



Spotlight on DAU Learning Resources

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.



WHAT INCENTIVIZES THE AT&L WORKFORCE TO SHARE KNOWLEDGE?

Kenneth Nicholas

If we are fortunate, we still have some old-timers around us who seem to have all of the answers. But those old-timers are retiring from the AT&L workforce in waves, and there is no end in sight. When we no longer have the seasoned AT&L workers to turn to, where do we go for assistance?

And what about all of the new initiatives that the old-timers may not be able to help with? Those who are ahead of the rest of the pack getting experience with the new initiatives may have some lessons learned or new processes that can be shared—but where to find them?

One place is the AT&L Knowledge Sharing System (AKSS) developed by the Defense Acquisition University specifically to serve the evolving needs of the AT&L workforce. The AT&L Knowledge Sharing System is available at <http://akss.dau.mil/jsp/default.jsp>.

How can you contribute to the AT&L Knowledge Sharing System?

There is a tutorial at <https://acc.dau.mil/Community-Browser.aspx?id=102349> that shows how to make a contribution to the AT&L Knowledge Sharing System. It provides guidance regarding the submission. The sub-

mission will be reviewed by an AT&L subject matter expert before it is posted on the Web site.

What are the common barriers that AT&L workers find to sharing their knowledge?

Most frequently cited is time—or rather, lack of it. The workload is significant in most cases and increases when workers retire or leave government service. In some cases, employees are not replaced or positions are gapped, placing additional tasks upon the workforce in that business area. The dynamics in the workplace make it challenging to find time to share knowledge. Additionally, there may not be formalized incentives to encourage workers to share their knowledge.

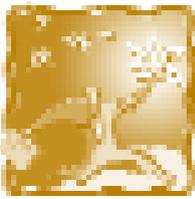
Why should we care?

The acquisition environment is undergoing significant changes as a result of the push for performance-driven outcomes and program managers' sustainment responsibilities under the total life cycle systems management directive that—together with acquisition responsibilities—greatly increase the scope of the PM's role. There are many new initiatives that show promise, but as some famous person probably said, "It is no fun to go first!" Whenever we can learn from the mistakes, failures, or successes of other initiatives or programs—especially when things are so rapidly changing—from those who go first, we are wise to use that shared information to reduce the risks in our own program. The strategic use of knowledge can be leveraged in ways that support our strategy for desired business outcomes and warfighter outcomes.

How to incentivize?

Leaders must find ways to extrinsically and intrinsically motivate AT&L workers to share knowledge with other workers via the AT&L Knowledge Sharing System if they desire the capability to leverage knowledge from across DoD. This needs to be accomplished not by quota but by the quality of the submission, its applicability to other programs, and assessment of the value that the submission holds for other AT&L workers who successfully use it.

In order for PMs to take advantage of this emerging business tool, AKSS leaders must fully integrate knowledge-sharing practices in their organizations with the core business processes, and properly incentivize their AT&L workers. Knowledge management is an integral business



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process in the commercial sector and shows much promise of providing key contributions in government.

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FROM KAREN PICA, DIRECTOR, FEDERAL ACQUISITION INSTITUTE

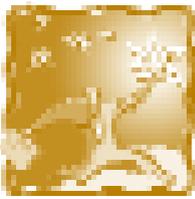
Welcome to the start of a new fiscal year! We hope some of the new Federal Acquisition Institute (FAI) initiatives will help you during your work day. From the new training courses in FY07

to the new online training registration system, we've implemented some changes in how we manage your training and hope you find them useful. We're also working on some ways to help you apply for your Federal Acquisition Certification in Contracting and are completing work on the recommendations for Federal Acquisition Certification for Program and Project Managers. FAI will be offering the full suite of contracting certification courses (including CON 353) in FY07, with many of the courses already under way and the CON 353 offerings, which began in January 2007. FAI will once again be of-



Defense Acquisition University headquarters employee Jenny Sorenson (left) helps serve Thanksgiving dinner to Bryant Adult Alternative High School students Stoja Savich, Debbie Adomako-Jones, and Shukria Farhadi on Nov. 21, 2006, in Fairfax County, Virginia. Bryant offers an alternative educational program for a diverse population of more than 450 students who reside in Fairfax County, allowing them to earn their high school diplomas outside the traditional school setting. DAU, in partnership with Bryant, provides opportunities for job shadowing, mentoring, and tutoring. In addition, the university has assisted Bryant by designing brochures and producing a video about the school, as well as donating excess computer equipment. Technical support, training, and consulting are provided in the areas of computer automation, library services, and the school fitness program.

Photograph by Barbara Zenker



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fering the popular performance-based contracting team training, also starting in January 2007.

Through our partnership with the Defense Acquisition University, there are many new seminars and training courses you can take to achieve your continuous learning points or recommend to your contracting, program management, or contracting officer's technical representative colleagues. As DoD transitions to a new contracting certification curriculum, be assured FAI will continue to offer the current courses required under FAC-C through 2007 and will be looking to transition to the new courses in 2008. For more information, contact your acquisition career manager. If you have any suggestions or wish to provide feedback, contact your agency ACM or visit our Web site at <<http://www.fai.gov>>.

NEW DAU CONTINUOUS LEARNING MODULES

The following new module is available on the DAU Continuous Learning Center at <<http://clc.dau.mil>> through both "browse" and "register" options:

- Proper Financial Accounting Treatments for Military Equipment
- New Modules from Harvard Business School Publishing—additions to the Harvard ManageMentor series
- Thinking Strategically (HBS 138)—not available in browse mode
- Creating a Business Case (HBS 139)—not available in browse mode
- Measuring Business Performance (HBS 140)—not available in browse mode
- Developing Employees (HBS 141)—not available in browse mode
- Contracting with Canada
- Quality Assurance Auditing
- Structuring Contracts for Emerging DoD Requirements
- SCORM (Shared Courseware Object Reference Model)
- Introduction to Defense Distribution (JKDDC—Joint Knowledge Development & Distribution Capability)

NEW RISK MANAGEMENT GUIDE

A n all new and improved version of the Risk Management Guide for DoD Acquisition (6th ed, version 1.0) is now available on the Web. This streamlined edition reflects lessons learned on the application of risk management on past programs and presents concepts and ideas that encourage the use of risk-based management practices that all programs should find useful. The new guide places emphasis on:

- The role and management of future root causes
- Distinguishing between risk management and issue management
- Tying risk likelihood to the root cause rather than the consequence,
- Tracking the status of risk mitigation implementation vs. risk tracking
- Event-driven technical reviews to help identify risk areas and assess the effectiveness of ongoing risk mitigation efforts.

With all the high-level emphasis on reducing risk in programs to help ensure program cost, schedule, and performance objectives are achieved at every stage in the life cycle, this guide serves as a great communication tool for all stakeholders on the process for uncovering, determining the scope of, and managing program uncertainties. View the guide at <<https://acc.dau.mil/rm>> or <<http://www.acq.osd.mil/se/publications.htm>>

CAPELLA UNIVERSITY, DAU FORM STRATEGIC PARTNERSHIP

DAU signed a strategic partnership with Capella University on Nov. 21, 2006, at DAU's Fort Belvoir, Va., campus. Capella, at <<http://www.capella.edu>>, is an accredited online educational institution headquartered in Minneapolis, Minn. The partnership allows AT&L workforce members to transfer DAU course credits towards Capella's baccalaureate and graduate degrees. Capella will also soon join DAU in DAU's new Excelerate program, which allows DAWIA Level II certification to transfer towards graduate degree credit.