
Spotlight on DAU Learning Resources

DAU'S CIVILIAN SENIOR SERVICE COLLEGE FELLOWSHIP PROGRAM DEVELOPS NEXT GENERATION OF LEADERS

Diane P. Williams

What do leadership, acquisition training, and a national speakers program have in common? They are all integral parts of the Senior Service College Fellowship Program, managed by the Defense Acquisition University. The SSCF program provides education credit equivalent to the Army War College and the Industrial College of the Armed Forces. The program was approved in May 2006 by Claude M. Bolton Jr., assistant secretary of the Army for acquisition, logistics and technology, and Lt. Gen. Joseph L. Yakovac Jr., then-military deputy to the ASA(AL&T) and director of the Army Acquisition Corps.

A pilot class was conducted in Huntsville, Ala., beginning in August 2006 with nine fellows. In early 2007, the pilot was approved by the ASA(AL&T) as a formal program for civilian leadership training. In July 2007, in addition to conducting an SSCF class in Huntsville, DAU expanded the program to the Tank-Automotive and Armaments Command in Warren, Mich. There are plans to expand to Aberdeen Proving Ground, Md.

There are eight core areas to the SSCF program:

- Leadership Training (ACQ 450-452, University of Alabama at Huntsville courses, acquisition training, and review of leadership books)
- Master's degree from the University of Alabama at Huntsville (optional)
- Research paper on the topic of acquisition
- Speakers program
- National Security module
- Program Management Course (PMT 401)
- Acquisition-related tours
- Mentoring program.

The modules and training are accompanied by presentations from speakers—typically senior leaders from the government, Army, industry, and academia—who provide candid insights into leadership and acquisition issues encountered in their own work experiences.

PMT 401 is an intensive 10-week course based on the Harvard Case Method, in which students deal with real-life scenarios, studying more than 80 acquisition-related cases on programs from all the Services. Each case offers a unique dilemma with a set of facts surrounding the

situation. Students use critical thinking skills to develop alternative solutions for the dilemma and then discuss the pros and cons of the various courses of action. PMT 401 meets the statutory training requirement for program executive officers and deputies as well as Acquisition Category I and II programs.

In addition to the PMT 401 class, each fellow participates in a tailored mentoring program, with two to three senior mentors from government and industry. Fellows meet with their mentors to discuss career plans and personal strengths and weaknesses, and also to get advice on areas for development.

The fellows in the 2007 program participated in program-related tours, including a visit to the Boeing Delta IV plant in Decatur, Ala., and a visit with the soldiers of the 101st Airborne Division at Fort Campbell, Ky. A tour of Gettysburg, Pa., during which fellows walked the path of Pickett's Charge, was followed by a discussion of critical leadership traits of the officers and men involved in the Gettysburg battle. Fellows discussed the lessons on decisiveness, taking care of people, and doing the right thing despite the consequences with special reference to current leadership challenges we all face.

During the program, fellows are assigned as full-time students and report to an SSCF training location. Fellows are selected by a central selection board convened by the Army Acquisition Corps from applicants meeting the following requirements:

- GS 14/15 level or equivalent civilian grade
- Member of the Army Acquisition Corps
- Level III certification in primary career field
- Commander's letter of recommendation.

The 2006-2007 fellows agreed that the SSCF Program was the best year of their professional careers. They gained a strategic-level understanding of leadership and acquisition issues across the Army and the local commands; sharpened their critical thinking skills; and enhanced their toolkit of leadership concepts through the speakers' program, the leadership books, and the courses. Fellows also formed lifelong bonds of friendship and respect for one another.

The SSCF program meets a critical need for senior civilian training. As the Global War on Terrorism continues and servicemembers are called upon to support those efforts, positions usually filled by military officers are being filled by senior civilians. DAU recognized the need to partner

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with the Army to develop a leadership and acquisition program to train civilian leaders.

For application information on the SSCF Program, go to < <https://hrc.army.mil/site/protect/active/opfam51/fy07SSCPilot.htm> > (Army Knowledge Online account required).

Williams, director, technology transition, DAU's Learning Center of Excellence, is a 2007 SSCF graduate.

