



Spotlight on DAU Learning Resources

SENIOR LEADERS HELPING TO DEVELOP THE AT&L WORKFORCE SECRETARY OF THE AIR FORCE VISITS PROGRAM MANAGEMENT OFFICE COURSE

Professors Gary Hagan and Bob Faulk

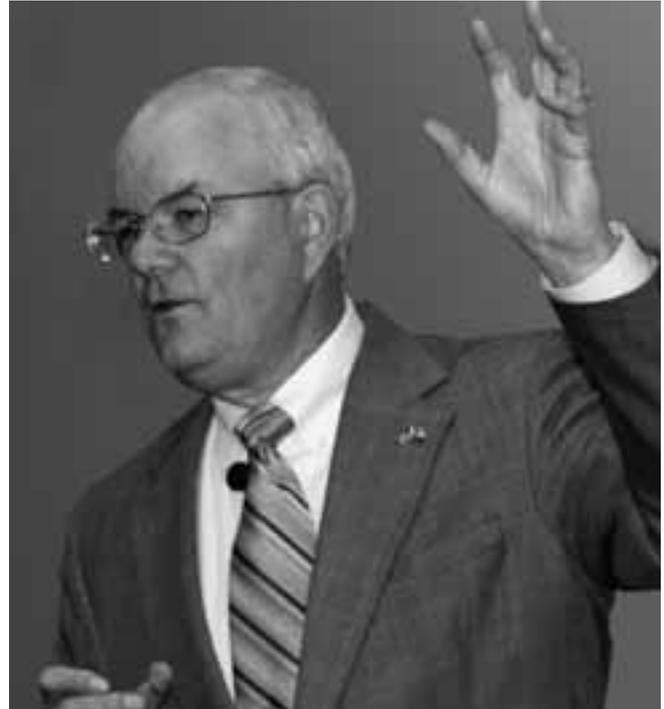
Course managers at the Defense Acquisition University are always looking for top-level guest speakers to provide students with an opportunity to discuss the critical issues and policy implications relevant to their course material. But arranging for top guest speakers is difficult given their heavy commitments and tight schedules.

In a fortuitous turn of events, Secretary of the Air Force Michael Wynne recently called DAU President Frank Anderson Jr. and asked if he could talk with some students in the classroom setting. On April 20, Professor Gary Hagan, course manager for DAU's Program Management Office Course (PMT 352) at the Fort Belvoir campus, was pleased to host Wynne as a distinguished guest practitioner for the latest offering of PMT 352.

Since the inception of PMT 352 over four years ago, Wynne is the highest ranking acquisition official to visit the course, and his visit was a rare opportunity for students to listen to, and interact on a personal level with one of DoD's top key decision makers. A strong supporter of DAU, particularly during his tenure as under secretary of defense for acquisition, technology and logistics, he enjoys talking with students at any opportunity.

Wynne spoke for about two hours to a diverse student body consisting of government civilian, military, and private industry students, and passed on his personal philosophy, his recent experiences undergoing Senate confirmation and his outlook on assuming his new post as secretary of the Air Force.

In a candid question-and-answer session, he engaged the students in an open discussion on pressing acquisition and security issues. Students unhesitatingly asked many probing questions about specific programs; Wynne's answers were succinct, displaying an impressive depth of understanding of the specific details of multiple programs. As an added benefit to the students, he also offered career guidance and perspectives based on



Secretary of the Air Force Michael Wynne, a former under secretary of defense (acquisition, technology and logistics) speaks to students of the Defense Acquisition University's Program Management Office Course (PMT 352) on April 20, 2006, at Fort Belvoir, Va.

Photograph by Private First Class Michael Lindell, USA.

his long career as an acquisition practitioner both in government and private industry.

The classroom component of PMOC, PMT 352B, follows PMT 352A, which is the prerequisite distance learning component of PMOC. These courses are designed to train Level II qualified students to be effective PM Level III leaders in a program office by honing analysis, synthesis, and evaluative skills. In addition to distinguished guest practitioners, PMT 352B features scenario-based practical exercises with topical themes, such as interoperability, prototyping, and evolutionary acquisition.

Hagan is a professor and course manager for the Program Management Office Course (PMT 352) at DAU's Fort Belvoir, Va., campus. Faulk is director, DAU Learning Asset Integration, DAU/e-Learning and Technologies Center, also at Fort Belvoir.



