



Career Development

DAU PROFESSORS HELP TRAIN IRAQIS

PROJECT MANAGEMENT • PROCUREMENT • DEMOCRACY • HUMAN RELATIONS

Army Lt. Col. Steve Cummings and Wayne Glass, both professors of systems acquisition management at the Defense Acquisition University, Fort Belvoir, Va., recently returned from Baghdad where they trained Iraqi personnel supporting coalition and Iraqi missions. The students came from every part of Iraq to Baghdad for the training, which was a combination of project management and procurement subjects. Cummings and Glass taught the project management lessons, which made up most of the course, and Air Force Maj. Mark Milan from the Air Force Judge Advocate General School, Maxwell Air Force Base, Ala., taught the procurement subjects.

The training was sponsored by the Multi-National Security Transition Command-Iraq (MNSTC-I), which is commanded by Army Lt. Gen. Dave Petreus. MNSTC-I and the Iraqi students, Cummings and Glass noted, were extremely appreciative of the training.

“It is 1775-1776 in Iraq ... and we were involved in training the folks who are responsible for making things happen in Iraq and getting the country on its feet,” said Glass. “It was the most important and personally rewarding work I have done in a long while. There is something very special about being on the ground, working with the people who are helping to get their country back up and running after years of tyrannical rule.”

While PM/Procurement training was the mission, democracy training and human relations building were a big part of the effort as well. The majority of the Iraqi students represented the Ministry of Defense and the Min-



Teaching project management and procurement during a recent trip to Iraq were from left: Air Force Maj. Mark Milan from the Air Force Judge Advocate General School, Maxwell Air Force Base, Ala.; federal civilian Wayne Glass, professor of systems acquisition management and director for strategic partnerships at DAU's Fort Belvoir campus; and Army Lt. Col. Steve Cummings, also a professor of systems acquisition management at DAU's Fort Belvoir campus. U.S. Army photograph.

istry of Interior. They are responsible for electric power, petroleum production, the Iraq military, and all infrastructure programs. Many work directly with U.S. and other coalition forces, while a few are industry personnel. They are very courageous, Cummings and Glass noted, and took significant risks to participate in this training.

“It was interesting to hear from students that they had never worked in a group setting on projects,” Cummings reflected. “It was very good for them to hear each other's perspective and to see different solutions to the same problem.”

Glass and Cummings also met with Army Maj. Gen. John Urias, dual-hatted as head of contracting activity and commander of the Joint Contracting Command-Iraq; members of his staff attended several of the classes, as did representatives from the Army Corps of Engineers. The two DAU professors recommended that the univer-



sity support follow-on training missions in Iraq. It is training the Iraqis need, it is well received, and it is important for the future of Iraq, they concluded.

Cummings will soon depart DAU to become a project manager in Huntsville, Ala.; Glass will continue his dual-hatted responsibilities at DAU as a professor of systems acquisition management and director for strategic partnerships.

DTIC LAUNCHES RESEARCH AND ENGINEERING PORTAL

Fort Belvoir, Va.—On May 4, 2005, the Office of the Director, Defense Research & Engineering (DDR&E) and the Defense Technical Information Center (DTIC) announced the availability of the Research and Engineering Portal to Department of Defense employees and their contractors. The portal provides one-stop access to current and historical R&E information, including DTIC technical data resources.

The portal brings together Web applications that support DDR&E strategic planning and the congressional reporting process. Consolidated information on R&D projects, provided by the Services, can also be found in the portal. A working research tool, the R&E Portal includes an enhanced query capability that displays the results of text searches within the context of a selected taxonomy. It also offers a customized search tool designed specifically for analysis. The new e-Gov database, created to consolidate and submit R&D data in support of the e-Government Act of 2002, provides a centralized view of federally funded R&D projects.

The R&E Portal can be found at <<https://rdte.osd.mil>>. Access is controlled by the DTIC registration process: <<https://register.dtic.mil/DTIC>>. For more information about the R&E Portal, contact rdte_help@dtic.mil.

For in-depth information about DTIC, see “The Information Business: A Profile of the Defense Technical Information Center,” *Defense AT&L*, July-August 2005.