RESPONDING TO TRAINING NEEDS— HOW DAU IS TRANSFORMING THE CONTRACTING CAREER FIELD CURRICULUM

Pam Schuyler

Research has shown that retention levels are much higher when students are actively involved in the learning process. According to a study by the National Training Laboratories, retention rates vary depending on the type of training method. A lecture has a retention level of only 5 percent; reading, 10 percent; audio-visual, 20 percent; a demonstration, 30 percent; a discussion group, 50 percent; practice by doing, 75 percent; and immediate use, 90 percent.

The question one might ask, then, is given the obvious influence that interactive approaches have on real student learning, what is DAU doing to leverage these approaches for the AT&L workforce? Although it is impossible for every initiative that DAU has undertaken to be discussed in a single article, I will focus on what has been done for the level II contracting career field courses.

Recently, DAU revised the level II contracting curriculum for the new certification track. Students must now complete a combination of online courses and resident courses to meet the level II certification. These curriculum revisions provide specialists with a foundation to meet the growing complexity of government contracting and, as a member of the acquisition team, enable specialists to exercise personal initiative and sound business judgment. For example, during the CON 215 course introduction, students are introduced to the overarching philosophy that “CON 215 is a performance-based course where you will demonstrate knowledge from the level I and CON 214 courses and demonstrate the ability to develop business strategies to meet customer requirements.”

Thus, CON 215 is not a traditional lecture-based course. Students are placed in teams of five or six members to simulate an integrated product team (IPT), and each team is responsible for completing several case analyses that

attempt to replicate the student's work environment. Each class day consists of a major activity in the procurement process, with teams working together to develop, with supporting evidence, a position based on their research and analysis of the situation. As in real life, there is no one correct answer. Teams take a position and then present their approach and solution to the class. Everyone is expected to participate and contribute to the team's learning as well as learning for the entire class.

Students like the idea of working as a team; however, not all students have the innate ability to handle the more subtle behavioral and interpersonal problems that are encountered in teams. Using case-based facilitation methodology in a teaming environment enables students to improve their teaming skills. Each exercise has an assigned, limited timeframe, and the student group must deal with issues such as personality types, miscommunication, conflicting priorities, and other unproductive activities, as well as other normal group dynamics. The CON 215 course lasts eight days, and students begin with team exercises on day one. There is very little time for the five stages of teaming and, in many cases, the teams go right to performing within the first few hours of meeting. The classroom becomes a dynamic learning environment that will only work when the students collaborate to achieve the IPT's common goal.

Additionally, in past level II contracting classes, the instructor knew whether students were paying attention and learning the material based on an assessment; and students only passed if they answered a certain number of questions correctly. As a result, students often focused on learning the test questions and were not actively involved in analyzing the problems or determining the relevance of the problems to their situation. Now, in CON 215 and CON 218 courses, assessments have been replaced with problem-based learning in which students are provided practical experience in addressing the types of issues they can reasonably expect to encounter after returning to their offices. Instructors formulate questions that range from basic recall to analysis of assumptions to evaluating concepts. Students are expected to stretch their learning skills by going beyond simple factual understanding. By using various questioning techniques, instructors motivate students to look beyond finding the “right” answer to drawing inferences, evaluating information, and eventually discovering alternate ways of solving problems. In addition to requiring the student to learn in a new way, instructors must cope with learning how to teach critical thinking skills. This hands-on approach will better enable students to make meaningful contributions to their acqui-

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sition team and ensure that the correct business decisions are made.

The core of the newly developed level II classroom courses is having the instructor transition from a lecturer to a facilitator. CON 215 instructors who do not have extensive experience in case-based teaching are encouraged to attend a two-part DAU course entitled "Advanced Classroom Facilitation Practices," which enhances facilitation skills by developing advanced questioning techniques. These questioning techniques are designed to allow the students to progress to higher levels of learning through critical thinking and participation in guided discussions. Not only must instructors understand the importance of questioning to open up interaction among students, but they need to think critically about how to frame questions to encourage student reflection.

Has DAU's level II contracting course reached the pinnacle of learning? While DAU has made great strides in advancing the learning of level II students, there is more to learn, more to change, and more challenges on the horizon. DAU is striving to reach student learning potentials that have never been attained before. Using the case-based approach, facilitating (not lecturing), and emphasizing the importance of group dynamics, the level II curriculum is changing how DAU will meet its challenging mission of providing practitioner training. Students will be expected to come to class ready to accept the challenge and reap the benefits of self-directed learning.