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DEPARTMENT OF ARMY SENIOR SERVICE COLLEGE FELLOWSHIP AT DAU SOUTH REGION

Army Lt. Gen. Joseph L. Yakovac Jr., director, Acquisition Career Management, Office of the Assistant Secretary of the Army (Acquisition, Logistics and Technology), has established a Senior Service College Fellowship (SSCF) program for future leaders within the Army. The Defense Acquisition University will host the new fellowship.

The DAU Senior Service College Fellowship (DAU-SSCF) program provides leadership and acquisition training for Army Acquisition Corps (AAC) members at the GS-14 and above level or broadband equivalent. The program will contain core elements on leadership, research, program management, and mentoring at the senior level. The training will prepare individuals for senior-level positions in the AAC.

The pilot program is open to all Army acquisition workforce members who meet the eligibility requirements. The initial pilot began in July 2006 in Huntsville, Ala. The program is planned for expansion to other Life Cycle Management Command hubs in 2007.

Requirements for attendance:

- GS 14/15 level
- Level III certification in at least one acquisition functional area
- Four years' acquisition experience
- Recommendation from sponsoring command.

The SSCF at DAU in Huntsville will emphasize leadership in acquisition. Core areas of study are:

- Leadership training
- Optional master's degree in management from The University of Alabama at Huntsville
- Program management (PMT 401 certification)
- Studies in areas related to life cycle management in coordination with the Army Life Cycle Management Centers (LCMC)
- Research in aAcquisition topics
- A national senior-level speaker's program
- National security module
- Partnering with government and defense industries for a senior mentoring program.

For application and additional information about the SSCF, go to <https://www.hrc.army.mil/site/protect/active/opfam51/fy07SSCPilot.htm>.

LEARN MORE ABOUT DAU'S STATE-OF-THE-ART MANAGEMENT DELIBERATION CENTER

When group deliberation or facilitation is what you need for teambuilding, decision making, or solving complex program management issues, consider the Management Deliberation Center facility at Fort Belvoir, Va. The MDC provides an electronic meeting capability designed to facilitate and enhance group problem solving and teamwork. To read more about the facility or a portable system for use at your site, go to http://www.dau.mil/performance_support/MDC.asp.

DAU 2006 CATALOG

The 2006 DAU Catalog has been posted at <http://www.dau.mil/catalog>. The version at this Web site is configured as a traditional .pdf file broken down by chapter and appendix as well as the catalog in its entirety. Those interested may request a catalog on CD or in hardcopy (please specify) by contacting DAU's Student Services Office at student.services@dau.mil (hardcopies are limited to one copy per request). Currency of information contained in hardcopies and CDs should always be confirmed online.



COURSES EQUIVALENT TO MANDATORY DOD ACQUISITION COURSES

Ever wonder if your previous private-sector training and education or training and education you may be contemplating for the future would meet the statutory requirements for DoD acquisition certification? Find out today by checking the matrix compiled by the Defense Acquisition University at <http://www.dau.mil/learning/appg.aspx> for a summary of equivalent credit authorization for DAU courses. (Course equivalencies are renewed annually, and are effective only as indicated.) The matrix is an extensive list of academic courses—classroom only—offered by various training providers that have been certified as equivalent to mandatory acquisition courses provided by DAU.

To date, no provision for computer-based technologies such as computer conferencing or Internet delivery has been identified. Individuals seeking credit for equivalency courses should provide a copy of their college transcript to their servicing personnel office.



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

DAU and the National Defense Industrial Association will sponsor an offering of the Defense Systems Acquisition Management (DSAM) course for interested industry managers at the following location:

- Sept. 11-15, 2006, Ritz Carlton, Atlanta, Ga..

DSAM presents the same acquisition policy information provided to DoD students who attend the Defense Acquisition University courses for acquisition certification training. 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 DoD 5000 series (directive and instruction) and the CJCS 3170 series (instruction and manual)
- Defense transformation initiatives related to systems acquisition
- Defense acquisition procedures and processes
- The planning, programming, budgeting, and execution process and the congressional budget process
- The relationship between the determination of military capability needs, resource allocation, science and technology activities, and acquisition programs.

