Chapter 3

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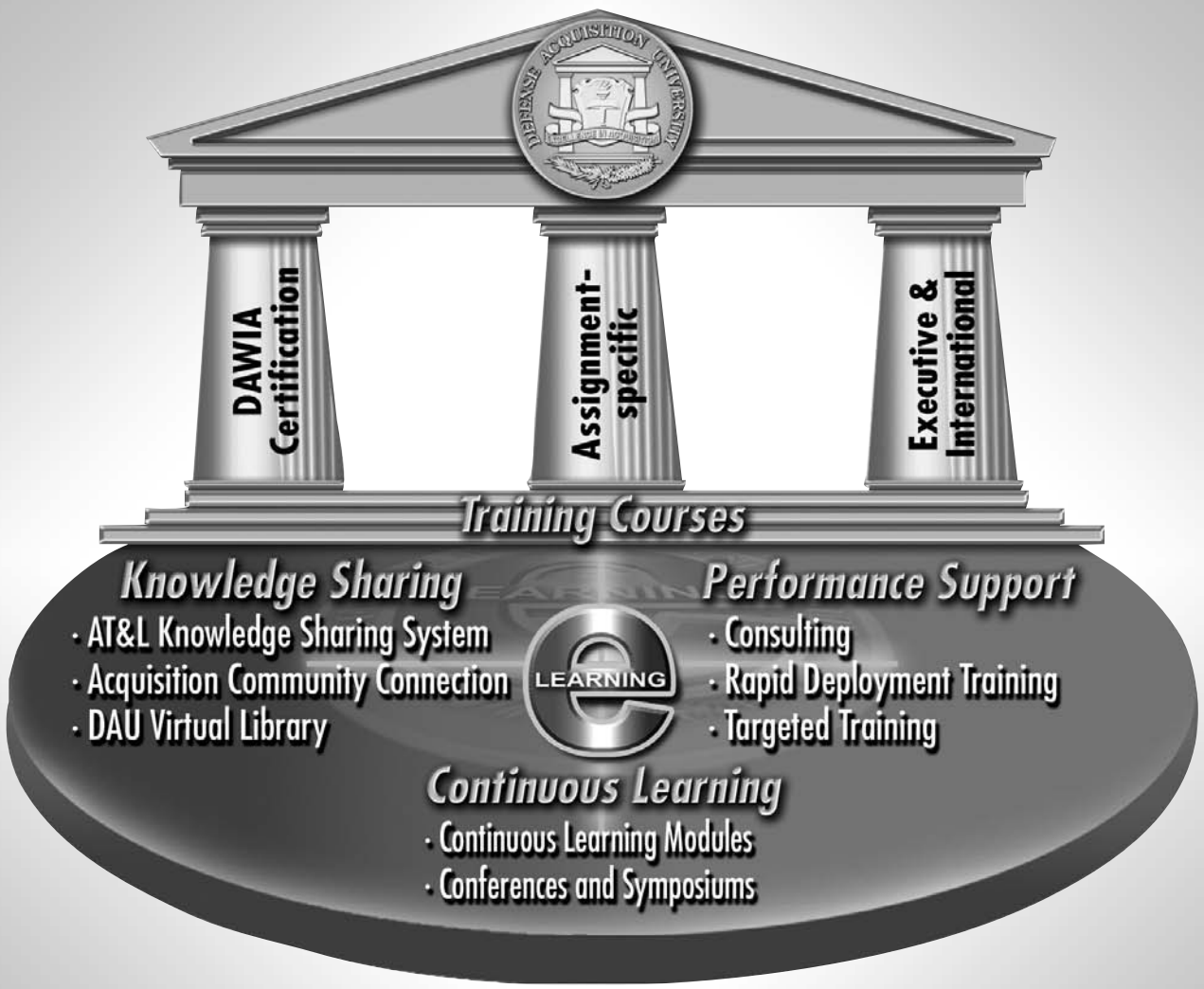
DEFENSE ACQUISITION UNIVERSITY
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DAU Learning Assets

An entire platform of learning assets is offered by DAU to meet the career-long learning needs of the DoD Acquisition, Technology, and Logistics (AT&L) workforce. The **AT&L Performance Learning Model (PLM)** lays the foundation for providing training courses, knowledge sharing venues, continuous learning opportunities, and performance support. This chapter provides detailed information about each element of the PLM.

Training Courses. First, course descriptions for each of the traditional certification and assignment-specific courses are listed alphanumerically. Some of these courses are offered only in the classroom, some exclusively online, and others as a combination of resident and Web-based training. The method of delivery is identified with each course description.

Following the course descriptions is a summary of the courses available online.

Next you will find a list of "predecessor courses." When a course no longer offered still meets the requirements for credit, it becomes a predecessor course. Students who have completed these courses may use them to meet prerequisite requirements and/or receive credit for them toward DAWIA certification.

The final section related to training courses includes information about assignment-specific training. These courses provide unique acquisition knowledge required for a specific assignment or position, to maintain proficiency, and to remain current with legislation, regulations, and policy.

Performance Support is tailored to the customer's needs and may include consulting, coaching, mentoring, and facilitation. Rapid Deployment Training focuses attention on a limited number of emerging initiatives and delivers training within days of new policy implementation. Targeted training is tailored to the specific needs of an organization or integrated product team as required.

Continuous Learning. The DAU Continuous Learning Center offers continuous learning opportunities designed to maintain currency and help employees meet the DoD requirement to complete 80 hours of continuous learning every 2 years. DAU hosts and participates in a variety of public forum events, such as conferences, symposia, and expos, that promote learning and offer continuous learning opportunities.

Knowledge Sharing is an inherent function of any educational institution. The AT&L Knowledge Sharing System provides online access to a variety of tools and reference materials that facilitate supporting the warfighter. The Acquisition Community Connection hosts online communities of practice that provide an electronic forum for sharing knowledge, information, lessons learned, and best practices.

The AT&L PLM . . .

Training Courses

DAU has designated certain courses as mandatory for certification in various career fields within each Component's Acquisition, Technology, and Logistics (AT&L) workforce at Levels I, II, or III. The primary authority for these courses is the Defense Acquisition Workforce Improvement Act, implemented by Department of Defense Directive (DoDD) 5000.52 and DoD 5000.52-M. Appendix B of this Catalog lists detailed requirements for certification in all career fields. The Directors, Acquisition Career Management (DACMs) for the Services and for DoD agencies, manage attendance at these courses. Normally, the DACMs give priority to AT&L workforce members who are pursuing certification in an acquisition career field. It is also recommended that students meet appropriate certification-level requirements. For example, attendance at a Level III course presumes the student meets all requirements for, and is certified at, Level II in that career field.

For updates to these course descriptions during the training year, consult the online Catalog at **http://www.dau.mil/catalog**.

