, Va., speaks on the Balanced Scorecard Approach at the Defense Acquisition University Sept. 29. McMahan was an invited keynote speaker at the fourth gathering of the Washington Area Corporate University Consortium (WACUC).

DAU photograph by Sgt. Tamekwa Bournes, USA.

McMahan, as a quality assurance officer, manages the Balanced Scorecard process at AMSC and facilitates the improvement process with the AMSC Corporate Board. During his presentation, he discussed the journey as the AMSC links its strategic plan and Balanced Scorecard in a non-traditional academic setting.

McMahan calls the Balanced Scorecard a “living, breathing document that is constantly changing. ... It is also a great tool to measure our effectiveness,” McMahan said. “It helps us understand who we are, what we do, and how we do it. And, it allows us to measure what it is that we do. When fully deployed, the Balanced Scorecard transforms strategic planning from an academic exercise into the nerve center of an organization.”

*Mandley is a management analyst with the Planning, Policy & Leadership Support Group, Defense Acquisition University, Fort Belvoir, Va.*

### DEPARTMENT OF DEFENSE NEWS RELEASE (OCT. 26, 2005) DEPARTMENT OF DEFENSE AND OFFICE OF PERSONNEL MANAGEMENT ANNOUNCE NEW HUMAN RESOURCE SYSTEM

**T**he Department of Defense and Office of Personnel Management announced today submission of final regulations for the National Security Personnel System (NSPS) to the *Federal Register*.

The final regulations define the rules for implementing a new human resources system that will affect about 700,000 DoD civilian employees regarding pay and classification, performance management, hiring, workforce shaping, disciplinary matters, appeals procedures, and labor-management relations.

“To transform the way DoD achieves its mission, it must transform the way it leads and manages its people who develop, acquire, and maintain our nation’s defense capability,” said Gordon R. England, acting deputy secretary of defense, who also serves as the DoD senior executive for NSPS. “Our civilian workforce is critical to the department’s success, and NSPS will provide a modern, flexible system to better support them.”

NSPS will improve the way DoD hires, assigns, compensates, and rewards its employees, while preserving the core merit principles, veterans’ preference, and important employee protections and benefits of the current system.

The regulations are the result of a broad-based effort that included input from DoD employees, supervisors, managers, senior leaders, union representatives, Congress, and public interest groups. As a result of input received from the DoD unions as well as more than 58,000 public comments, DoD and OPM leadership have made a number of changes to the proposed regulations.

“Preserving the fundamental rights of our employees was a critical factor throughout the design process,” said England. “We believe the regulations strike a balance between employee interests and DoD’s need to accomplish its mission effectively and to respond swiftly to ever-changing national security threats.”

The implementation plan for NSPS includes a multi-year schedule. The Labor Relations System will be implemented for all bargaining unit employees shortly after the enabling regulations are in effect. The Human Re-



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sources System and the appeals process will be phased in once implementing issuances are in place and training is underway. Spiral One of the transition to NSPS, comprising approximately 270,000 employees, will be phased in over the next year. Spiral 1.1 organizations, with about 65,000 employees, should transition employees to new performance standards beginning in early 2006. These organizations will fully convert to NSPS after employees receive the January 2006 general pay increase and within grade buy-ins. As a result, no employees will lose pay upon conversion to NSPS.

Spiral 1.2 organizations will begin operating under the Human Resources and appeals system in spring 2006, with Spiral 1.3 conversions occurring later in the year. Subsequently, the rest of the eligible DoD civilian workforce will be incrementally phased-in, making necessary adjustments to NSPS as it goes forward.

"Moving forward, implementing the regulations will require a great deal of training and communications with employees to get this right. OPM stands ready to provide the support and technical assistance needed to ensure the success of the NSPS system," said Office of Personnel Management director Linda Springer.

Communication is critical to the NSPS transition, and the Department of Defense has made a serious commitment to ensure employees receive the information and training they need throughout implementation of the program. In addition to the NSPS Web sites, DoD plans a robust training program on all elements of the new system.

*The final regulations may be downloaded from the NSPS Web site at <<http://www.cpms.osd.mil/nsps>>.*

### CONTINUOUS LEARNING MODULES

**T**he Defense Acquisition University now offers over 112 online, self-paced Continuous Learning modules with assessments and certificates as well as presentations intended for awareness only. Sixteen external courses sponsored by the Air Force Institute of Technology, the Air Force Center for Environmental Excellence, the General Services Administration, and the Section 508 Initiative are also provided. Browse a list of the modules and external courses at <<https://learn.dau.mil/html/clc/Clc.jsp>>. DAU continually develops and adds new offerings to the CLC site. Check this Web site frequently to see what's new.



## From Our Readers

### All About Inclusiveness

Thanks for the courage and good sense to include heretical thinking in the pages of *Defense AT&L*. First we had Dan and Quaid. Now it's the new gun in town (at least to me): H-Man.

As good scholarly journals should, we have "inclusiveness." This is a great and necessary antidote to politically choked, left-brain-bound, and painfully boring writing that often leaves pubs like *DAT&L* faithfully subscribed, but woefully underread and sitting in a stack on the office/cubicle shelf. Case in point: I recently had to convince a DAU prof. (remaining anonymous, of course) to start taking another look at *DAT&L*. There was downright free thinking in them thar pages!

As a veteran organizational and corporate maverick of the right-brained persuasion—living forever on the ragged edge of political correctness in this context—I say "thank you" for demonstrating that there are others like me out there in Fedlandia.

Finally, let the red flags of rebellion fly. This is the consciousness-raising phase. At our core, we should also rationalize this preference for action with a sense of simple values that give meaning to the sound and fury so that it *does* signify something: honesty, commitment, realism, mutual respect—to name a few.

This is a Transformation they never figured on.

Dick Field