For further information see "Courses Offered" under "Meetings and Events" at <http://www.ndia.org>. Industry students contact Phyllis Edmonson at (703) 247-2577 or e-mail pedmonson@ndia.org. A limited number of experienced government students may be selected to attend each offering. Government students must first contact Bruce Moler at (703) 805-5257, or e-mail bruce.moler@dau.mil prior to registering with NDIA.

SIX DEGREES OF INTEGRATION: PART I

Christopher Roman • Stephanie Possehl • Joni Forman • Sue Stein

The Defense Acquisition University is preparing to launch three new 400-level courses that will enhance its existing series of acquisition (ACQ series) courses: ACQ450—Leading People in the Acquisition Environment; ACQ451—Integrated Acquisition for Decision Makers; and ACQ452—Forging Stakeholder Relationships.

In the fall of 2004, DAU faculty surveyed a representative population of senior acquisition professionals from

all DAWIA career fields. Respondents were asked to identify acquisition skill areas that required additional training (beyond Level III certification) and identify topics that would entice them to attend a post-level III course. The designs of the three new ACQ series courses were based on the survey responses and the following three assumptions:

- Mid-career acquisition professionals (and their supervisors) need training that goes beyond that required for career field certification and looks at senior-level success factors for defense acquisitions.
- Needed training should be 400-level courses delivered in a live, face-to-face venue over a three- to four-day period.
- Attendance would be demand-driven based on continuous learning needs and requirements, not mandated.

The authors designed the curriculum for one of these new courses, ACQ451—Integrated Acquisition for Decision Makers, and marshaled it through pilot offerings for faculty and participants. The preparation started from a clean sheet of paper. Since it was not a DAWIA certification course, the learning objectives were not driven by a functional proponent group within the DAWIA apparatus. Our starting position was merely the belief (based on survey responses) that many of the problems plaguing large, high-cost acquisitions were rooted in a lack of effective integration. Survey respondents believed that several barriers—some cultural and traditional, some programmatic and technical—prevented effective integration. Beyond these core guiding principles, the DAU course designers had free rein.

When most of us see or hear a term like "integrated acquisition," we immediately think of functional integration through IPTs—integrated product teams. In early discussions, we concluded that integration in the defense acquisition environment is a much broader construct. We call the course structure that emerged from over a year of study and experimentation "Six Degrees of Integration" (a play on psychologist Stanley Milgram's "six degrees of separation"). The course structure addresses both barriers and solutions to effective integration along six distinct dimensions, as illustrated in the sidebar.

Feedback from two successful pilot offerings confirms that the course construct is valid and useful, and it helped the authors make numerous refinements and enhancements. This article describes the first part of the course and two degrees of integration; Part II, in the next issue



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of *Defense AT&L*, will describe the second part of the course and the remaining four degrees of integration.

Integration Overview

We wanted the six degrees of integration to emerge as a conceptual framework out of class reflection and discussion. We believed that it would emerge in a natural way and that course participants would feel more ownership of their learning if the framework was generated by them rather than prescribed by us. To accomplish this, we spend 30 minutes in class brainstorming a classroom definition of integration. Participants are asked: "Suppose a program manager tells you that her program is 'effectively integrated.' What might she mean by that statement?"

Participants in the pilot offerings generated lengthy lists of alternate meanings, of which the following are representative:

- She uses integrated product teams.
- He keeps his user informed.
- She has support of her leadership.
- He refrains from creating budget or schedule "surprises."
- She collaborates with program offices of interfacing systems.

We have found that in both pilots, participant brainstorming lists could be easily mapped into our six degrees of integration or to one of the other two new courses. For example, "interfacing with Congress" was generated in both brainstorming sessions. We acknowledged that congressional relations is a critical success factor for defense acquisitions and that it can be viewed as an integration issue, but in partitioning material across our three new courses, we chose to present it as a problem of stakeholder relations, not integration.

We conclude the brainstorming session by showing the partitioning of subject areas among the three new courses. We explain that, in general,

- ACQ450 (Acquisition Leadership) examines ways to lead up, down, and across.
- ACQ452 (Acquisition Stakeholders) evaluates methods and skills necessary to identify, assess, and promote the building of stakeholder relationships.
- ACQ451 (Acquisition Integration) examines people, processes, and products that are neither controlling nor controlled, but with which we must interface, interoperate, synchronize, or collaborate.