Schuyler is a professor of contracting and acquisition management, DAU Mid-Atlantic Region. She welcomes comments and questions. Contact her by e-mail at Pamela.Schuyler@dau.mil or call 240-895-7328.

DAU'S THINK TANK: WEB-BASED GROUP COLLABORATIVE SESSIONS CAPABILITY

Bill McGovern

An enhancement to the Defense Acquisition University's Management Deliberation Center's capability is now available to the AT&L community and other DAU customers—Group Systems ThinkTank® shareware. Now, customers can participate in facilitated group collaborative sessions from multiple remote locations in support of their group's or organization's plan development, problem solving, and decision-making processes. Some of the ThinkTank® enhancements include:

- Bigger windows to see comments entered
- Improved graphical display of voting results, including the group priority vote display using a scatter plot for two or three criteria voting

- Author tags on ideas and comments, when needed
- Ability to facilitate as many as 60 simultaneous participants working in multiple group sessions from remote locations
- Multiple survey tools
- Improved security and access from anywhere.

Each DAU region will be equipped to conduct collaborative sessions using this impressive management and leadership tool.

If you want to know more about the capabilities of ThinkTank® or are interested in setting up a group session(s) for your organization, contact Bill McGovern at Bill.McGovern@dau.mil or 703-805-5401, or Barbara Carter at Barbara.Carter@dau.mil or 703-805-2968.

McGovern is DAU's subject matter expert for group facilitation sessions using ThinkTank®.

REQUIREMENTS MANAGEMENT CERTIFICATION TRAINING PROGRAM PHASE 1

The fiscal year 2007 National Defense Authorization Act (NDAA), Sec. 801, requires the under secretary of defense for acquisition, technology and logistics, in consultation with the Defense Acquisition University, to develop a training program to certify Department of Defense military and civilian personnel with responsibility for generating requirements for Major Defense Acquisition Programs (MDAPs), effective Sept. 30, 2008. An interim report to Congress was submitted April 17, 2007, and a final report is to be submitted not later than March 1, 2008.

Leading the effort to develop this certification and training program are Dr. James I. Finley, deputy under secretary of defense for acquisition and technology, Office of the Under Secretary of Defense for Acquisition, Technology and Logistics; Army Maj. Gen. William J. Troy, vice director for force structure, resources and assessment, J-8, the Joint Staff; and Frank J. Anderson Jr., president, DAU. The program manager is Patrick Wills, director, executive programs, DAU. They are supported by the involvement of all combatant commands, Services, and defense agencies. The requirements management community is approximately 30,000 professionals; there are approximately 750 individuals associated with requirements generation for MDAPs.

The program is being developed in a three-tiered construct. Phase 1 is the Basic Requirements Management Certification training, which will focus on the Capabili-

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ties-Based Planning (CBP) Continuous Learning Module (CLM), which was online effective Oct. 15, 2007. Phase 2 is the Intermediate Requirements Management Certification Training Distance Learning Module, which will be online during the fourth quarter of fiscal year 2008. The Basic and Intermediate Requirements Management Training Certification courses will be the foundation to meet the minimum statutory requirements set by section 801 of the fiscal year 2007 National Defense Authorization Act. The Advanced Resident Training, anticipated to commence during fiscal year 2009, will target the key positions within the requirements community to commence training in that fiscal year. To meet the fourth quarter fiscal year 2007 initial training goals and the Sept. 30, 2008, statutory requirement, the next major step is to convene a requirements management certification training working group.

CBP is as an overarching framework for planning under uncertainty to provide capabilities suitable for a wide range of modern-day challenges and circumstances, while working within an economic framework that necessitates choice. This definition articulates that senior leaders are required to make decisions that narrow "uncertainty" down to a finite range of threat capabilities that are used for planning. In addition, this definition implies that a recommendation is provided to senior leaders, narrowing uncertainty into a finite set of threat capabilities from which a decision can be made.

