

Chapter 1

The Defense Acquisition University

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The Defense Acquisition University

Authorized by Title 10, United States Code 1746 and chartered by DoD Directive 5000.57, the Defense Acquisition University (DAU) was established on 1 August 1992. Its mission is to provide practitioner training, career management, and services to enable the DoD Acquisition, Technology, and Logistics (AT&L) community to make smart business decisions and deliver timely and affordable capabilities to the warfighter.

Using the AT&L Performance Learning Model (PLM) as a template, the University coordinates education and training programs to meet the career-long training requirements of more than 130,000 DoD AT&L personnel. DAU provides a full range of basic, intermediate, and advanced curriculum training, as well as assignment-specific and continuous learning courses to support the career goals and professional development of the DoD AT&L workforce. But DAU's role does not end when a student leaves the classroom. The University also fosters professional development through performance support, rapid deployment training on emerging acquisition initiatives, online

From left: Frank J. Anderson, Jr., DAU President, and Michael Wynne, Acting USD(AT&L), on the Pentagon steps.



knowledge sharing tools, and continuous learning modules. This Catalog provides information on all of these areas as well as DAU's other products and services, such as strategic partnerships, publications, and research in areas related to acquisition functions.

Each DoD AT&L functional area is represented by a Functional Integrated Product Team (FIPT), composed of senior-level officials of the DoD components and led by Functional Advisors. These teams advise the Under Secretary of Defense (Acquisition, Technology and Logistics) (USD(AT&L)) on career development issues and recommend mandatory training, education, and experience required for their respective functional areas. DAU Program Directors work in conjunction with the FIPTs to identify performance outcomes for various career levels and incorporate them into DAU courses. The military services and Defense Agencies assist in managing the accession, training and education, and career development of their respective DoD AT&L workforce members.

The Chief Executive Officer of the University is the President, who reports to the Director, Defense Procurement and Acquisition Policy (DPAP). The President serves as the Chief Learning Officer for the USD(AT&L). A Board of Visitors—individuals selected for their preeminence in academia, business, and industry—advises the DAU President and the USD(AT&L) on matters such as organizational management, curricula, methods of instruction, and facilities. The Executive Institute (EI) includes Chairs representing the Services, DoD agencies, industry, and allies, who provide advice and counsel to faculty, staff, and students in their respective areas of expertise.

Deidre Lee, Director, Defense Procurement and Acquisition Policy, OUSD(AT&L), meets with a DAU staff member at her Pentagon Office.



DAU Leadership



Mr. Frank J. Anderson, Jr.
President



Col. Mary Kringer, USAF
Commandant



Dr. James McMichael
VP, DAU & Exec. Dir., Learning
Programs & Technology



Ms. Linda Neilson
Exec. Director, Acquisition
Workforce & Career Mgmt.



Mr. Mark Whiteside
Director, Performance &
Resource Management



Mr. Joseph Johnson
Director, Planning, Policy,
& Leadership Support



Ms. Meg Hogan
Human Capital Management
Advisor



COL Ronald Hayne, USA
Director, Operations Support
Group



Mr. William Erie
Director, Curricula Develop-
ment & Support Center



Dr. J. Robert Ainsley
Director, E-Learning &
Technologies Center



Dr. Craig Lush
Acting Director, Library &
Knowledge Repository



Mr. Paul McMahon
Liaison to Defense
Procurement and Acq. Policy



Mr. Garry Shafovaloff
Director, Defense Agency
Career Management



Mr. Andy Zaleski
Dean, West Region



Mr. Gerald Emke
Dean, Midwest Region



Mr. James L. McCullough II
Dean, South Region



Ms. Barbara Smith
Dean, Mid-Atlantic Region



Mr. Tim Shannon
Dean, Capital & Northeast
Region



Mr. David Fitch
Dean, DSMC – School of
Program Managers

EXECUTIVE INSTITUTE



Ms. Carlyn Diamond
Air Force Chair



Mr. Frank Swofford
Industry Chair



Mr. Gary Gustafson
DCMA Chair



Mr. Denis Eisenbise
International Chair

Workforce Management

Each DoD Acquisition, Technology, and Logistics (AT&L) functional area is represented by a Functional Integrated Product Team, which is led by a Functional Advisor. These teams advise the USD(AT&L) on career development issues and identify training, education, and experience requirements for their respective functional areas.