ACQ 101

FUNDAMENTALS OF SYSTEMS ACQUISITION MANAGEMENT

This course provides a broad overview of the DoD systems acquisition process, covering all phases of acquisition. It introduces the Joint Capabilities Integration and Development System (JCIDS) and resource allocation processes, the DoD 5000 Series documents governing the defense acquisition process, and current issues in systems acquisition management. Designed for individuals who have little or no experience in DoD acquisition management, ACQ 101 has proven very useful to personnel in headquarters, program management, and functional or support offices.

Objectives: Students who successfully complete this course will be able to recognize:

- the fundamental precepts and bases of defense systems acquisition management;
- the diverse, interrelated, and changing nature in the different disciplines of defense systems acquisition management; and
- the regulations and governing structures of defense systems acquisition management.

Who Should Attend: This course is designed for military officers, O-1 through O-3, and DoD civilians, GS-5 through GS-9. However, the course is open to all ranks and grades.

Prerequisite: None

Length: This is a nonresident, self-paced course available through the Internet. Students must complete the course prior to the Enrollment Expire Date provided in the "Enrollment Notification—Course Welcome" message.

Method of Delivery: Distance Learning—See "Online Courses" on page 12

PDS Code: BU5

ACQ 201A

INTERMEDIATE SYSTEMS ACQUISITION, PART A

Intermediate Systems Acquisition, Part A, uses computer-based training to prepare mid-level acquisition professionals to work in integrated product teams by understanding systems acquisition principles and processes. Both ACQ 201A and ACQ 201B are required for DAWIA certification.

Objectives: Students who successfully complete this course will:

- enhance their knowledge of the business, technical, and managerial aspects of acquisition;
- understand and appreciate the critical role that each functional discipline plays in the acquisition process; and
- using computer-based training, theoretically participate in simulated integrated product teams to develop plans and resolve problems.

Who Should Attend: ACQ 201A is for military officers, O-3 and above; civilians, GS-9 and above; and industry equivalents who are Level I certified in acquisition. Students should have 2 to 4 years of acquisition and/or logistics experience.

Prerequisite: ACQ 101

Note: ACQ 201A and ACQ 201B are assignment-specific for Contracting personnel. Level III Contracting personnel who are assigned to an ACAT I program or who devote at least 50 percent of their time to an ACAT I program are required to take both courses. Level II Contracting personnel should take ACQ 201A and ACQ 201B within 1 year of assignment to an ACAT I program.

Length: This is a nonresident, self-paced course available through the Internet. Students must complete the course prior to the Enrollment Expire Date provided in the "Enrollment Notification—Course Welcome" message.

Method of Delivery: Distance Learning—See "Online Courses" on page 12

PDS Code: JHJ

ACQ 201B

Intermediate Systems Acquisition, Part B

Intermediate Systems Acquisition, Part B, prepares mid-level acquisition professionals to work effectively in integrated product teams by understanding systems acquisition principles and processes. Both ACQ 201A and ACQ 201B are required for DAWIA certification.

Objectives: Students who successfully complete this course will:

- enhance and apply their knowledge of the business, technical, and managerial aspects of acquisition;
- understand and appreciate the critical role that each functional discipline plays in the acquisition process; and
- effectively participate in integrated product teams and apply knowledge gained in ACQ 201A to develop plans and resolve problems.

Who Should Attend: ACQ 201B is for military officers, O-3 and above; civilians, GS-9 and above; and industry equivalents who are Level I certified in acquisition. Students should have 2 to 4 years of acquisition and/or logistics experience.

Prerequisite: ACQ 201A

Note: ACQ 201A and ACQ 201B are assignment specific for Contracting personnel. Level III Contracting personnel who are assigned to an ACAT I program or who devote at least 50 percent of their time to an ACAT I program are required to take both courses. Level II Contracting personnel should take ACQ 201A and ACQ 201B within 1 year of assignment to an ACAT I program.

Length: 5 class days

Method of Delivery: Resident/Local

PDS Code: JHK

ACQ 401

Senior Acquisition Course

A preeminent course for members of the Acquisition Corps, ACQ 401 is designed to prepare selected military officers and civilians for senior leadership and staff positions throughout the acquisition community.

Objectives: Students who successfully complete this course are awarded a Master's of Science Degree in National Resource Strategy.

The Senior Acquisition Course consists of the entire 10-month Industrial College of the Armed Forces (ICAF) curriculum. The curriculum is enhanced for designated acquisition students through four major elements:

- the core curriculum;
- mandatory acquisition policy advanced studies;
- advanced studies electives; and
- research.

Who Should Attend: Students are selected by their respective Services or agencies. Military officers are selected as part of the Senior Service School Selection Process and designated by the Directors, Acquisition Career Management.

Prerequisite: None

Length: 10 months

Method of Delivery: Resident

PDS Code: ABW

ACQ 403

DEFENSE ACQUISITION EXECUTIVE OVERVIEW WORKSHOP

This innovative course provides general/flag officers and Senior Executive Service (SES) civilians with an executive-level understanding of the defense systems acquisition process. The workshop curriculum is 100-percent tailored to the specific needs of the participant, conducted on demand, and delivered in a one-on-one desk-side forum.

Objectives: General/flag officers and SES civilians who successfully complete this course will:

- augment their knowledge of specific aspects of defense systems acquisition in a one-on-one forum;
- gain an appreciation of the entire spectrum of the defense acquisition process or a limited number of specific areas within the process; and
- experience "just-in-time" learning and apply this tailored learning directly to real-time issues.

Who Should Attend: This workshop is available to all DoD general/flag officers, political appointees, congressional staffers, and SES civilian employees. Membership in an Acquisition Corps career program is not required.

Prerequisite: None

Length: Variable, depending upon the number of topics to be addressed; typically one-half to 2 days

Method of Delivery: Resident

PDS Code: ADU

ACQ 404

SYSTEMS ACQUISITION MANAGEMENT COURSE FOR GENERAL/FLAG OFFICERS

This 1-week course for general/flag officers and SES civilians focuses on understanding the perspectives of key government and defense industry decision makers. The course includes discussions of topics affecting the defense systems acquisition environment. Participants who are not graduates of PMT 301; PMT 302; PMT 352, Parts A and B; or PMT 401 will develop an executive-level understanding of defense systems acquisition management.

Objectives: Students who successfully complete this course will:

- gain an executive-level understanding of defense systems acquisition in terms of what is important and why it is important;
- understand recent legislation and executive actions affecting acquisition;
- refresh their knowledge of current DoD acquisition policy and procedural initiatives;
- appreciate the perspectives of the Congress, defense industry, and executives of the Office of the Secretary of Defense; and
- apply lessons learned and hot topics to their current acquisition programs.

Who Should Attend: This course is for general/flag officers and SES civilians who are working in positions requiring an understanding of DoD systems acquisition. Participants of equivalent rank from defense industry, other Federal agencies, and allied nations are also admitted on a space-available basis.