The CBP CLM will provide the foundational concepts and processes a requirements manager must understand. More specifically the CLM will:

- Define what the capabilities-based planning framework is and identify the internal processes aligned by the framework
- Synchronize the inputs and outputs of the CBP internal processes to facilitate senior leader decisions timed to influence the planning, programming, budgeting, and execution system, which realizes capabilities for the Joint Force and the need to enhance the Joint Force's interoperability and coordination with our interagency and multinational partners during a period of uncertainty in the security environment
- Delineate roles and responsibilities of CBP internal processes and process owners by describing how these internal processes together prepare an integrated set of resource-informed strategic recommendations for the chairman of the Joint Chiefs of Staff to use in advising the secretary of defense.

Originally scheduled to go live on Oct. 15, 2007, the CBP CLM delivered three days ahead of schedule and within budget. It is anticipated over the next six months, approximately 20,000 requirements managers will take the CBP CLM.

The Capabilities Based Planning Continuous Learning Module is available through the DAU Continuous Learning Web site at <<http://clc.dau.mil>>. The point of contact is Pat Wills at 703-805-4563 or Patrick.Wills@dau.mil.

EXPEDITING WARFIGHTER REQUIREMENTS

Dr. Robert L. Buhrkuhl

The Department's senior leadership clearly understands that in wartime delay in making acquisition decisions does not avoid risk; it can simply shift the risk to those already in harm's way. In 2004, recognition of this risk tradeoff was a prime consideration when, to expedite solutions to urgent operational needs, the Department established the Joint Rapid Acquisition Cell. We are working diligently to institutionalize the JRAC processes for quickly meeting warfighter requirements and for providing combatant commanders the capability to more effectively respond to a highly adaptive and intelligent enemy, worldwide. The under secretary of defense for acquisition, technology and logistics and the deputy secretary of defense have agreed that a DoD priority is to strengthen and extend the JRAC capability. This institutionalization objective was recently incorporated as a component of DoD's priorities.

In June 2007, the JRAC conducted its second annual Joint Rapid Acquisition Workshop in Tampa, Fla. The Workshop focused upon means of improving the existing joint urgent operational need (JUON) process. Key is establishing a flexible, adequate funding source and improving the efficiency of JUON solution identification, delivery, and tracking from inception to their consideration as potential programs of record. There is a critical need for an enduring capability to meet these near-term, immediate warfighter requirements from any combatant command.

Background

Presently, the Joint IED Defeat Organization (JIEDDO) works to resolve counter-improvised explosive device (IED) JUONs, and the JRAC addresses those non-counter-IED JUONs that are identified as immediate warfighter needs. JUONs that are considered Service-specific or too technologically challenging for near-term resolution are redirected to the appropriate organization for consideration and action, as appropriate.

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The JRAC ensures that the joint and immediate needs of the combatant commands are expeditiously reviewed, validated, funded, fielded, and sustained. The JRAC is the single point of contact within the Office of the Secretary of Defense for meeting immediate joint warfighter needs, tracking the timeliness of these actions, and facilitating coordination with other government agencies. As of August 2007, the JRAC has supported 26 projects valued at \$381.2 million, including biometrics identification, ground-based electronic combat devices, signals intelligence, and satellite communication systems.

The goal of the JRAC is to respond to immediate joint warfighter needs within 120 days, although some materiel solutions may extend up to two years. There can be delays, most often as a result of the necessary effort to select and develop the best product, identify and procure the parts (long lead time for some parts), and ensure a quality production process.

The Way Ahead

Since inception, the JRAC has used congressionally appropriated Iraq Freedom Fund (IFF) money to pay for immediate warfighter needs. Regrettably, the relative ease of IFF funding is restricted to Operations Iraqi Freedom and Enduring Freedom, which leaves other combatant commands to rely on Service funding of joint needs, which is difficult, at best. Service funds have also been sought when IFF funds were not available. To partially remedy this problem, the president's budget for fiscal year 2008 includes \$100 million to address globally the immediate warfighting needs of the combatant commands. Additionally, we will continue to request supplemental funding for Operations Iraqi and Enduring Freedom initiatives, since the immediate warfighter requirements have historically exceeded the baseline budgeted \$100 million. While supplemental funding serves as a method to fund these non-IED efforts, doing so runs counter to repeated requests by Congress to include funding in the regular budget for foreseeable costs.