MANAGEMENT MENTOR MODULES AVAILABLE FALL 2005 DAU PARTNERS WITH HARVARD BUSINESS SCHOOL

In January, the Defense Acquisition University partnered with Harvard Business School Publishing to procure the Harvard Business School ManageMentor modules. These 37 HBS modules will strengthen the

softskills for the AT&L workforce, for select members of the private sector who have attended DAU courses, and for students who receive training through the Federal Acquisition Institute/DAU partnership.

When deployed in October 2005, the Harvard Management Mentor modules will be an easy-to-use online performance support tool that provides information and materials on more than 37 topics fundamental to managerial success. Topics will range from running an effective meeting or managing a project to more complex tasks such as negotiating or keeping a team on target. For each topic, practical information will be presented using the following methods:

- Core concepts
- Tips and tools
- Action steps
- Resources
- Test yourself
- Interactive practices
- Exercises focused on questions like, What would you do? Where should you focus?

To take advantage of these modules, look for publication of the Management Mentor Modules Web site in the November-December issue of *Defense AT&L* under “Career Development.” For questions or more information on AT&L-wide deployment of the modules, please contact Rebecca Clark at Rebecca.clark@dau.mil.

DAU'S PERFORMANCE BASED LOGISTICS COURSE KEEPS PACE WITH POLICY AND PRACTICES

LOG 235, the Defense Acquisition University's Performance Based Logistics (PBL) final Level II certification course, has undergone significant revisions this year to keep pace with the dynamic evolution of both PBL policy and actual program implementation practices. PBL was mandated as DoD's “preferred” product support strategy in the 2003 revision of the DoD 5000 Series.

LOG 235 is a hybrid course, with LOG 235A comprising a 50-hour distance learning course consisting of 17 lessons focusing primarily on PBL concepts and their relationship to and effect on DoD traditional support functions and processes. LOG 235B is a one-week classroom course that uses case studies and exercises to provide students the opportunity to accomplish practical application of the concepts learned in LOG 235A.



In its first iteration, fielded in March 2004, there were few fully implemented PBL programs; consequently, a significant portion of the course continued to focus on the conceptual application of PBL processes. However, over the last year, more than 150 programs have either implemented PBL or are well along in the implementation process. Using this real-world PBL information, approximately 60 percent of the course content has been revised to reflect actual PBL implementation practices.

As a result, LOG 235B is now much more of a practical tools- and skills-based course, providing students tangible knowledge they can readily apply upon returning to the workplace.

Initial feedback on the changes has been very positive, and corresponding updates to LOG 235A are in development, with completion expected in early fiscal 2006.

NAVAL NEWS SERVICE (MAY 18, 2005) NAVY KNOWLEDGE ONLINE ANNOUNCES IMPROVEMENTS

Jon Gagne

PENSACOLA, Fla. (NNS)—Navy Knowledge Online (NKO), the Navy's premier interactive education and training tool for Sea Warriors, is moving into another phase of service to the fleet.

The Web site is a one-stop knowledge location for Navy education, training, and professional growth management.

Unprecedented growth over the last 12 months prompted a redesign to improve usability and ease navigation for individual users searching for content specific to their needs. There are now more than 480,000 worldwide users of NKO.

"Our cutover to the redesigned NKO requires transitioning the original NKO site with the same functionality and capabilities to new servers, using new and current portal technology, and migrating more than 20 gigabytes of data, content, and courses," said Peg David, the NKO program manager for the Naval Education and Training Command (NETC) in Pensacola. "It has been a huge undertaking, but will prove to be well worth the effort."

Vice Adm. Kevin Moran, NETC commander and the Navy's chief learning officer, noted the NKO update was based on sailor input.

"The upgrades resulted from months of evaluation and extensive input from fleet sailors throughout the world," said Moran. "Users will find a more intuitive display with detailed help instructions and will be able to find relevant content with fewer mouse clicks. The new layout focuses on content related to the individual, based on location in NKO and the user's status, whether active duty, reserve, or civilian."

With the launch of the new phase of NKO in June of this year, sailors are able to use all of the functions they have become familiar with over the last several months, including white pages, message boards, notifications, administrator functions, and a fully integrated NKO library. All user-specific tabs and bookmarks will be retained under the upgrade.

Several additional upgrades are in progress to provide better support to the fleet.

"A combined Sea Warrior afloat working group is making steady progress to integrate NKO afloat with several programs, such as the Job Advertising and Selection System and 5 Vector Model via the NAVSEA (Naval Sea Systems Command) distance support portal," said David. "More details will follow later this year."