Prerequisite: None

Length: 5 class days

Method of Delivery: Resident

PDS Code: ADM

ACQ 405

Executive Refresher Course

The Executive Refresher Course provides an acquisition policy, process, and lessons-learned update. The class members examine their role as acquisition leaders in a changing environment. Guest speakers lead discussions on contemporary management and leadership topics, such as partnering with industry, contracting tools, resource allocations, downsizing, earned value oversight, performance-based logistics, and supply chain management.

Objectives: Students who successfully complete this course will be able to:

- understand acquisition management policies, processes, regulations, and statutes; and
- develop a leadership role in a changing acquisition management environment.

Who Should Attend: This course is open to certified Level III members of all career fields; in addition, these graduates must be, or have been selected for, the rank/grade of O-6 or GS-15 or the industry equivalent thereof.

Prerequisite: None

Length: 8.5 class days

Method of Delivery: Resident

PDS Code: BB8

AUD 1130

Technical Indoctrination

Technical Indoctrination provides the newly hired auditor with the basic concepts, techniques, and procedures of contract auditing; DCAA's organization structure; and audit guidance processes.

Objectives: Students who successfully complete this course will be able to:

- list the elements of a contract's life cycle and the general types of negotiated contracts;
- contrast principal objectives of government contract cost accounting and financial cost accounting;
- explain the history of FAR, Part 31, and discuss allocability, allowability, reasonableness, and selected cost principles;
- describe the background, purpose, and fundamental requirement of each Cost Accounting Standard;
- identify direct costs, indirect costs, and G&A expenses;
- identify costs allocated to final cost objectives from intermediate cost allocation pools;
- calculate questioned overhead and G&A rates as a result of pool and/or base adjustments;
- describe the importance and major considerations of risk assessment;
- create working papers using the Audit Planning and Performance System (APPS);
- write a structured note for an audit report; and
- calculate questioned costs in a proposal audit.

Who Should Attend: New contract auditing personnel should attend within 4 to 6 weeks after reporting for duty.

Prerequisites: AUD 1113*, Orientation to DCAA (SS); AUD 1114*, Orientation to Federal Procurement Regulations (SS); AUD 1115*, Orientation to Contract Auditing Procedures (SS); and AUD 1116*, Orientation to DCAA Audits (SS)

Length: 10 class days

Method of Delivery: Resident

PDS Code: PC6

*For course description, contact DCAI at (901) 325-6383.

AUD 1320

Intermediate Contract Auditing

Intermediate Contract Auditing provides the staff auditor with information needed to adequately plan and conduct audits. Class discussions, practical exercises, and group case studies are used to highlight problem areas and evaluate alternative courses of action.

Objectives: Students who successfully complete this course will be able to:

- discuss internal control components;
- utilize the Internal Control Review (ICR) system and Internal Control Audit Planning Summary (ICAPS) to assess audit risk;
- list DCAA's direct audit activity codes;
- discuss forward pricing rates and complete case studies;
- discuss integrated product teams;
- explain why auditors need to attend negotiations;
- list negotiation techniques and concepts;
- list requirements of Form 2000, identify common fraud indicators, and state auditor responsibility to detect fraud;
- discuss the purpose and requirements of the Cost Accounting Standards and complete case studies; and
- discuss audit leads and observations.

Who Should Attend: Auditors should attend 6 months after completing AUD 1130. This class is one of three that may be taken by Level I personnel working toward Level II certification.

Prerequisite: AUD 1130

Length: 5 class days

Method of Delivery: Resident

PDS Code: JR7

AUD 4120

Statistical Sampling

Statistical Sampling concentrates on the knowledge and skills necessary to perform statistical sampling in the contract audit environment.

Objectives: Students who successfully complete this course will be able to:

- discuss statistical sampling basic concepts;
- explain the criteria for a valid statistical sample;
- differentiate between variable and attribute sampling;
- discuss the difference between dollar unit and physical unit sampling;
- determine the proper sample selection method and stratification method to use on an audit;
- select a statistical sample using the E-Z-Quant programs; and
- evaluate the results of a statistical sample using the E-Z-Quant programs.

Who Should Attend: This class is one of three that may be taken by Level I personnel working toward Level II certification. All auditors are eligible.

Prerequisite: AUD 1130

Length: 5 class days

Method of Delivery: Resident

PDS Code: QP0

AUD 4230

Graphic, Computational, and Improvement Curve Analysis Techniques

This course provides students the skills necessary to perform a regression analysis and a simple improvement curve in the contract audit environment. The course stresses graphic presentation of trend and improvement curve data, identification of possible irregularities in the contractor's history, and the reporting of audit findings.

Objectives: Students who successfully complete this course will be able to:

- identify audit situations for regression analysis or improvement curves;
- properly utilize the correct E-Z-Quant program for a given audit situation;
- correctly interpret the E-Z-Quant program output;
- determine if reliance can be placed upon interpretation of the output;
- analyze improvement curve data and identify major irregularities or significant changes in trend data; and
- research the more complex issues associated with regression analysis and improvement curves.

Who Should Attend: This class is one of three that may be taken by Level I personnel working toward Level II certification. All auditors are eligible.

Prerequisite: AUD 1130

Length: 5 class days

Method of Delivery: Resident

PDS Code: QPC

AUD 8562

Defense Contract Audit Agency Personnel Management Policy

All new supervisors, GS-13 and above, must complete this course. The Defense Contract Audit Agency (DCAA) recommends that new supervisors attend within 3 months of promotion. The student will learn to apply critical personnel procedures that are essential to the success of a DCAA supervisor.

Objectives: Students who successfully complete this course will be able to:

- explain the relationship of merit system principles to the prohibited personnel practices;
- describe a supervisor's responsibilities regarding probationary periods, the merit promotion program, the leave program, the grievance process, employee records, sexual harassment prevention, reasonable accommodation requests, discrimination complaints, and the use of the Employee Assistance Program;
- identify the criteria for a termination decision;
- apply timely and appropriate recognition of employee accomplishments;
- promote the employee suggestion program;
- establish and monitor a Performance Improvement Plan;
- recognize and react to employee discipline situations;
- explain when collective bargaining agreements supercede DCAAM 1400.1;
- apply procedures to accomplish employee training and construct training plans;
- list the components of the EEO Program;
- identify an approach to effectively manage a diverse workforce;
- explain DCAA's drug testing program; and
- use DCAA's emergency procedures and guidelines.

Who Should Attend: New GS-13 Supervisory Auditors and other managers and supervisors needing a refresher should attend.