The Joint Urgent Operational Need process is governed by Title X, with supplementing deputy secretary of defense guidance, as well as *Rapid Validation and Resourcing of Joint Urgent Operational Needs (JUONs) in the Year of Execution* (CJCSI 3470.01), which is currently under revision. As joint rapid acquisition guidance evolves and matures, we must be mindful that we do not create a process that is more bureaucratic than the one the JRAC was designed to overcome.

To improve DoD's ability to track resolution of immediate warfighter requirements, the JRAC adopted Central Command's Requirements Information Management System as an interim solution to maintain oversight of incoming JUONs for all combatant commands until a more suitable system is identified. Fortunately, the CENTCOM director for requirements, resources, and assessments had the foresight to develop a flexible Web-based tool for the Secret Internet Protocol Router Network (SIPRNet) that could be quickly adapted to fulfill the interim need to serve all the combatant commands in submitting and tracking of JUONs. Additionally, the JIEDDO, the Joint Staff, and the JRAC are collaborating within the rapid acquisition community of interest to develop a system that will provide a more robust, long-term solution for all combatant commands to use for JUON development, resourcing, and tracking.

Although we have seen significant progress to date, much remains to be done to give our warfighters what they need, before they need it. More information about Joint Rapid Acquisition and our workshops is available at our Defense Acquisition University Web site at <<https://acc.dau.mil/jra>>.

Buhrkuhl is the director, Joint Rapid Acquisition Cell.

CONTINUOUS LEARNING OPPORTUNITIES SUPPORTING THE AT&L WORKFORCE

The Continuous Learning Center is dedicated to the delivery of continuous learning opportunities supporting the acquisition, technology and logistics (AT&L) workforce. To fulfill the DoD AT&L requirement for obtaining 80 continuous learning points every two years, the Continuous Learning Center offers topics in the following areas:

- Acquisition Management
- Business
- Contracting
- Engineering and Technology
- Harvard ManageMentor® topics
- Logistics
- Program Management.

The Continuous Learning Center <<http://clc.dau.mil>> offers over 200 online modules to the AT&L workforce. You can browse through modules at <<https://learn.dau.mil/html/clc/Clc1.jsp>> or register to take a course at <<https://learn.dau.mil/html/clc/Register.jsp>>. Note that the Harvard ManageMentor® 10 modules are not available in browse mode, but the upgraded offerings have just been

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released. Visit the Continuous Learning Center at <http://clc.dau.mil> for the latest information.

CORE PLUS AVAILABLE THIS YEAR

Core Plus represents an enhanced career field certification and development framework designed to guide acquisition professionals to competency development beyond the minimum standards required for certification, based on specific types of assignments within an acquisition function/career field. Learn more at

www.dau.mil/workforce/index_sub1_CorePlus.asp?eventid=1583

or view the Core Plus Q&A Video at <http://view.dau.mil/dauvideo/view/eventListing.jhtml?eventid=1583>.

CAREER FIELD CERTIFICATION STANDARDS FOR FISCAL YEAR 2008

Concurrent with the implementation of Core Plus, the career field Functional Integrated Product Teams (FIPTs) have made some modifications to the training requirements associated with their core certification standards. These will be published in the 2008 DAU Catalog. Plan ahead—review them now at www.dau.mil/catalog/default.aspx.

AT&L HUMAN CAPITAL STRATEGIC PLAN, VERSION 3.0

The AT&L Human Capital Strategic Plan (Version 3.0) has been published. In addition to the original five goals for AT&L human capital management, the plan incorporates a sixth goal entitled “Recruit, develop, and retain a mission-ready workforce through comprehensive talent management.” Learn more about the 2007 plan at www.dau.mil/workforce/.

NEW PROGRAM SYSTEMS ENGINEER CAREER PATH

The under secretary of defense for acquisition, technology and logistics approved a restructuring of the Systems Planning, Research, Development and Engineering Career field to incorporate a third career Path—Program Systems Engineer (SPRDE-PSE). The SPRDE-PSE career path became available for assignment to AT&L positions effective Oct. 1, 2007. Learn more about this new career path at www.dau.mil/workforce/.



DEFENSE ACQUISITION UNIVERSITY 2008 CATALOG

A prepublication copy of the DAU 2008 Catalog is now available at www.dau.mil/catalog/default.aspx. Once the catalog is printed, you may request a copy from the DAU Student Services Office at student.services@dau.mil.

