



Spotlight on DAU Learning Resources

NEW DAU LEARNING MODULES

The following new modules are available on the DAU Continuous Learning Center at <<http://clc.dau.mil>> through both “browse” and “register” options:

- Anti-Tamper (CLE 022)
- Enterprise Architecture (CLE 020)
- Evolutionary Acquisition (CLM 032)
- Fundamentals of Technology and Transport Controls (CLM 036)
- Outcome-based Performance Measures (CLE 016)
- Technology Readiness Assessments (CLE 021)
- Information Assurance (CLM 010)

Coming Soon...

The following modules are in development and will go live in October–December 2006:

- Modular Open System Architecture
- Quality Assurance Auditing
- Software Protection
- Structuring Contracts for Emerging DoD Requirements
- Technical Planning

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 at the following location during fiscal 2006:

- Feb. 5-9, 2007, Sheraton Tampa Riverwalk, Tampa, Fla.
- May 7-11, 2007, Gaylord Opryland Resort & Convention Center, Nashville, Tenn.
- July 16-20, 2007, Red Lion Hotel on Fifth Avenue, Seattle, Wash.
- Sept. 10-14, 2007, Radisson Plaza Hotel, Minneapolis, Minn.

DSAM presents the same acquisition policy information provided to DoD students who attend the Defense Acquisition University courses for acquisition certification training. 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>>. Industry students contact Phyllis Edmonson at (703) 247-2577 or e-mail pedmonson@ndia.org. A limited number of 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.

DEFENSE ACQUISITION UNIVERSITY 2007 CATALOG

The Defense Acquisition University 2007 Catalog has been posted online at <<http://www.dau.mil/catalog/default.aspx>>. You may request a hard copy from the DAU Student Services Office at studentservices@dau.mil.



Information in the hard copy catalog is current as of Oct. 1, 2006. However, the online catalog is updated 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 hard copies to one per requestor.) Currency of information contained in hard copies and CDs should always be confirmed on the catalog Web site shown above.

DAU CONTINUOUS LEARNING MODULES

The Defense Acquisition University now hosts over 160 continuous learning modules on its Continuous Learning Center Web site at <<http://clc.dau.mil/>>. Browse the site today and begin fulfilling the DoD AT&L requirement for obtaining 80 continuous learning points every two years.



DAU SIGNS MEMORANDUM OF AGREEMENT WITH STANDARD PROCUREMENT SYSTEM JOINT PROGRAM MANAGEMENT OFFICE

On Sept. 28, 2006, the Defense Acquisition University and the Standard Procurement System (SPS) Joint Program Management Office (JPMO) signed a Memorandum of Agreement that formalizes joint developments to better support the learning needs of the acquisition workforce. One of the more significant developments is the design and deployment of the SPS Process Performance and Learning Tool. The PPLT concept integrates formal learning assets and other resources into comprehensive job performance tools that not only support completing a specific task or process, but also provide learning as a secondary outcome.



Other developments will span across the AT&L Performance Learning Model to leverage existing resources and continue to provide the workforce community with the ability to “learn at the point of need.” The partnership will also foster and promote mutual learning and job support development opportunities.

Pictured: Dr. James McMichael (right), vice president, Defense Acquisition University, and Army Col. Quentin L. Peach, head of the Army’s Standard Procurement System, formalize their educational partnership with a Memorandum of Agreement signing on Sept. 28, 2006.

Photograph by Sgt. Ian Mosher, USA

DAU SOUTH REGION AND U.S. ARMY LOGISTICS SUPPORT ACTIVITY SIGN MEMORANDUM OF AGREEMENT

The Defense Acquisition University South Region signed a Memorandum of Agreement with the U.S. Army Logistics Support Activity (LOGSA) on Sept. 28, 2006, for the development of a Systems Engineering Plan Process Performance and Learning Tool, curriculum development support, and related efforts to support the acquisition workforce community. DAU will provide subject matter experts, and LOGSA will provide the technical expertise. The synergy between the two organizations will result in the design and delivery of automated job aids to increase job performance within the acquisition community. Collectively, DAU and LOGSA will evaluate the feasibility of using the LOGSA development tool for the creation of additional automated acquisition

plans/documents (e.g., acquisition plan). Goals of the partnership are to enhance and broaden available products, learning assets, and performance support currently provided by the two organizations.