Prerequisite: None

Length: 5 class days

Method of Delivery: Resident

PDS Code: CBJ

BCF 101

Fundamentals of Cost Analysis

Policies and techniques are introduced for preparing weapons systems life cycle cost estimates, including DoD estimating requirements and guidance, estimate use and structure, analogy estimates, parametric estimating, improvement curves, inflation, risk, economic analysis, and software cost estimating. Practical exercises and a case study give the student the opportunity to apply these skills.

Objectives: Students who successfully complete this course will be able to:

- define cost data and apply appropriate quantitative techniques to estimate costs for major defense acquisition programs;
- explain cost estimating policies; and
- perform a life cycle cost analysis.

Who Should Attend: BCF 101 is required for DoD employees responsible for the preparation of materiel system life cycle cost estimates. It is also beneficial for individuals who use information from life cycle cost estimates, supervise cost estimators, prepare budgets based on life cycle cost estimates, manage acquisition programs, evaluate and negotiate contract proposals, or want to learn cost estimating basics.

Prerequisite: ACQ 101. Students need competence in algebra equal to a second-year high school algebra course. At **http://www.dau.mil/registrar/_precourses.asp** an algebra tutorial is available. Students with questions about their math skills should contact the course manager. Students will also need a calculator and familiarity with IBM-compatible computers and spreadsheet packages.

Recommended: Introductory course in statistics

Length: 10 class days

Method of Delivery: Resident/Local

PDS Code: Q1A

BCF 102

Fundamentals of Earned Value Management

This course builds on the Earned Value Management (EVM) concepts introduced in ACQ 101. Students learn in a virtual classroom environment. The course summarizes the language, data reports, metrics, graphs, and management processes associated with EVM as they apply to DoD acquisition management. The course emphasizes the processes related to the Performance Measurement Baseline (PMB), the Integrated Baseline Review (IBR), and the American National Standards Institute (ANSI) for EVM Systems. Finally students evaluate and compute basic EVM metrics and EVM metric-based Estimates at Completion (EAC).

Objectives: Students who successfully complete this course will be able to:

- describe, in plain language, the acronyms and meaning of EVM-associated vocabulary;
- identify the program management data elements and processes associated with PMB development;
- understand how the ANSI EVM Industry Standard is used to certify EVM-integrated management systems;
- explain the IBR process and purpose;
- compute and comprehend the meaning of selected EVM metrics and EVM EACs; and
- identify acquisition organizations, stakeholders, and formal agreements associated with EVM.

Who Should Attend: This course is for military officers, O-1 and above; civilians, GS-9 and above; and equivalent industry personnel working in, or selected for, positions requiring knowledge and use of EVM.

Prerequisite: ACQ 101

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 20 work days of the start date.

Method of Delivery: Distance Learning—See "Online Courses" on page 12

PDS Code: Q1B

BCF 103

Fundamentals of Business Financial Management

The Fundamentals of Business Financial Management course develops skills necessary for formulating and executing a program office budget. Topics include cost analysis; funding policies; the DoD Planning, Programming, Budgeting, and Execution (PPBE) process; the congressional enactment process; and the budget execution process. These skills are developed through interactive computer-based training.

Objectives: Students who successfully complete this course will be able to:

- describe the overall DoD resource allocation process and identify the terminology and concepts used in analyzing the costs of defense acquisition programs;
- explain the appropriations, policies, and practices applicable to developing a program budget;
- examine the PPBE process and the impact of programming and budgeting decisions on defense acquisition programs;
- summarize the congressional enactment process and the impact of congressional actions on defense acquisition programs; and
- identify the processes by which budget authority is apportioned, executed, and reprogrammed in accordance with public law.

Who Should Attend: BCF 103 is required for military officers and DoD civilians working in, or selected for, positions requiring knowledge or use of funds management principles. Equivalent industry personnel are encouraged to attend.

Prerequisite: ACQ 101

Recommended: Baccalaureate degree and 1 year of BCEFM acquisition experience

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: Distance Learning—See "Online Courses" on page 12

PDS Code: PGC

BCF 203

Intermediate Earned Value Management

Intermediate Earned Value Management (EVM) students work as members of an integrated product team for the system development and demonstration phase of a small ACAT I program. In the context of integrated program management, students review, develop, and experience the EVM-related processes associated with requirements generation, acquisition strategy development, Request for Proposal (RFP) development, source selection, risk management, Integrated Baseline Review (IBR), and analysis during program execution.

Objectives: Students who successfully complete this course will be able to:

- articulate the relationship between EVM and defense acquisition management;
- develop EVM strategies consistent with EVM policy and appropriate for associated program risks;
- prepare EVM requirements for the RFP;
- evaluate integrated management systems with respect to the American National Standards Institute (ANSI) EVM Industry Standard;
- plan, organize, participate in, and manage a typical IBR; and
- evaluate EVM data as an element of integrated program management that includes warfighter requirements, contracts, risk management, critical path schedules, and internal and external reporting.

Who Should Attend: This course is for military officers, O-3 and above; DoD civilians, GS-9 and above; and equivalent industry personnel needing knowledge of EVM principles.

Prerequisite: BCF 102

Precourse Materials: A self-assessment is available from the course manager to determine the student's suitability for attendance.

Length: 10 class days

Method of Delivery: Resident

PDS Code: Q2G

BCF 204

INTERMEDIATE COST ANALYSIS

Intermediate Cost Analysis emphasizes development and application of cost analysis techniques and estimate interpretation. The course addresses estimate definition and planning, data collections, formulation, review and presentation, and documentation. Estimating techniques, such as parametrics, analogies, expert opinions, and improvement curves, are addressed in more depth. Computations are done using Automated Cost Estimating Integrated Tools (ACEIT).

Objectives: Students who successfully complete this course will be able to:

- understand the cost estimating process;
- normalize data for content, quantity, and economic year;
- develop cost estimates using various techniques;
- document cost models and estimates;
- apply time-phasing techniques in development, production, and operating support phases of the life cycle, including cost improvements curves; and
- understand and perform sensitivity and risk analysis of an estimate.

Who Should Attend: This course is required for Level II certification for the DoD acquisition cost analyst; it is suggested for anyone in the financial management or earned value area.

Prerequisite: BCF 101

Note: Students must provide, and be familiar with, a scientific calculator.

Recommended: Two years of acquisition experience in cost estimating, financial management, or the earned value analysis job series is recommended. Algebra competence is essential, and some familiarity with statistics is beneficial. Students should direct math skills questions to the course manager.

Length: 15 class days

Method of Delivery: Resident/Local

PDS Code: Q2B

BCF 205

CONTRACTOR BUSINESS STRATEGIES

(Formerly Contractor Finance for Acquisition Managers)

The Contractor Business Strategies course provides students a better understanding of a commercial environment. The primary emphasis is on the impact business decisions have on the customer and the company's financial position. The course is taught with a business perspective, emphasizing the marketplace defined by having the Federal Government as a primary customer. Throughout the course, this environment is compared and contrasted with commercial business practices and processes.