SIX DEGREES OF ACQUISITION INTEGRATION

1. **"Big A" Integration.** Integrate the business processes and decision systems, (e.g. requirements generation and procurement).
2. **Functional Specialty Integration.** Integrate professional specialists on an acquisition team (e.g., logisticians and testers).
3. **Life Cycle Integration.** Integrate decision criteria to account for both near- and long-term consequences within and across programs.
4. **System of Systems Integration.** Integrate separate acquisitions to ensure current and future interoperation.
5. **Joint Integration.** Integrate requirements across military services to support the Services with a single joint acquisition.
6. **International Integration.** Integrate U.S. requirements with those of our allies to support multiple nations with a single acquisition.

"Big A" Integration

The term "Big A" acquisition is relatively new, but the concept is quite old. It refers to the three interlocking processes through which the Department of Defense defines its requirements, budgets for capabilities, and acquires systems with the needed capabilities. The three processes are requirements generation; planning, programming, budgeting, and execution (PPBE); and acquisition.

During the first month of course design, we concluded that a fourth essential process was missing: the science and technology system that identifies and matures promising new technologies. Some felt S&T was a sub-process under acquisition, but for instructional purposes we depict it as a separate fourth process (we point out that this construction is not anchored in current DoD policy).

Participants engage in a number of classroom exercises aimed at strengthening their ability to identify and exploit Big A integration barriers and opportunities including:



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Where Are You?

Participants, working in table groups, are given the diagram of Big A processes shown above and are asked to identify which process they work in and which bridges to other Big A processes they work on. By bridges, we mean either a formal interaction (e.g. the Acquisition Decision Memorandum that bridges PPBE with the acquisition system), or an informal bridge (e-mail correspondence between a program office and the requiring organization). Participants draw and label the bridges and indicate whether the bridge is one-way or bidirectional. Each table group briefs out its members' locations and bridges within the Big A construct.

Strategies for Improved Integration?

Participants, again working in table groups, brainstorm ideas for improving Big A integration at two levels: a policy level, such as the policy changes recommended by the Defense Acquisition Performance Assessment Panel of 2006; and a personal level (e.g. something they can do when they return to their offices to improve Big A integration there).

Functional Specialty Integration

We wanted to discuss effective collaboration between functional specialties (finance, logistics, testing, contracting, etc.) within a program office but realized that IPTs are already covered in various DAWIA certification courses.

We aimed for functional specialty integration beyond IPTs. First, we used a case study, "Comprehensive Fleet Assessment Module," which highlights some thorny collaboration issues among members of a program office. Discussion of the case goes beyond IPTs to analyze how high-performance teams, directed toward a common goal, can be shaped from multiple functional specialties. Second is an activity we call "speed dating"—collaboration exercises in which participants ask questions of another functional specialty, answer questions about their own specialty, and explain jargon terms within their specialty that are commonly misunderstood. (For example, one participant in the test and evaluation field explained the distinction between "operationally effective" and "operationally suitable" to a contracting officer, and the contracting officer reciprocated by explaining the concept of "termination liability.")

Finally, we give participants a real document, a half-page definition of "Sense and Respond Logistics." The document was written by logisticians for a general acquisition audience. However, the use of jargon leaves most

readers adrift. Here is the first sentence: "Sense and Respond Logistics is a transformational network-centric concept that enables Joint effects-based operations and provides precise, agile support."

A general audience understands neither the phrase "transformational network-centric concept" nor "effects-based operations," and the remainder of the text does little to clarify. Participants work in multifunctional table groups rewriting for clarity, thereby gaining an appreciation that functional integration depends a lot on using jargon-free language when communicating across functional specialties.

Roman is professor of acquisition management at DAU, where he specializes in information technology and software. Possehl is professor of systems engineering management in the Defense Systems Management College—School of Program Managers (DSMC-SPM). Stein is currently the lead instructional system designer for DSMC-SPM and the DAU action officer for Council on Occupational Education (COE) accreditation. Forman is professor of acquisition management at DAU, managing the development of executive curriculum.