DAU MIDWEST REGION AND DCMA DETROIT SIGN LEARNING ORGANIZATION AGREEMENT

Travis Stewart, dean, DAU Midwest Region in Kettering, Ohio, and Army Col. Susan K. Grubb, commander, Defense Contract Management Agency (DCMA) Detroit, Mich., signed a Learning Organization Agreement on Aug. 9, 2006. Under the terms of the agreement, the Midwest Region and the DCMA-Detroit will partner to provide professional education and training opportunities across the acquisition, logistics, and technical disciplines to the DCMA Detroit offices. This is



Spotlight on DAU Learning Resources

the eleventh such agreement signed this year for the Midwest Region.

DCMA Detroit, Combat Vehicles Contract Management Office, is a part of the Defense Contract Management Agency, a Department of Defense component that works directly with defense suppliers to help ensure that DoD, federal, and allied government supplies and services are delivered on time, at projected cost, and meet all performance requirements.

WHAT'S NEW IN DOD ACQUISITION? EMERGENCY RESPONSE AND RECOVERY CONTRACTING COMMUNITY OF PRACTICE

The AT&L Knowledge Sharing System (AKSS) Web site now hosts an Emergency Response and Recovery Contracting Community of Practice. Its purpose is to establish a cadre of highly skilled procurement professionals who are available to respond to national emergencies and disasters; provide a collaborative resource tool to support the cadre; and foster knowledge sharing across the federal government.

The following enabling strategies will be actively pursued and further developed for this new emergency response knowledge repository:

- Compile a list of volunteers that may be available for deployment.
- Identify, leverage, and develop a specialized suite of emergency, response and recovery training courses.
- Provide a federal-wide collaborative resource tool to promote knowledge sharing across the government. This repository offers learning and job support assets to include policy and procedure information, training resources, interagency contracts, human resources information, and e-tools and links.
- Embrace a culture of performance excellence and continuous partnership.
- Senior leadership and sustainment support.

Browse the Emergency Response Community of Practice at <<https://acc.dau.mil/emergencyresponse>>.

DAU COLLABORATES WITH LEAN ACADEMY AT DOVER AFB

Professor Marty Sherman from the Defense Acquisition University West Region and Professor Steve Brown of DAU's Capital and Northeast Region recently partnered with instructors from the University of Southern California, University of Alabama Huntsville, and Massachusetts Institute of Technology, to

deliver a Lean Academy to the U.S. Air Force 436th Air-lift Wing at Dover Air Force Base, Del.

This Lean Academy represented a significant milestone for the university, as it was the first Lean Academy taught at an operational military organization since DAU joined the Lean Aerospace Initiative (LAI) Education Network (EdNet). LAI is based at MIT and is a consortium of government, industry, and academic organizations committed to the Lean transformation.

Twenty-eight servicemembers attended the class, ranging in rank from colonel to airman and representing every facet of maintenance. After brief introductory lessons, the students toured ILC's Dover facilities and witnessed firsthand the successes realized from the implementation of Lean. This was followed by simulations and exercises geared toward giving the students hands-on training with the use of various Lean tools. In the capstone exercise, the students developed a top-level Value Stream Map and then out-briefed their product to the Wing Maintenance Officer.

The Lean training allows for real-world problem-solving analysis and application. The tremendous success of this effort has led to the scheduling of additional Lean Academy offerings at Wright-Patterson AFB, Ohio, and Eglin AFB, Fla.