Objectives: Students who successfully complete this course will be able to:

- recognize and analyze business issues and the resulting impact on the financial condition of the company; and
- understand and use the vocabulary and concepts necessary to discuss these issues with the defense contractor community.

Who Should Attend: This course is for military officers, O-3 and above, and DoD civilians, GS-9 and above, who have 3 to 5 years of experience in financial management and are involved in the systems acquisition process, interface with contractors, or deal with contractor data. The course is also recommended for personnel in the Program Management career field.

Prerequisite: ACQ 201B

Length: 5 class days

Method of Delivery: Resident/Local

PDS Code: Q2A

BCF 206

Cost Risk Analysis

Cost Risk Analysis prepares cost analysts to model the cost risk associated with a defense acquisition program. Topics covered include basic probability concepts, subjective probability assessment, goodness-of-fit testing, basic simulation concepts, and spreadsheet-based simulation. Practical exercises, a small-group workshop, and a capstone article review reinforce the techniques taught.

Objectives: Students who successfully complete this course will be able to:

- assess subjective probabilities to represent uncertain cost elements in a defense acquisition program;
- model the cost risk associated with a defense acquisition program; and
- judge the reasonableness of a cost risk analysis for a defense acquisition program.

Who Should Attend: This assignment-specific course is designed for DoD Acquisition, Technology, and Logistics (AT&L) workforce personnel whose duties include developing and/or evaluating cost estimates for such areas as procurement, software, research and development, weapons systems, etc.; planning and management of DoD systems acquisitions; evaluation and negotiation of contract proposals; and cost and performance tradeoff analyses. Participants typically include members from the BCEFM community as well as personnel in Program Management; Contracting; Systems Planning, Research, Development, and Engineering; and Information Technology.

Prerequisite: BCF 101

Recommended: ACQ 201B and a working familiarity with any spreadsheet package

Length: 5 class days

Method of Delivery: Resident/Local

PDS Code: Q2C

BCF 207

Economic Analysis

Economic Analysis (EA) prepares students to conduct economic analyses within the DoD environment. Topics include decision analysis, cost analysis, present value, and sensitivity analysis. Practical exercises and a group workshop are used in class.

Objectives: Students who successfully complete this course will be able to:

- determine the most cost-effective way of conducting DoD business;
- determine the alternative that will warrant the highest benefits;
- estimate the costs of competing alternatives in an EA in accordance with Office of Management and Budget Circular A-94; Department of Defense Instruction (DoDI) 7041.3; and DoD 7000.14R, Vol. 2B, Chapter 58;
- assess the uncertainty that may exist, using sensitivity analysis and prior estimates of benefits and costs of competing alternatives in an EA; and
- provide a rationale for conclusions.

Who Should Attend: This assignment-specific course is for personnel who develop and/or evaluate costs and benefits of alternative courses of action (lease vs. buy, in-house vs. contractor, privatization or outsourcing, or repair or replace). Participants typically include the BCEFM community. This course would also be appropriate for personnel in Program Management; Contracting; Systems Planning, Research, Development, and Engineering; Information Technology; and non-DoD personnel who conduct economic analyses of materiel systems.

Prerequisite: None

Recommended: A working familiarity with any spreadsheet package

Length: 5 class days

Method of Delivery: Resident/Local

PDS Code: Q2D

BCF 208

Software Cost Estimating

Software Cost Estimating is designed for those who estimate and/or review the cost of software development and maintenance. Topics include life cycle management, development paradigms, capability evaluations, risk analysis, reuse, Commercial Off-The-Shelf (COTS) items, function points, IEEE/EIA 12207, parametric models, and model calibration. Case studies allow students to apply the course materials.

Objectives: Students who successfully complete this course will be able to:

- describe the software acquisition process;
- determine an appropriate cost estimating methodology and the types of data required for a software cost estimate;
- use models for software life cycle cost estimating;
- compare and contrast alternative techniques for software cost estimating;
- apply software cost estimating techniques;
- discuss the strengths and weaknesses of software cost estimating models; and
- discuss major influences on software cost estimating.

Who Should Attend: This assignment-specific course is for personnel whose duties impact embedded or automated information systems acquisitions. It includes developing and/or evaluating cost estimates for life cycle management, planning and managing DoD systems acquisitions, evaluating and/or negotiating contract proposals, or analyzing cost and performance tradeoffs. Participants typically include members of the BCEFM community as well as personnel in Program Management, Software Engineering, and Information Technology.

Prerequisite: None

Recommended: ACQ 201, BCF 101, SAM 101, and a working familiarity with any word-processing package on an IBM-compatible personal computer

Length: 9 class days

Method of Delivery: Resident/Local

PDS Code: Q2E

BCF 209A

Acquisition Reporting Course, Part A

(Formerly Selected Acquisition Report)

The Acquisition Reporting Course, Part A, provides basic terminology, concepts, and policy information regarding acquisition reports, such as the Acquisition Program Baseline (APB), Selected Acquisition Report (SAR), and Defense Acquisition Executive Summary (DAES) for Major Defense Acquisition Programs (MDAPs), and Major Automated Information Systems (MAIS).

Objectives: Students who successfully complete this online course will be able to:

- apply acquisition reporting policy to report preparation requirements; and
- integrate and apply concepts learned online to review Consolidated Acquisition Reporting System (CARS)-based acquisition reports.

Who Should Attend: This assignment-specific course is for military officers, O-1 and above, and DoD civilians, GS-7 and above. It is available to acquisition personnel whose assignment requires understanding, preparing, or reviewing of MDAPs/MAIS programs or reporting using the CARS software. Civilians under contract to support a military program office with a reporting requirement are eligible with the recommendation of the program manager.

Prerequisite: None

Recommended: ACQ 101 and BCF 103

Note: BCF 209 includes the content of the former BCF 802 and has been separated into three segments:

- Part A is designed for those who require knowledge of acquisition reports and those who prepare and review reports.
- Part B is required for *MAIS report preparers only*. The resident curriculum addresses APB and DAES reports using CARS software.
- Part C is required for *MDAPs report preparers only*. The resident curriculum addresses APB and DAES reports and SARs using CARS software.

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: Distance Learning—See "Online Courses" on page 12

PDS Code: BE5

BCF 209B

Acquisition Reporting Course, Part B

(Formerly Selected Acquisition Report)

The Acquisition Reporting Course, Part B, prepares acquisition personnel to generate and review the Acquisition Program Baseline (APB) and Defense Acquisition Executive Summary (DAES) for Major Automated Information Systems (MAIS) programs. Students complete precourse material online prior to applying these concepts in the classroom. During the in-class lecture and computer-assisted case studies, the student learns step-by-step report preparation using the Consolidated Acquisition Reporting System (CARS) software.