Sailors can learn more about NKO's redesign functionalities and capabilities by exploring the links on the NKO home page. Detailed instructions, user guides, and tutorials can be found under the "Inside NKO" tab. These links and learning tools will be updated as the redesign cutover approaches and will be found on the NKO home page under "About NKO."

For more information about Navy Knowledge Online or to jumpstart your career educational planning, visit the Navy Knowledge Online Web site at <http://www.nko.navy.mil>.

For related news, visit the Naval Education and Training Command Navy NewsStand page at <http://www.news.navy.mil/local/cnet/>.

Gagne is with the Naval Education and Training Command Public Affairs Office.



WEBSTER UNIVERSITY OFFERS COOPERATIVE MASTER'S DEGREE TO AABC GRADS AT FORT BELVOIR

The U.S. Army Logistics Management College (ALMC) and Webster University established a cooperative master's degree program to allow U.S. Army Acquisition Basic Course (AABC) graduates to complete a master's degree with Webster University through shared academic credits. The ALMC/Webster University cooperative degree program was developed in accordance with the American Council on Education's Joint Statement on the transfer and award of credit.

Approved cooperative degree programs are:

- Master of Business Administration
- Master of Arts in Computer Resources and Information Management
- Master of Arts in Procurement and Acquisitions Management.

To apply to Webster University, AABC graduates must have completed a bachelor's degree at a regionally accredited institution and must submit an official transcript from the institution at which the degree was conferred. Neither the Graduate Management Admissions Test nor Graduate Record Examination is required for admission. If students have already completed a previous graduate degree, they may be eligible to complete a sequential degree in one of the aforementioned fields.

This opportunity is beneficial to students and to agencies that provide tuition assistance because they may save up to \$3,850 for course credits earned through AABC. Students can learn more about this cooperative agreement by contacting Webster University at (703) 781-7942 or belvoir@webster.edu. Webster University at Fort Belvoir is located in Room 143 of the Barden Education Center. The Webster University Web site is <http://www.webster.edu/belvoir>.

NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) AND BASE REALIGNMENT AND CLOSURE (BRAC) INFORMATION

In November 2003, Congress granted the Department authority to establish a new civilian human resources management system to better support its critical national security mission. The National Security Personnel System (NSPS) is the resulting system to implement this authority. Employees wishing to learn more about NSPS should visit the Web site <http://www.cpms.osd.mil/nsps/> where the latest information is posted. A new NSPS video "NSPS: Towards a Mission-Centered Workforce" explains the purpose of NSPS and

advantages and is available at <http://www.cpms.osd.mil/nsps/video.html>.

Also on the NSPS Web site is a link to the DoD Employee Transition Assistance Web site <http://www.cpms.osd.mil/bractransition>. This Web site provides the latest information on BRAC and the variety of transition assistance programs offered by the Department of Defense. In addition, it links to Web sites that will help you learn more about BRAC and employment opportunities. The site provides answers to FAQs on general BRAC issues and a reference section containing guidance for displaced employees and policy issuances on transition assistance programs.

NATIONAL-LOUIS UNIVERSITY PARTNERS WITH DEFENSE ACQUISITION UNIVERSITY

On March 18, 2005, National-Louis University (NLU) signed a Memorandum of Understanding (MOU) with DAU. The ceremony was officiated by Wayne Glass, professor, systems engineering, logistics and program management and director for strategic partnerships. Signing the MOU were Dr. James McMichael, vice president, DAU, and Dean Rich Magner, College of Management and Business, NLU.

The MOU formally recognizes that NLU and DAU will cooperate in providing educational opportunities for currently enrolled and potential students of each institution. This understanding requires a commitment by both institutions to facilitate the transfer of DAU course credits that have been certified by the American Council on Education toward NLU degree or certificate programs.

"We're particularly proud," said Magner, "to sign this agreement as a continuing symbol of National-Louis University's commitment to serving the military community now and into the future." McMichael commented on the long relationship NLU has had with the military community.

National-Louis University is a private, non-profit university founded in 1886 with central headquarters in Chicago, Ill. The university is regionally accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools and has campuses in Chicago; Washington, D.C.; Northern Virginia; Florida; Wisconsin; and Poland. To learn more about NLU go to <http://www.nl.edu>. Information on DAU can be found at <http://www.dau.mil>.