FUNCTIONAL ADVISORS

ACQUISITION MANAGEMENT



Mr. Kevin Carroll
PEO, Enterprise Information Systems

AUDITING



Mr. William H. Reed
Director, Defense Contract Audit Agency

BUSINESS, COST ESTIMATING, & FINANCIAL MANAGEMENT



Dr. Nancy L. Spruill
Director, Acquisition Resources and Analysis, OUSD(AT&L)

FACILITIES ENGINEERING



Dr. Get W. Moy, P.E.
Director, Installation Requirements and Mgmt. ODUSD (Installations & Environment)

INFORMATION TECHNOLOGY



Mr. Ray Boyd
Acting Director, Commercial Policies and Oversight, Office of the Deputy CIO, OASD(NII)

LOGISTICS



Mr. Lou Kratz
Assistant Deputy Under Secretary of Defense (Logistics Plans & Programs)

PROCUREMENT & CONTRACTING/GOV'T. PROPERTY



Ms. Deidre A. Lee
Director, Defense Procurement and Acquisition Policy, OUSD(AT&L)

SCIENCE & TECHNOLOGY



Mr. Alan Shaffer
Director, Plans and Programs, DDR&E

TECHNICAL MANAGEMENT



Mr. Mark Schaeffer
Director, Systems Engineering, OUSD(AT&L)

Directors, Acquisition Career Management, assist in managing the accession, training and education, and career development of their respective Components' AT&L workforce.

DIRECTORS, ACQUISITION CAREER MANAGEMENT (DACMs)



LTG Joseph L. Yakovac, Jr., USA
Army DACM



Ms. Christine E. Stelloh-Garner
Navy DACM



Mr. Blaise Durante
Air Force DACM



Mr. Garry Shafvaloff
DoD DACM

DAU Board of Visitors

The DAU Board of Visitors—individuals selected for their preeminence in academia, business, and industry—advises the DAU President and the Under Secretary of Defense (Acquisition, Technology and Logistics) on matters such as organizational management, curricula, methods of instruction, and facilities.



Dr. J. Ronald Fox
Chairperson
Professor Emeritus,
Harvard Business School



Mr. R. Stephen Ayers
Senior VP for Contracts &
Procurement, SAIC



Mr. David Berteau
Dir, Nat'l. Security Studies,
Syracuse University



Dr. Pricilla H. Douglas
President, PHDouglas &
Associates



Dr. Brandon Hall
Lead Researcher, CEO,
brandon-hall.com



Mr. Nicholas W. Kuzemka
VP, Program Management
Processes and Support,
Lockheed Martin



Ms. Sara B. Mills
Learning Development
Coach



Mr. John F. Phillips
VP, Government Solutions
Group, The Home Depot



Gen Bernard P. Randolph,
USAF (Ret)
Consultant



Mr. James L. Sanford
Corporate VP and Treasurer,
Northrop Grumman



GEN William G.T. Tuttle, Jr.,
USA (Ret)
Consultant



RADM Leonard Vincent,
USN (Ret)
Contracts Management
CACI International

What's New at DAU ...

LEARNING ORGANIZATIONS—THE RIGHT TRAINING TO THE RIGHT PERSON AT THE RIGHT TIME

Two principal tenets that underpin defense acquisition policy today are flexibility and innovation. Workforce members must be flexible in adapting to the program management situations they face daily and innovative in continuously developing and implementing initiatives to streamline and improve the defense acquisition process.

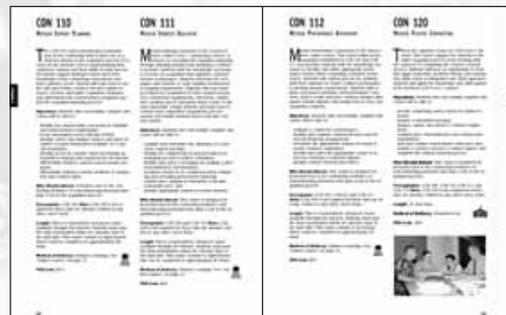
“We must think differently ... We must transform not only the capabilities at our disposal, but also the way we think, the way we train ... There will be no moment at which the Department is ‘transformed.’ Rather, we are building a culture of continual transformation.” —Donald H. Rumsfeld, Secretary of Defense, Transformation Planning Guidance, April 2003

In an effort to encourage flexibility and innovation and to ensure the continued development of a professional AT&L workforce, DAU is working with AT&L field organizations to support the establishment of learning organizations. The definition of a learning organization is any organization that has a culture and structure that promote learning at all levels to enhance its capabilities to produce, adapt, and shape its future. In a learning organization, each member of the team is a self-directed learner, and learning is part of everyone’s daily activities. The PLM gives individuals and organizations control over their learning solutions through a balance of training courses, knowledge sharing, continuous learning, performance support, and rapid deployment training.

Peter M. Senge, a principal architect of the learning organization concept, says, “The organization that will truly excel in the future will be the organization that will truly tap people’s commitment and capacity to learn at all levels of an organization.”