Objective: Students who successfully complete this course will be able to prepare, generate, and review CARS-based acquisition reports. (Selected Acquisition Report (SAR) students should enroll in BCF 209C.)

Who Should Attend: This assignment-specific course is for military officers, O-1 and above, and DoD civilians, GS-7 and above. It is generally limited to acquisition personnel who prepare or review MAIS programs or reports using the CARS software. Civilians under contract to support a military program office with a reporting requirement are eligible with the recommendation of the program manager. Students may take this course as a refresher to obtain information updates.

Prerequisite: BCF 209A

Recommended: ACQ 101 and BCF 103

Note: This course is for MAIS personnel.

- Part A is designed for those who require knowledge of acquisition reports and those who prepare and review reports.
- Part B is required for *MAIS report preparers only*. The resident curriculum addresses APB and DAES reports using CARS software.

Major Defense Acquisition Programs (MDAPs) personnel should enroll in BCF 209C.

Length: 2 class days.

Method of Delivery: Resident/Local

PDS Code: BE6

BCF 209C

Acquisition Reporting Course, Part C

(Formerly Selected Acquisition Report)

The Acquisition Reporting Course, Part C, prepares acquisition personnel to generate and review the Acquisition Program Baseline (APB), the Defense Acquisition Executive Summary (DAES), and the Selected Acquisition Report (SAR) for Major Acquisition Defense Programs (MDAPs). Students complete precourse material online prior to applying these concepts in the classroom. During the in-class lecture and computer-assisted case studies, the student learns step-by-step report preparation using the Consolidated Acquisition Reporting System (CARS) software.

Objective: Students who successfully complete this course will be able to prepare, generate, and review CARS-based acquisition reports, including the SAR. MAIS students should enroll in BCF 209B.

Who Should Attend: This assignment-specific course is for military officers, O-1 and above, and DoD civilians, GS-7 and above. It is generally limited to acquisition personnel who prepare or review MDAPs or report using the CARS software. Civilians under contract to support a military program office with a reporting requirement are eligible with the recommendation of the program manager. Students may take this course as a refresher to obtain information updates.

Prerequisite: BCF 209A (BCF 209B is **not** a prerequisite for BCF 209C.)

Recommended: ACQ 101 and BCF 103

Note: This course is for MDAPs personnel.

- Part A is designed for those who require knowledge of acquisition reports and those who prepare and review reports.
- Part C is required for *MDAP report preparers only*. The resident curriculum addresses APB and DAES reports and SARs using CARS software.

Major Automated Information Systems (MAIS) personnel should enroll in BCF 209B.

Length: 4 class days

Method of Delivery: Resident/Local

PDS Code: BE7

BCF 211

Acquisition Business Management

Acquisition Business Management offers hands-on experience in dealing with common financial issues in acquisition that include cost estimating; earned value analysis; Planning, Programming, Budgeting and Execution (PPBE); congressional enactment; and budget preparation and execution. To review basic concepts, students must complete an Internet-based precourse portion prior to applying these concepts in the classroom.

Objectives: Students who successfully complete this course will be able to:

- prepare, justify, and defend budget exhibits and obligation/expenditure plans;
- formulate impact/reclama statements and reports; and
- develop and defend business aspects of the acquisition and PPBE cycle.

Who Should Attend: This course is for intermediate-level personnel in positions supporting DoD weapons systems and various aspects of business and financial management throughout the life cycle of a system.

Prerequisite: BCF 102 and BCF 103

Recommended: 2 years of acquisition experience and completion of ACQ 201

Length: Online precourse portion—60 days; resident portion immediately follows—5 class days

Method of Delivery: Resident

PDS Code: RG5

BCF 215

Operating and Support Cost Analysis

This course provides students the concepts and methodologies needed to develop operating and support (O&S) cost estimates, total ownership cost reduction studies, Cost As an Independent Variable (CAIV) management processes, and other management decisions where O&S costs are relevant.

Objectives: Students who successfully complete this course will be able to:

- recognize the full spectrum of costs included in O&S cost estimates;
- plan and perform an O&S cost estimate that appropriately supports defense management decisions;
- obtain and normalize O&S data;
- apply appropriate cost estimating methods and models;
- document estimates; and
- apply economic analysis tools to evaluate alternative courses of action.

Who Should Attend: This is an assignment-specific course. It should be taken by DoD Acquisition, Technology, and Logistics (AT&L) workforce personnel whose duties include (1) developing and/or evaluating O&S cost estimates, (2) conducting logistics support analyses, (3) engineering development in programs implementing CAIV or Reduction in Total Ownership Cost (RTOC) management, and (4) preparing cost and performance tradeoff analyses, such as force-structure studies. Participants will typically include members from the Business, Cost Estimating, and Financial Management; Life Cycle Logistics; and Systems Planning, Research, Development and Engineering communities. This course would also be appropriate for program/project managers.

Prerequisite: None

Recommended: 2 years of experience in defense acquisition cost estimating, financial management, logistics, engineering, or program management. BCF 101 and ACQ 101 are highly recommended. Competence in algebra is required.

Length: 5 class days

Method of Delivery: Resident/Local

PDS Code: Q2H

BCF 301

Business, Cost Estimating, and Financial Management Workshop

This capstone course teaches students how to apply Business, Cost Estimating, and Financial Management (BCEFM) concepts, techniques, and on-the-job experience to functional interrelationships and opportunities among the disciplines of cost estimating, earned value management, and financial management.

Objectives: Students who successfully complete this course will be able to:

- explain the tasks and duties of BCEFM functions;
- define current BCEFM-related laws, regulations, policies, and procedures;
- evaluate the interrelationships among the BCEFM functions; and
- point out the appropriate decision-making information based on the integrated nature of a BCEFM task.

Who Should Attend: This course is for personnel in positions supporting DoD weapons systems and the various aspects of business and financial management throughout the life cycle of a system.

Prerequisite: Level II certification in BCEFM

Recommended: 4 years of acquisition experience

Precourse Materials: A self-assessment will be mailed to students before class begins and should be faxed back to the course manager prior to the class start date. Also, students should come to class prepared to research a work-related topic. They will either brief the class on their findings or prepare a paper at the end of the course.

Length: 9 class days

Method of Delivery: Resident

PDS Code: BZF

CON 100

Shaping Smart Business Arrangements

Personnel new to the contracting specialty will gain a comprehensive understanding of the environment in which they will serve. Students will develop professional skills for making business decisions and for advising other acquisition team members in successfully meeting customers' needs. Before beginning their study of technical knowledge and contracting procedures, students will learn about the different DoD mission areas and the procurement alternatives for each. Knowledge management and information systems will be introduced as well. Small group exercises will prepare the students to provide contracting support within the overarching business relationships of government and industry.

