



Career Development

FEDERAL ACQUISITION INSTITUTE MOVES TO DEFENSE ACQUISITION UNIVERSITY

Christina Cavoli

An important new partnership in acquisition excellence was announced by the Office of Federal Procurement Policy, the Department of Defense, and the General Services Administration in a ribbon-cutting ceremony at the Defense Acquisition University on March 11, 2005. As part of that agreement, the Federal Acquisition Institute, which is under the direction of the Office of Federal Procurement Policy and part of GSA, is now located at DAU's Fort Belvoir campus.

The Federal Acquisition Institute and DAU share a similar vision and mission in support of their stakeholders and customers: to develop acquisition workforce members to be effective business leaders equipped to make business decisions that deliver best value, provide strategic business advice, and support the accomplishment of agency missions. The collocation will facilitate the partnership between FAI and DAU to ensure that the civilian and defense acquisition workforce receive similar training and development opportunities.

Present at the ceremony was Michael Wynne, under secretary of defense for acquisition, technology and logistics. "The hardest thing to earn is the respect of your peers," Wynne said. "This innovative agreement creates an ability to broaden the acquisition career field. It's a real 'wow' moment." DAU President Frank J. Anderson added that the agreement would "lift the bar for everyone in the federal government regarding acquisition training."

David H. Safavian, administrator for federal procurement policy, said, "We look forward to working with DoD to ensure that we train our acquisition workforce to be a federal asset, not just an agency asset."

"This [partnership] provides a key opportunity to ensure we have the highly skilled acquisition workforce needed to support federal agencies' missions and to meet workforce management challenges across agencies, civilian and military," stated Emily Murphy, GSA's chief acquisition officer.

AIR FORCE STANDS UP UAV CENTER OF EXCELLENCE (MARCH 17, 2005)

NELLIS AIR FORCE BASE, Nev.—Maj. Gen. Stephen Goldfein, Air Warfare Center commander, held a telephone press conference March 16 to announce the standup of the Air Force's Unmanned Aerial Vehicle Center for Excellence at Indian Springs Auxiliary Air Field, Nev.

The UAV Center of Excellence will coordinate UAV activities at the tactical, operational, and strategic levels, working to provide a common structure for UAV command and control systems. The center will improve the interoperability among the various systems and develop the common operating systems, standards, requirements, concept of operations, and training necessary to provide the joint warfighters the information they need.

"We have a wide range of things we want to do within the Center," said Goldfein, "including improving interoperability among the systems, developing common operating systems, and then all of the standards, requirements, concept of operations, and the training necessary to provide joint warfighters the very best process to integrate and leverage what we get from the unique capabilities of unmanned aerial vehicles."

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 July 18–22, at the Hyatt Regency, Long Beach, Calif.; and Sept. 19–23, at the Hyatt Regency in New Orleans, La. 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 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



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- 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 Christina Buck at (703) 247-9478 or e-mail cbuck@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?#July2005>.

AMERICAN FORCES PRESS SERVICE (MARCH 23, 2005) PERSONNEL CHIEF OUTLINES NSPS, OTHER INITIATIVES

Gerry J. Gilmore

WASHINGTON—Defense Department civilians will soon be paid for productivity rather than longevity, while in the future, servicemembers may be required to serve longer tours of duty and spend more time in the military before becoming eligible for retirement.

These initiatives are part of efforts by officials to transform DoD into a more agile and efficient organization for the 21st century, said Dr. David S.C. Chu, under secretary of defense for personnel and readiness.

Dr. Chu said the new National Security Personnel System slated for partial implementation in July will affect about 300,000 of the department’s 700,000 civilian employees. Remaining DoD civilian employees are slated to move into the new system beginning around January 2007.

He said current civilian pay scales are based on how “long you’ve been around.” Polls show the younger workers DoD officials are seeking to replace retiring older employees want a more performance-based compensation system.

“They want to join an organization where if you do more, you are rewarded,” he said.

Performance for pay “is not an untried principle” at DoD, Dr. Chu said, noting several pay-for-performance pilot programs have been tested through the years.

The system also gives managers the tools to hire new employees more quickly and more means to discipline underproducers.

