



Career Development

ARMY CONTRACTING STUDY: "PREPARING FOR TOMORROW'S ARMY TODAY"

On Oct. 7, 2004, Deputy Assistant Secretary of the Army for Policy and Procurement Tina Ballard kicked off an assistant secretary of the Army (acquisition, logistics and technology) (ASA (ALT))-approved study to design a world-class procurement and contracting organization in support of all Army personnel: active, Reserve, National Guard, and civilian. The purpose of the study is to determine if Army procurement and contracting structure and staffing are positioned for today's and tomorrow's changing world and to determine the best organizational alignment of procurement and contracting functions and activities throughout the Army, to include future forces and missions. The study will include an examination of lessons learned from the challenges of providing procurement and contracting support to the global war on terrorism and Operation Iraqi Freedom post-conflict operations.

On Nov. 1-5, 2004, a working group met at the Defense Acquisition University to begin the study. The group was made up of representatives from contracting offices across the Army, support contractor LMI, and subject matter experts from a number of Service schools including the Industrial College of the Armed Forces, the Army War College Fellowship at University of Texas, the Naval Postgraduate School, and Defense Acquisition University. The group will solicit input from Army contracting customers and stakeholders including the secretary of the Army, chief of staff of the Army, G-3, G-6, G-8, G-4, and selected Army major commands and program executive officers.

The draft study findings will be briefed to and coordinated with a cross-Service senior advisory council chaired by Ballard, and the coordinated study results will be briefed to Claude M. Bolton Jr., ASA (ALT) in March 2005.



Carol Lowman, co-leader of the Army Contracting Study Future Force/Mission team, briefs members of the senior steering group and other working group teams on Dec. 16, 2004, at the Defense Acquisition University. Seated to Lowman's left is Future Force/Mission team leader April Miller.

Photograph by Staff Sgt. Kevin Moses, USA



The approach to the study will be collaborative combining the best of government and contractor expertise to create the final recommendation. Selected topics under the major focus areas to be examined are briefly described below:

Organizational Structure: How should Army contracting offices be structured? What management chain of command would be most effective? What types of positions are necessary to staff contracting offices to meet future procurement needs?

Process: What are the sources of major inefficiencies within the Army procurement and how should they be addressed? How can effectiveness be improved?

Future Force/Mission: What should the future Army contracting and procurement organization look like? What type of training will be required for procurement personnel? What type of flexibility for personnel/hiring do we need?

ASA(ALT) Strategic Plan: Compliance with the ASA(ALT) mission—to “equip and sustain the world’s most capable, powerful, and respected Army”—will be incorporated with the study recommendations.

For further information, contact marcia.richard@dau.mil.

AMERICAN GRADUATE UNIVERSITY OFFERS “CONTRACT MANAGEMENT AND ADMINISTRATION”

The ability to effectively manage your government contracts to ensure on-time, on-budget, and on-spec delivery is a crucial component of your contract performance rating. With past performance counting for up to 50 percent of your evaluation on future contracts, now is the time to strengthen your contract management knowledge and practices.

American Graduate University's Institute of Professional Training offers “Contract Management and Administration,” an intensive 4-day training class to help you:

- Maximize successful contract performance
- Ensure full contract compliance
- Build solid government-industry partnerships
- Avoid common pitfalls and penalties
- Identify and effectively manage change.

For a full course description, go to <http://www.agu.edu/courses/531> > or call 1-866-273-1736. American Graduate University is an accredited educational institution

and a training partner of the Defense Acquisition University. Contract Management and Administration is recommended for 45 hours toward the National Contract Management Agency’s Certified Professional Contracts Manager (CPCM), Certified Commercial Contracts Manager (CCCM), and Certified Federal Contracts Manager (CFCM) certifications.

PERFORMANCE BASED LOGISTICS: A PROGRAM MANAGER'S PRODUCT SUPPORT GUIDE (NOV. 10, 2004)

This document supersedes *Product Support: A Program Manager's Guide to Buying Performance*, published in November 2001, which has been commonly known as *The PBL Guide*. The new *Performance-Based Logistics: A Program Manager's Product Support Guide* captures the progress that has been made in implementing PBL over the past three years, and presents up-to-date guidance based on the lessons learned from the application of PBL to support activities throughout the Services.

Download the new guide from the Acquisition Community Center (ACC) Web site at http://acc.dau.mil/simplify/ev.php?ID=58394_201&ID2=DO_TOPIC >.

RELEASE OF THE INTEGRATED DEFENSE AT&L LIFE CYCLE MANAGEMENT FRAMEWORK CHART

The Integrated Defense AT&L Life Cycle Management Framework Chart Version 5.1 dated December 2004 has been approved and is available for viewing and downloading at the AT&L Knowledge Sharing System (AKSS) Web site. A small version of the new chart is included on pages 44-45. Print a copy or view the full-size chart and the accompanying description definitions at <http://akss.dau.mil/jsp/default.jsp> >.