Objectives: Students who successfully complete this course will be able to:

- describe the acquisition/contracting mission and its impact on the American economic system;
- select training and development opportunities for career progression;
- describe the interdependence of functional team members;
- describe the importance of the oversight roles of the General Accounting Office and the DoD Inspector General;
- explain the characteristics and responsibilities of the contracting professional in the role of a business advisor;
- explain the distinctive interests of both the buyer and seller and the role those interests play;
- determine the relationship between financial and acquisition communities and how fundamental financial principles and requirements are important;
- describe commercial acquisition and government-unique requirements of market research in identifying the best arrangements to meet mission requirements; and
- explain e-business and information technology in supporting business processes.

Who should attend: CON 100 is for personnel who are new to the contracting workforce.

Prerequisite: None

Length: 5 class days

Method of Delivery: Resident/Local

PDS Code: JHE

CON 104A

PRINCIPLES OF CONTRACT PRICING, PART A

Principles of Contract Pricing, Part A, is designed for entry-level contracting personnel. As an entry-level course, CON 104A will help the student understand some of the basic terminology and concepts of pricing as they relate to fair and reasonable pricing.

Objectives: Students who successfully complete this course will be able to:

- understand the general environment of contract pricing;
- determine the sources and means of acquiring data for cost and price analysis;
- analyze direct and indirect costs; and
- understand the structured approach to profit analysis and requirements relative to cost of money.

Who Should Attend: This course is for civilians, GS-5 and above; military officers, O-1 and above; and enlisted personnel, E-4 and above, working in contracting positions. Members of related acquisition career fields are also strongly encouraged to attend.

Prerequisite: Either CON 101 or CON 110 and CON 111 and CON 112

Recommended: A knowledge of basic math skills is strongly recommended, such as:

- knowing the mathematical order of operations (parentheses, multiplication, division, addition, and subtraction);
- solving the formula for a straight line (Y=A+BX, given Y and X data); and
- operating a basic functions calculator (*,/,+,-).

For those in need of a refresher, a math tutorial is provided in CON 104A and at the DAU Continuous Learning Center (**http://clc.dau.mil**). Once you are at this Web site, click on "Learning Center" and "Course Information & Access."

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: Distance Learning—See "Online Courses" on page 12

PDS Code: RG6

CON 104B

PRINCIPLES OF CONTRACT PRICING, PART B

Principles of Contract Pricing, Part B, is designed for entry-level contracting personnel. As an entry-level course, CON 104B will help the student understand some of the basic terminology and concepts of pricing as they relate to fair and reasonable pricing. Students will build upon the foundation provided in CON 104A.

Objectives: Students who successfully complete this course will be able to:

- perform a profit analysis, including the appropriate use and application of requirements relative to cost of money;
- integrate and apply the various concepts and methods learned online to a real-time cost analysis in the form of an integrating exercise;
- apply selected techniques of cost of money and profit analysis; and
- apply the essential techniques, strategies, and tactics of the negotiation process.

Who Should Attend: This course is for civilians, GS-5 and above; military officers, O-1 and above; and enlisted personnel, E-4 and above, working in contracting positions. Members of related acquisition career fields are also strongly encouraged to attend.

Prerequisite: CON 104A

Recommended: A knowledge of basic math skills is strongly recommended, such as:

- knowing the mathematical order of operations (parentheses, multiplication, division, addition, and subtraction);
- solving the formula for a straight line (Y=A+BX, given Y and X data); and
- operating a basic functions calculator (*,/,+,-).

A math tutorial is provided in CON 104A and at the DAU Continuous Learning Center (**http://clc.dau.mil**) for those in need of a refresher. Once you are at this Web site, click on "Learning Center" and "Course Information & Access."

Length: 5 class days

Method of Delivery: Resident

PDS Code: RGR

CON 110

Mission Support Planning

The CON 110 course will introduce personnel new to the contracting field to their role as a business advisor in the acquisition process. It focuses on the students' role in understanding their customers' mission and their ability to plan successful mission support strategies based upon their knowledge of the contracting environment and their customer needs. Students will learn how to use the Federal Acquisition Regulation (FAR) and Defense Federal Acquisition Regulation Supplement (DFARS), conduct effective market research, develop alternative acquisition strategies, and understand how socioeconomic programs support the acquisition planning process.

Objectives: Students who successfully complete this course will be able to:

- identify key characteristics necessary to establish successful customer relationships;
- locate information in the FAR and DFARS;
- identify, select, and analyze sources and types of market research information available for a specific acquisition;
- identify factors to consider when developing an acquisition strategy and requirements documents;
- differentiate between various socioeconomic programs;
- differentiate between various methods of acquisition and contract types.

Who Should Attend: Personnel new to the contracting workforce or noncontracting personnel who play a role in the acquisition process.

Prerequisite: None (CON 100 is desired before taking CON 110, CON 111, and CON 112. However, if it is more practical from a scheduling standpoint, students may take CON 110, CON 111, and CON 112 before completing CON 100.)

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date. This course consists of eight lessons, which typically could be completed in approximately 40 hours.

Method of Delivery: Distance Learning—See "Online Courses" on page 12

PDS Code: BEO

CON 111

Mission Strategy Execution

Mission Strategy Execution is the second of three online Level I contracting courses. It focuses on executing the acquisition planning through soliciting industry and awarding a contract. It provides students with the knowledge necessary to execute an acquisition that optimizes customer mission performance. Students will learn the techniques and benefits of early industry involvement in shaping requirements. Students will learn basic procedures for acquisition of both commercial and noncommercial requirements, effectively conduct price analysis, and determine when a price is fair and reasonable. Finally students will learn how to conduct basic competitive acquisitions, process awards, and handle protests before and after contract award.

Objectives: Students who successfully complete this course will be able to:

- evaluate and determine the adequacy of a purchase request package;
- identify the components of and procedures for preparing an oral or written solicitation;
- identify and select a technique for making a price reasonableness determination;
- recognize factors to be considered when evaluating and providing government financing;
- conduct price analysis to determine a fair and reasonable price; and
- identify appropriate actions to resolve protests.

Who Should Attend: This course is designed for personnel new to the contracting workforce and noncontracting personnel who play a role in the acquisition process.

Prerequisite: CON 110

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date. This course consists of 8 lessons that can be completed in approximately 40 hours.

Method of Delivery: Distance Learning—See "Online Courses" on page 12

PDS Code: BE8

CON 112

MISSION PERFORMANCE ASSESSMENT

Mission Performance Assessment is the final of three online courses. This course builds on the foundation established in CON 110 and CON 111 and provides students with the knowledge necessary to identify and utilize appropriate performance metrics when evaluating contractor performance. Students will explore processes for working with their customer to ensure contract performance is meeting mission requirements. Students will explore assessment strategies and performance remedies, how to make and price contract changes after award, handle disputes, and finally how to close out completed contracts.