Dr. Chu said such change is likely to be “upsetting” among a work force accustomed to the older personnel system. Managers who will supervise workers under NSPS will “require training and preparation in order for them to be effective,” he said.

He asked DoD employees to be patient as the system is implemented, noting studies of pay-for-performance pilot programs have shown most workers like the new system.

After NSPS has been fully implemented, employees “will have a much happier workforce,” Dr. Chu said.

He said old civil service rules hamstrung supervisors and often caused servicemembers to be employed for tasks that could be accomplished by civilian employees. Implementation of NSPS will allow more flexible use of civilian employees, while freeing up servicemembers to perform other important duties, Dr. Chu said.

Another initiative that is under study involves establishing longer duty tours for servicemembers, especially senior officers, he said. Some military leaders serve in their posts for too short a time, and many senior officer tours of duty span 18 to 24 months.

“They never have enough tenure to make transformational changes to see them through to success,” Dr. Chu said.

Another personnel change under consideration is increasing the years of service military members need to retire. Today’s 20-year minimum required for military retirement “has become something of an ‘automatic’ event” that began after World War II, he said. The requirement was established in conjunction with an “up-or-out” policy recommended by then Army Chief of Staff Gen. George C. Marshall that was designed to prune veteran servicemembers who had become ineffective partly because of increased age.

But Dr. Chu said today’s servicemembers in their 40s and 50s are “physically fit [and] able to do many of the



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things that are necessary” in the military environment. Consequently, “we need to have a system that allows them to serve ... on active service longer,” he said, and that envisioned change “is one of the most difficult transformational challenges” DoD officials face.

“We are really at [the] early stages in making this shift,” he said. “Some of it requires legislative changes, which we have not yet convinced the Congress to make.

Addressing the amount of military pay required to attract and retain quality servicemembers in the future, Dr. Chu said, “If we don’t keep up a vigorous, upfront compensation package, we will not succeed in the long term.”

Achieving transformation requires having “a sharp and appropriate set of tools in your toolkit” and a willingness to adapt new methods of doing military business, he said.

For example, the asymmetrical nature of the war on terror has made U.S. military field hospitals likely enemy targets, he said. Consequently, it is now routine for servicemembers who have been severely wounded in Afghanistan and Iraq to be medically stabilized in local field hospitals and then air-evacuated to “safe havens” in Germany or the United States for further treatment, Dr. Chu said.

This transformational change contrasts with past practices where injured troops often received medical care at facilities established in or near war zones, he said. He credited the field hospitals “for being able to stabilize the patients” and the Air Force for providing the needed air bridge support.

“We will not go backwards,” Dr. Chu said, noting DoD officials will no longer plan to “take heavy, bulky, hard-to-protect medical facilities to the front.”

AMERICAN GRADUATE UNIVERSITY OFFERS “LEADING, COMMUNICATING & MOTIVATING PROJECT TEAMS”

American Graduate University, an accredited academic institution and a Program Management Institute registered education provider, is now offering “Leading, Communicating, and Motivating Project Teams.” This course gives you, the program/project manager, the people and team building skills to help lead or participate in forming and maintaining motivated, high-performance project teams.

The leadership, communication, and interpersonal skills of the project/program manager have as much of an impact on the success of a project as technical skills. Effective team leaders continually strive to improve their ability to:

- Master the various roles of the project leader
- Motivate individuals and the team as a whole
- Communicate with and influence project stakeholders
- Facilitate internal and external communications
- Promote an effective project management culture
- Resolve conflict and show leadership during crisis.

Why attend this course? Find out by going to www.agu.edu/courses/571 for a full agenda, or call 866-273-1736 for more information. For information on customized presentation of this course at your location, e-mail onsites@agu.edu.

AGU is a Defense Acquisition University strategic training partner.

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. Print a copy or view the 2004 chart and the accompanying description definitions at <http://akss.dau.mil/jsp/default.jsp>.

DAU SIGNS MOU WITH BAE SYSTEMS

On April 18, the Defense Acquisition University and BAE Systems signed a memorandum of understanding to share training opportunities, materials, and acquisition knowledge and experience. Signing at DAU, Fort Belvoir, Va., for the partners were Dr. James S. McMichael, DAU vice president, and Frederick C. Payne, director, program management and engineering, BAE Systems.