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

DAU and the National Defense Industrial Association will sponsor offerings of the Defense Systems Acquisition Management (DSAM) course for interested industry managers May 9–13, at the Pan Pacific Hotel, Vancouver, BC, Canada; and July 18–22, at the Hyatt Regency, Long Beach, Calif. DSAM presents 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 man-



agers 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 Christy O'Hara at (703) 247-2586 or e-mail to cohara@ndia.org. A few 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.

Online registration is available at: http://register.ndia.org/interview/register.ndia?PID=Brochure&SID=_1CW0YYQ5H&MID=502B.

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 Sept. 13, 2002. Continuous learning augments 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.

OFFICE OF INTERNATIONAL TECHNOLOGY SECURITY LAUNCHES NEW WEB SITE

The Office of International Technology Security is proud to announce the release of its new Web site. The office's primary duties include identifying, assessing, and protecting U.S. "technological dominance" for the U.S. warfighter while influencing and supporting globalization <http://www.acq.osd.mil/its/>.

ACQUISITION CORPS ELIGIBILITY

As the DoD transforms, the expectations and opportunities for acquisition professionals will increase by order of magnitude. To prepare for advancement to levels of greater responsibility and authority, acquisition professionals should demonstrate exceptional analytical and decision-making capabilities, job performance, and gain qualifying experience. Earning membership into the Acquisition Corps is a critical step in preparation for acquisition leadership. Per the Defense Acquisition Workforce Improvement Act (DAWIA), Acquisition Corps eligibility requires meeting all of the following standards:

- Minimum grade of major or GS-13
- Acquisition Professional Development Program (APDP) Level II certification
- A bachelor's degree at an accredited educational institution
- Four years of acquisition experience
- At least 24 semester credit hours (or the equivalent) of study from an accredited college or university in the following disciplines: accounting, business finance, law, contracts, purchasing, economics, industrial man-



agement, marketing, quantitative methods, and organization and management; or at least 24 semester credit hours (or the equivalent) from an accredited college in the individual's career field and 12 semester credit hours (or the equivalent) from such an institution from among the disciplines listed here, or equivalent training as prescribed by the secretary to ensure proficiency in those disciplines.

Acquisition Corps eligibility is a prerequisite for serving in a critical acquisition position (CAP). CAPs are positions of significant responsibility, primarily involving supervisory or management duties in the DoD acquisition system. CAPs vary in scope and span of control but must be filled by corps members. For more information on acquisition corps eligibility and certification, browse the AT&L Knowledge Sharing System (AKSS) Web site at <<http://deskbook.dau.mil/jsp/DawiaTraining.jsp>>.

DEFENSE ACQUISITION UNIVERSITY PARTNER ADDS NEW DEGREE PROGRAM

Penn State University has added a new degree program to the existing strategic partnership between DAU and Penn State: a Master of Program Management degree. For more information on this degree program, visit the Penn State Web site at <<http://www.worldcampus.psu.edu/pub/pmpo/index.shtml>>.

DEFENSE ACQUISITION UNIVERSITY DISTANCE LEARNING COURSES

Seventeen exclusively online courses are currently provided by the Defense Acquisition University. Ten more courses that are a combination of distance learning and resident training are also offered. These hybrid courses usually consist of online (Part A), followed by resident or local offerings (Part B). For hybrid courses, attendance in the classroom portion is dependent on successful completion of the distance learning portion, and completion of both parts is required to obtain full credit for career field certification.

A list of the 27 courses currently conducted wholly or in part through distance learning is shown to the right. For course requirements and other related course information, consult the *DAU 2005 Catalog* at <<http://www.dau.mil/catalog/default.aspx>>.

DAU DISTANCE LEARNING COURSES	
ACQ 101	Fundamentals of Systems Acquisition Management
ACQ 201A	Intermediate Systems Acquisition, Part A
BCF 102	Fundamentals of Earned Value Management
BCF 103	Fundamentals of Business Financial Management
BCF 209A	Acquisition Reporting Course, Part A
BCF 211A	Acquisition Business Management, Part A
CON 104A	Principles of Contract Pricing, Part A
CON 110	Mission Support Planning
CON 111	Mission Strategy Execution
CON 112	Mission Performance Assessment
CON 237	Simplified Acquisition Procedures
CON 260A	The Small Business Program
FE 201	Intermediate Facilities Engineering
IND 103	Contract Property Systems Analysis Fundamentals
IRM 101	Basic Information Systems Acquisition
LOG 101	Acquisition Logistics Fundamentals
LOG 102	Systems Sustainment Management Fundamentals
LOG 201A	Intermediate Acquisition Logistics, Part A
LOG 203	Reliability and Maintainability
LOG 235A	Performance Based Logistics, Part A
PMT 250	Program Management Tools
PMT 352A	Program Management Office Course, Part A
PQM 101	Production, Quality and Manufacturing Fundamentals
PQM 201A	Intermediate Production, Quality and Manufacturing, Part A
SAM 101	Basic Software Acquisition Management
SYS 201A	Intermediate Systems Planning, Research, Development and Engineering, Part A
TST 101	Introduction to Acquisition Workforce Test and Evaluation