DAU AND USMC SIGN MEMORANDUM OF AGREEMENT FOR CONTINGENCY CONTRACT TRAINING

On August 1, 2006, the Defense Acquisition University and the U.S. Marine Corps established a contingency contract training program, the culmination of an initiative started by Shay Assad, Director, Defense Procurement and Acquisition Policy, OUSD(AT&L), when he was USMC's assistant deputy commandant, Installations and Logistics (Contracts). Tim Shannon, dean of DAU's Capital and Northeast Region, and Mike Mutty, acting assistant deputy commandant, Installations and Logistics (Contracts), signed the 5-year Memorandum of Agreement, marking a shift to mission-focused training to support Marines in worldwide contingencies such as Afghanistan and Iraq.

Under the agreement, Marines will complete a 5-month program of instruction focused on contracting on the battlefield. This practitioner-based training will develop the practical skills necessary for contingency contracting officers to support deployed units.



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DAU INTRODUCES STAKEHOLDER MANAGEMENT COURSE

Will Broadus ■ Duane Mallicoat

With the complexity of today's acquisition programs, the number of stakeholders who can influence the programs' outcomes continues to grow and diversify. Many of these stakeholders reside outside the program manager's and the milestone decision authority's direct control and sphere of influence. How do stakeholders such as Congress, the media, the warfighter, industry, joint-coalition, and other executive agencies influence your program's outcome? Their view of the value of your program will drive their alignment as a proponent or detractor. The nature of your relationships with these key stakeholders can greatly extend your ability to effectively achieve your program's outcomes.

PMs face many questions regarding management of their key stakeholders: Does the PM's span of stakeholders change in quantity and impact depending on the stage of the acquisition process? If so, how does the PM effectively manage the change? At what level is the contact managed: just the PM level or the leadership team level? Is there a difference in merely keeping stakeholders informed versus managing their interests? Are their times when the stakeholders' interests and the PM's are different? Why is this?

The process of stakeholder management is a continually evolving and changing target that requires constant attention at various levels. Today's acquisition leadership teams must ask themselves how they are doing in the area of stakeholder management.

To support teams in stakeholder management, DAU will offer a new 3½-day course in 2007 at each of the DAU regional campuses: ACQ 452: Forging Stakeholder Relationships. The course will expose the DoD and industry acquisition members to methods and skills for the identification, assessment, and building of stakeholder relationships required for success in the acquisition environment. The course will walk the student through the various phases of stakeholder management, including the application of a stakeholder model to their current or future program assignments. It will discuss how to meet stakeholder expectations and communicate effectively, relative to constraints and DoD guidance. And it will guide the student through the development of a stakeholder action plan to promote effective relationships.

When looking at emerging team situations, the driver in determining whether the situation becomes a roadblock or evolves into an opportunity is not solely the program's technical merits or its financial executability, but a combination of both, plus the ability of the team to engage and influence key stakeholders. True stakeholder influence can be achieved only by understanding the program needs and those of each stakeholder; providing alternatives that can support both sides' needs; and cultivating the person-to-person relationship necessary to make the solution a reality. ACQ 452 is the tool to help PMs achieve these outcomes.

Broadus and Mallicoat are professors at the DAU Mid-Atlantic Region, California, Md.

DAU RANKS NO. 1 IN "BEST IN LEADERSHIP DEVELOPMENT 2006"

The Defense Acquisition University has again been ranked No. 1 in Leadership Development by Executive Excellence Publishing, a leading source of knowledge on personal and organizational leadership development. For the past 22 years, *Leadership Excellence* magazine has rated the best leadership development programs in seven categories. In 2006, some 600 organizations were surveyed, and the best leadership development programs were judged by the following criteria:

- Vision
- Involvement
- Measurement
- Curriculum(a)
- Delivery
- Reach
- Value
- Impact on the organization.

DAU was recognized for its world-class learning environment and its outstanding executive development and program management programs.

Because of its first place ranking, DAU was featured in the October 2006 issue of *Leadership Excellence* magazine. The university's success in this rigorous competition with the nation's foremost leadership development organizations and institutes is eloquent testimony to the dedication, technical excellence, and proven results of its faculty and staff