The purpose of this MOU is to establish a framework for DAU and BAE Systems to pursue mutually beneficial training and curriculum sharing opportunities, primarily in engineering and program management functions, including international program management. The opportunities identified for partnering include, but are not limited to, the following: sharing training resources; collaboration in re-engineering courses; and serving as instructors, panel members, and guest speakers in each



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other's courses and as reviewers of each other's training materials. In addition, BAE Systems will provide feedback to DAU on course pilots and other training development activities.

DAU CONTINUOUS LEARNING CENTER MIGRATES TO THE DAU VIRTUAL CAMPUS

In order to provide Defense Acquisition University online training, progress, and completion records within a consolidated site, on April 4, DAU migrated its Continuous Learning Center to the DAU Virtual Campus <<https://atlas4.dau.gov/html/login/login.jsp>>. Members of the AT&L workforce, industry partners, and the general public now have a single place to register for their respective DAU certification and continuous learning opportunities.

If you have any questions or for assistance, please contact the DAU Help Desk at dauhhelp@dau.mil or at 1-866-568-6924 (Toll Free) or 703-805-3459 (Commercial) or DSN 655-3459. When calling in, select option 1 for DAU Virtual Campus Continuous Learning.

ARMY ACQUISITION SUPPORT CENTER (MARCH 2005) ARMY ACQUISITION PROFESSIONAL DEVELOPMENT SYSTEM (AAPDS)

The U.S. Army Acquisition Support Center is pleased to announce the release of the new AAPDS online application system at <<https://apps.altess.army.mil/aapds>>. This new home to many acquisition training opportunities started with the launch of the spring 2005 Acquisition Tuition Assistance Program (ATAP) announcement. That first announcement closed May 31, 2005, and notifications were made in June 2005. Although the first roll out of AAPDS focused on ATAP, the system will soon include many Acquisition, Education, Training and Experience Programs; Contracting Career Program Office (CP-14) professional development opportunities; and opportunities offered through the Logistics Management Proponency Office (CP-13/17 LOGPRO).

ATAP is a robust tuition assistance program open to all eligible acquisition, logistics, and technology workforce members who are interested in pursuing their 12-24 business hour requirements for associate's or bachelor's degrees. Army Acquisition Corps members who are Level III certified may also request ATAP funding for a graduate degree in a business, scientific, or technical specialty.

Education funded through ATAP must be pursued through a nationally or regionally accredited school. Participants may attend the institution of their choice within their local commuting area or participate in online classes. Students should complete courses during nonduty hours unless supervisor approval allows for duty hour completion.

Each course of study must underpin an acquisition function. Funding for a master's degree or business hours at the master's level is limited to \$1,500 per course (\$7,500 per year maximum), and funding for a bachelor's degree is limited to \$1,000 per course (\$5,000 per year maximum). Students must complete graduate courses with at least a grade of "B" and at least a "C" for undergraduate courses. Reimbursement is required if the grade standards are not met.

Finally, participation in ATAP requires a payback of time, usually three times the length of the actual training period. Exact payback requirements are annotated on the DD Form 1556.

Applicants must still use the Individual Development Plan (IDP) to annotate the courses for which they wish to apply for ATAP funding. AAPDS will be connected to the IDP and will import all supervisory approved training into the AAPDS system. Once in AAPDS, applicants will be required to complete the following for their package to be considered:

- Select the ATAP program for which you are applying.
- Submit your résumé.
- Verify your IDP academic plan and funding forecast.
- Enter your statement of interest.
- Verify your curriculum requirements.
- Verify your university/college enrollment/acceptance status.
- Verify the information on your Acquisition Career Record Brief.

The ATAP policy and procedures provide detailed information about ATAP and how the program works. Please view these documents at <<http://asc.army.mil/programs/atap/docs.cfm>>.

Administrative questions concerning the ATAP program should be directed to National Capital Region Customer Support Office ATAP Coordinator Scott Greene, Science Applications International Corp., at (703) 704-0132, (703) 704-0134 (fax) or scott.greene4@us.army.mil.