Information in the hardcopy catalog is current as of Oct. 1, 2007. The catalog is updated online periodically throughout the training year, and new CDs are produced with each update. (DAU is printing fewer hard-copy catalogs because

the information is readily available and current online. In general, we will limit the number of paper catalogs to one per requestor.) Currency of information contained in hard copies and CDs should always be confirmed on the catalog Web site.

ARMED SERVICES PRICING MANUAL NOW ONLINE

On Oct. 1, 2006, the director, Defense Procurement and Acquisition Policy, reestablished the Office of Cost, Pricing, and Finance to help reinvigorate the cost and pricing skills within DoD and ensure the appropriate use of award/incentive fees, among other tasks. To help provide additional tools and information to the acquisition, technology, and logistics workforce, the Defense Acquisition University's David D. Acker Library has made the Armed Services Pricing Manual, Volume 1, *Contract Pricing* (1986) and the Armed Services Pricing Manual, Volume 2, *Price Analysis* (1987) available electronically, converting them into searchable documents. Direct links to the current Contract Pricing Reference Guides and the historical ASPM are provided below.

- Link to the current *Contract Pricing* Reference Guides: www.acq.osd.mil/dpap/contractpricing/index.htm
- Links to the Armed Services Pricing Manual, Volumes 1 and 2: www.library.dau.mil/ASPM_v1_1986.pdf and www.library.dau.mil/ASPM_v2_1987.pdf.

Defense Acquisition University Strategic Partnerships

Through the years, the Defense Acquisition University has established strategic partnerships with universities and colleges, defense-sector corporations, professional associations, other government agencies, and international organizations. Such partnerships with academic institutions allow DoD AT&L workforce members to transfer DAU course work toward college and university degrees and certificates. Partnerships with industry, professional societies, government agencies, and international organizations focus on sharing training materials, tools, modules, and training opportunities. A complete database of DAU strategic partnerships can be found at < www.dau.mil/about-dau/partnerships.aspx >. Recent partnerships added to DAU's strategic partner database include the following:

DAU Midwest Region—Kellogg Community College, Battle Creek, Mich.

On Oct. 9, 2007, Kellogg Community College < www.kellogg.edu/ > signed a memorandum of understanding with DAU Midwest Region. The agreement outlines the transferring of American Council on Education (ACE) credits from DAU to KCC to apply towards a professional certificate or an associate of applied science-level degree program in the field of management. Under the agreement, a maximum of 48 credits on an official ACE transcript may be awarded toward an Associate of Applied

Science-level degree at KCC. All courses transferred must be 100 level or above, must not duplicate courses in the major, and must have received a grade of "C" or higher. Students must meet admission requirements specific to KCC professional certificate and associate of applied science-level degree programs. Under the agreement, other credits may also be transferable, subject to ACE credit recommendation review.

DAU and California State University, San Bernardino (CSUSB)

DAU and CSUSB recently completed a three-year effort to develop an online master's degree program in public administration and criminal justice. Funding for the effort was provided through congressional appropriations designed to serve the needs of the Department of Defense workforce. A pilot for the public administration program is now complete, and both programs will be available during 2008. A key element of the curriculum for either program includes specific elective courses that provide Defense Acquisition Workforce Improvement Act Level II certification in program management. These programs will provide members of the acquisition, technology, and logistics workforce an opportunity to address both civilian education as well as DAWIA requirements in a joint manner. Interested personnel should contact the CSUSB admissions office at 909-537-5188.

LETTERS. We Like Letters.

You've just finished reading an article in *Defense AT&L*, and you have something to add from your own experience. Or maybe you have an opposing viewpoint.

Don't keep it to yourself—share it with other *Defense AT&L* readers by sending a letter to the editor. We'll print your comments in our "From Our Readers" department and possibly ask the author to respond.

If you don't have time to write an entire article, a letter in *Defense AT&L* is a good way to get your point across to the acquisition, technology, and logistics workforce.

E-mail letters to the managing editor: [datl\(at\)dau\(dot\)mil](mailto:datl(at)dau(dot)mil).

Defense AT&L reserves the right to edit letters for length and to refuse letters that are deemed unsuitable for publication.