AMERICAN FORCES PRESS SERVICE
(APRIL 27, 2005)

DOD SEEKING 'DEMONSTRATION AUTHORITY' FOR CHANGES TO OFFICER MANAGEMENT

Kathleen T. Rhem

WASHINGTON—Defense officials are requesting that Congress give the department permission to experiment with some changes to officer personnel management.

Officials have requested “demonstration authority” to test changes in compensation, promotions, and retention in four limited categories of military officers—Army foreign area officers, Navy engineering officers, Navy aviation engineering duty officers, and Navy acquisition officers—explained Bill Carr, acting deputy under secretary of defense for military personnel policy.

Carr explained that the war on terrorism has brought to light limitations to officer personnel management that officials just hadn't contemplated. Yet military leaders and congressional oversight committees are wary of implementing sweeping changes without proof that the changes would work.

“One way to ... see if you can test some transformational ideas before you go online full time is to try a demonstration authority,” he said during a media roundtable in his Pentagon office earlier this month.

The Office of Management and Budget has approved the demonstration plan, and the Defense Department's request for this authority now lies with Congress.

The military faces unique personnel challenges because the manpower pool is “bottom-fed,” Carr said. “We grow from the bottom. We recruit at year one and then [personnel] grow up.”

This is different from government and private-sector civilian organizations who allow lateral entry at any point up or down the scale.

“If we did that, it would open up a whole range of options that we don't have. The reason we don't do it is as much cultural as it is pragmatic,” Carr said. “To earn the right to supervise soldiers, one must have grown up as a soldier, and that's held ... as a part of the military ethos.”

Officials have had demonstration authority to experiment with federal-civilian personnel policies for several years. Civilian demonstration programs are generally limited to a fairly small group of individuals, but the authority to do so for such programs “pretty much says you may waive law as it relates to promotion and pay and other major variables, and you can determine whether or not a new approach would be more effective,” Carr said.

Defense officials are simply requesting the same flexibility to test changes to policies governing military officers, he said.

“Nobody is more interested in holding down manpower costs than is the Defense Department, and nobody is more interested in readiness than is the Defense Department,” Carr said. “We're saying, ‘Empower us so that we can experiment with good ideas and offer you provably good ideas.’”

DAU AND NDIA TO SPONSOR DEFENSE SYSTEMS ACQUISITION MANAGEMENT COURSE OFFERING 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 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
- 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>.



dustry 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>.

NEW MASTER OF SCIENCE IN MANAGEMENT WITH LOGISTICS SPECIALTY

The Embry-Riddle Aeronautical University Huntsville Center is now offering a master of science in management degree program at Redstone Arsenal, Ala. Students applying for admission to the program may choose from specializations in management of integrated logistics; aviation/aerospace industrial management; air transportation management; aviation and aerospace security; aviation enterprises in a global environment; and a general management option. Courses will be offered in nine-week terms starting Aug. 8 on post, and are available online as well.

For more information visit the ERAU Web site at <http://www.erau.edu/huntsville>, or e-mail the center at huntsville.center@erau.edu. A graduate-level certificate in logistics is also available for those students who do not wish to pursue a degree.

DAU ANNOUNCES THE LAUNCH OF UNIQUE IDENTIFICATION (UID) SPECIAL INTEREST AREA

The Acquisition Community Connection Web team announces the launch of their newest special interest area, *Unique Identification*. UID—a DoD strategic imperative—is a program to mark items owned by the Department of Defense with unique, machine-readable item identifier data elements that distinguish an item from all other like and unlike items. For information and discussions on UID implementation including policies and references, contracting, engineering, training, and solution providers, go to the UID Web site at https://acc.dau.mil/simplify/ev.php?ID=18058_201&ID2=DO_TOPIC.

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 the basis of 1 point per 1 hour of time devoted to the activity. On-the-job training assignments, intra- and inter-organizational, rotational, broadening, and development assignments may also qualify toward meeting the continuous learning standards.

DEPARTMENT OF DEFENSE EDUCATION GATEWAY

The Department of Defense Education Gateway (EduGateway) Web site at <http://web.lmi.org/edugate/> provides general information about science, mathematics, and engineering (SME) educational programs sponsored in whole or in part by the DoD. Sponsored and funded by the director of defense research and engineering, the site was originally intended to display information about programs with science, mathematics, or engineering content. The Web site is now open to any and all genuine educational efforts supported by the Department that knowledgeable members of the DoD family wish to report.