CENTRAL MICHIGAN UNIVERSITY AND THE DEFENSE ACQUISITION UNIVERSITY CMU/DAU STRATEGIC PARTNERSHIP

Central Michigan University and the Defense Acquisition University have formed a strategic partnership to leverage technological and learning best practices and lessons learned to enhance their efficiency and effectiveness in providing the DoD acquisition, technology, and logistics workforce with certification training, education, and professional continuing education. CMU features:

- Military-friendly formats and eight-week terms—faster degree completion
- Year-round classes—start any time
- Online library services and student support—convenient and quick
- State-accredited university with over 30 years' experience in off-campus programs
- Military tuition discount available
- Transfer credit for DAU courses.

CMU will accept several DAU courses as transfer credit into the master of science in administration (MSA) degree with a concentration in acquisitions administration. View a list of courses eligible for transfer credit at <http://www.cel.cmich.edu/dau>. Acquisitions administration students may transfer up to nine credits to sat-



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isfy concentration requirements. CMU's MGT 533 and PSC 522 are required courses on the acquisitions administration concentration. Call (877) 268-4636 to find out more about CMU's MSA in acquisition administration program.

BELLEVUE UNIVERSITY PRESS RELEASE (JUNE 14, 2006)

BELLEVUE, Neb.—Bellevue University has the distinction of being the first accredited university selected by the Federal Acquisition Institute (FAI) as an education partner. At the same time, Bellevue University was chosen to support the Department of Defense as it helps the rest of the federal government leverage innovative education programs through the Defense Acquisition University.

A signing ceremony of the agreement took place June 16 at Fort Belvoir, Va. Participating in the signing were Frank J. Anderson, president, Defense Acquisition University; Karen Pica, director, Federal Acquisition Institute; and Dr. Michael Echols, vice president of Strategic Initiatives, Bellevue University.

Bellevue University was selected because of its work with military personnel in earning college degrees as well as its nationally recognized online programs. Defense Acquisition University was established in 1991 to oversee the acquisition training for the 135,000 civilian and military employees of the Department of Defense. The Federal Acquisition Institute has operated for more than two decades, supporting the professional development of the federal acquisition workforce in the Department of Treasury, the FBI, the Coast Guard, and more recently, Homeland Security, among others.

The partnership is significant because of two laws: the Defense Acquisition Workforce Improvement Act (DAWIA) and the Office of Federal Procurement Policy (OFPP) Act, both of which mandate training and college education for all military and civilian government employees who work with government contracts. Persons working in government acquisitions are required to have 24 credit hours in business and management courses such as accounting, law, business, economics, purchasing, etc. The intent of the legislation is to improve the effectiveness of the people who manage defense and non-defense acquisitions on behalf of the federal government.

Over the past year, Bellevue University has been working with DAU senior leadership to define critical human

capital issues and develop cost effective approaches to aid the federal government in addressing high-priority workforce learning needs. Work in human capital investment published by Dr. Michael Echols, Bellevue University vice president of Strategic Initiatives, combined with the university's distance learning and adult learning expertise, has proven to be valuable to DAU in the development of a human capital strategy.

For more information on Strategic Initiatives or on Dr. Echols' work on Human Capital investment, visit <http://www.corporatelearning.com>.

Bellevue University is a recognized national leader in providing post-secondary education opportunities for working adults. A private, non-profit institution, Bellevue University serves students at 10 learning sites in three states, as well as worldwide through its online learning platform, Cyber-Active(R) Learning. Bellevue University is accredited by The Higher Learning Commission of the North Central Association of Colleges and Schools. For more information, visit <http://www.bellevue.edu>.

NEW CONTINUOUS LEARNING MODULES AVAILABLE TO THE ACQUISITION WORKFORCE

The Defense Acquisition University Continuous Learning Center (CLC) routinely develops and offers new continuous learning modules for the acquisition workforce. Eleven recent additions to the CLC are listed below:

- Privacy Protection
- Space Acquisition
- Spend Analysis
- Strategic Sourcing
- Acquisition Reporting Concepts and Policy Requirements for Acquisition Program Baseline (APB), Defense Acquisition Executive Summary (DAES)
- Diminishing Manufacturing Sources and Material Shortages Essentials
- Diminishing Manufacturing Sources and Material Shortages Case Studies
- Net-Ready Key Performance Parameter
- Continuous Process Improvement
- Item Unique Identifiers (IUID)
- Modeling and Simulation in Systems Engineering

To access the new modules, go to <http://clc.dau.mil> and select "Register." Follow the instructions specific to your agency/organization.