CONTRACTING CURRICULUM CHANGES

The Contracting career field is being transformed to meet the needs of the 21st century AT&L workforce. In FY04, DAU deployed CON 353, Advanced Business Solutions for Mission Support. CON 353 replaces CON 301, Executive Contracting, and CON 333, Management for Contracting Supervisors. We also established a requirement for electives in our certification programs during FY04 in Contracting, Industrial/Contract Property Management, and Purchasing to emphasize the criticality of continuous learning. The electives are chosen by the individual and supervisor and should be discussed during the Individual Development Plan (IDP) process so that they can select training (e.g., a course, seminar, online module, brown bag training session, etc.) to meet the needs of AT&L employees and the organizations they support. We launched CON 100, Shaping Smart Business Arrangements, in which personnel new to contracting develop an understanding of the nature of their interrelationships with other functions, learn how to develop sound business arrangements, and gain a holistic perspective.



In FY05, we are deploying the online CON 110, Mission Support Planning; CON 111, Mission Strategy Execution; and CON 112, Mission Performance Assessment. Together, these three courses replace CON 101, Basics of Contracting. The 100-level courses will culminate in the resident CON 120, Mission Focused Contracting. We are creating new assignment-specific courses, such as CON 260, The Small Business Program, as well as continuous learning modules suggested by our customers and making them accessible around the clock to meet global strategic mission needs.

PERFORMANCE SUPPORT

DAU has developed a new **Program Start-up Workshop** to facilitate better government and industry teaming after contract award on defense acquisition programs. The first offering was conducted with Raytheon for the Army’s Surface-Launched Advanced Medium Range Air-to-air Missile program and the second with Boeing and the Navy for the Multi-mission Maritime Aircraft program. More information on the Program Start-up Workshop is available on page 77 of this Catalog.

Members of the DAU faculty provided critical just-in-time support to the **Project and Contracting Office in Baghdad**. Contracting Officer's Representative (COR) Training and the Grants and Agreements Management Course were specifically requested by the Director of Programs and the Head of Contracting Activity. COR training was critical as many of the Program Management and Ministerial staff were appointees from industry with little experience in government contracting. The Grants course was important since one of the principal sources of funding for the reconstruction effort—the Development Fund for Iraq—supports grants to regional and municipal projects.

CONTINUOUS LEARNING

Several new Continuous Learning modules have been launched in support of the career-long learning requirements of the AT&L workforce. In response to recent concerns regarding ethics governing the interaction between government personnel and contractors, the DAU Continuous Learning Center (CLC) now offers an interactive *Ethics Training for AT&L* module that addresses several areas of potential conflict of interests.

The CLC is becoming an integral part of the more formal training environment as well. For example, several course modules have been added to support the contracting curriculum as electives: Simplified Acquisition Procedures, Source Selection, Market Research, Contract Terminations, and Sealed Bidding.

The *DoD Government Purchase Card Tutorial* provides initial training for the Government Purchase Cardholder and Billing Official nominees. A shorter refresher module is currently optional, but may become required later in 2005, after a review of the feedback received from users.

KNOWLEDGE SHARING

DAU's Knowledge Sharing strategy is to promote and cultivate knowledge sharing environments that allow for the context building and interaction essential to move beyond piles of data and into the realm of synthesis, action, and continuous learning. A clear objective is to leverage the collective intellect of the AT&L workforce to advance organizational learning and foster innovation within the DoD. DAU is taking advantage of both explicit (documented) and tacit (in our heads) knowledge so each individual in the AT&L community can quickly and easily draw on a body of knowledge. The Acquisition Community Connection (ACC), which is located on the Internet at <http://acc.dau.mil>, provides the knowledge sharing environment that supports the concept of evolving to a "learner practitioner—learn as you work, work as you learn."

The ACC functions as the primary site for hosting acquisition-related Communities of Practice across DoD. It was originally developed to specifically assist program managers and program management top-level teams to perform their jobs more effectively through knowledge sharing. Since its first release in October 2001, it has expanded significantly to become an umbrella system to support communities covering all AT&L career fields. The site experienced substantial growth in FY04 with the establishment of 3 new **Communities of Practice**:

- Data Management
 - Information Technology
 - DoD Wireless
 - Defense Operational Test & Evaluation
 - Earned Value Management
 - Performance-Based Service Acquisition
 - Production, Quality & Manufacturing
 - Reliability & Maintainability
 - Science & Technology
 - Software Acquisition Management
 - Spectrum Compliance
 - Test & Evaluation
- ... and 12 new **Special Interest Areas**:
- Alternative Disputes Resolution
 - Business, Cost Estimating and Financial Management
 - Contingency Contracting

Currently, the ACC houses 24 Communities and Special Interest Areas and continues to expand as new areas of interest emerge. The growth of the ACC also extends to membership, which more than doubled in FY04, and contributions, which more than tripled in FY04.