Objectives: Students who successfully complete this course will be able to:

- evaluate a contractor's performance;
- identify and evaluate commercial and noncommercial financing arrangements;
- determine the appropriate actions necessary to ensure customer satisfaction;
- identify and select the appropriate course of action for resolving a contractor dispute; and
- identify contract closeout procedures.

Who Should Attend: This course is designed for personnel new to the contracting workforce or noncontracting personnel who play a role in the acquisition process.

Prerequisite: CON 111

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date. This course consists of 6 lessons, which typically could be completed in approximately 20 hours.

Method of Delivery: Distance Learning—See "Online Courses" on page 12

PDS Code: BE9

CON 120

MISSION FOCUSED CONTRACTING

This is the capstone course for CON Level I students. This course engages the students in the entire acquisition process from meeting with the customer to completing the contract closeout process. Students will have an opportunity to learn and apply leadership, problem-solving, and negotiation skills. Using an integrated case study approach, students will apply the knowledge and skills gained in the previous CON Level I courses.

Objectives: Students who successfully complete this course will be able to:

- provide contracting advice based on market research;
- prepare a solicitation package;
- prepare, award, and debrief a contract requirement;
- evaluate price reasonableness and conduct price negotiations;
- plan and conduct a post-award conference; and
- modify a contract, exercise a contract option, and complete the contract closeout process.

Who Should Attend: This course is designed for personnel new to the contracting workforce or noncontracting personnel who play a role in the acquisition process.

Prerequisites: CON 100 and CON 112

Length: 10 class days

Method of Delivery: Resident/Local

PDS Code: JHN

CON 202

Intermediate Contracting

Intermediate-level contracting personnel examine contracting, focusing on complex, noncommercial acquisitions. Through an integrated case study, students are challenged to accept their roles as business advisors and to apply ethical principles and sound judgment to resolve contracting issues.

Objectives: Students who successfully complete this course will be able to:

- plan procurement, including acquisition planning with a formal source selection plan pursuant to the analysis of market research and requirements documents and consideration of recurring requirements, government property, competition, contract type, and contract financing;
- create a contract, including preparation of a Request for Proposal, evaluation of factors, competitive range determination, discussions, and processing of a request for final proposal revisions;
- prepare an award decision, conduct debriefings, and take steps to mitigate and/or resolve protests; and
- administer a contract, including administration planning, conducting a post-award orientation, contract surveillance and quality assurance, financial management, and terminations.

Who Should Attend: This course is for intermediate-level contracting personnel with Level I Contracting certification and 2 years of contracting experience.

Prerequisite: CON 104B or CON 120

Recommended: 2½ years of contracting experience after completing CON 101 or the combination of CON 110, CON 111, and CON 112

Precourse Materials: Read-ahead assignment—Lessons 1—3

Length: 10 class days

Method of Delivery: Resident/Local

PDS Code: PGE

CON 204

Intermediate Contract Pricing

This course reinforces pricing skills taught in CON 104, Parts A and B, and further develops skills in price and cost analysis. Through team case studies, students demonstrate their ability to recognize, resolve, and provide advice on pricing issues and appropriately use price and cost analysis in developing prenegotiation objectives.

Objectives: Students who successfully complete this course will be able to:

- use pricing-related market research and know the benefits of its use;
- understand collaboration opportunities to streamline price/cost analysis efforts;
- recognize the appropriateness of the cost/price analysis as it relates to preferred acquisition approaches;
- realize when and how to perform various cost/price analysis techniques and how to use the results;
- consider cash flow and analysis from the supplier and customer perspectives; and
- understand how to use and advise on alternative contract incentives.

Who Should Attend: Level I certified personnel who are working on Level II certification should take this course.

Prerequisite: CON 104B or CON 120 (If it is practical from a scheduling standpoint, CON 202 is highly recommended prior to taking CON 204.)

Precourse Materials: A welcome packet is provided approximately 30 days prior to attendance. It outlines objectives, purpose, competencies, introductory reading material, and sample problems relevant to the course.

Length: 10 class days

Method of Delivery: Resident/Local

PDS Code: BU6

CON 210

GOVERNMENT CONTRACT LAW

Attendees will understand the impact of government contract law on acquisition. The course introduces basic principles and sources of law relevant to acquisition. Court cases and administrative decisions emphasize how law affects the government-contractor relationship, legal disputes, and the maintenance of ethical business.

Objectives: Students who successfully complete this course will be able to:

- analyze how the law affects government contract formation;
- differentiate among types of inspection, warranties, acceptance, and changes;
- articulate key issues and describe procedures available for dispute resolution;
- contrast different forums available to hear protests relating to government contract formation and describe the basic issues;
- explain the allocation and enforcement of government rights to various types of property;
- identify and apply limitations on spending of government funds; and
- recognize procurement fraud and available remedies.

Who Should Attend: This course is for intermediate-level personnel who are responsible for contract formation or management.

Note: Online precourse material is required for completion of this course; no walk-ins will be permitted.

Prerequisites: CON 104B or CON 120

Length: 5 class days

Method of Delivery: Resident/Local

PDS Code: BDP

CON 232

OVERHEAD MANAGEMENT OF DEFENSE CONTRACTS

Overhead Management of Defense Contracts provides an understanding of industry overhead costs and their impact on seller pricing/business strategies under various acquisition environments with differing contract types. Attendees will understand the development and application of overhead rates used in contract formation, administration, and close-out. The course-integrating case provides hands-on application of the overhead-rate process where students determine their own final overhead rates.

Objectives: Students who successfully complete this course will be able to:

- develop, evaluate, and apply indirect rates;
- assess program impacts with the changing business base;
- interpret Defense Contract Audit Agency (DCAA) audit reports and evaluate recommendations; and
- make final decisions on cost issues.

Who Should Attend: This assignment-specific course is appropriate for contracting officers, buyers, price analysts, auditors, and contract administration personnel who are assigned to projects in which overhead situations are present or who are involved in either contract formation or administration.

Prerequisite: CON 104B or CON 120 (CON 204 is highly recommended but not mandatory.)

Recommended: It is strongly recommended that all applicants have at least 1 year of contracting experience after Level I certification before attending this course.

Length: 10 class days

Method of Delivery: Resident/Local

PDS Code: BKA

CON 234

Contingency Contracting

Contingency Contracting develops skills for contracting support provided to Joint Forces across the full spectrum of military operations. Exercises focus on unique aspects of contingency operations, critical thinking skills, and the execution of appropriate contractual instruments.

Objectives: Students who successfully complete this course will be able to:

- identify and apply contracting laws, regulations, and procedures for contingencies;
- apply ethical principles in procurement decisions in foreign environments;
- identify key personnel and organizations in contingencies, explain their roles and responsibilities, and illustrate required coordination;
- summarize and discuss elements of contingency contracting support planning;
- assess customer requirements and execute appropriate procurement actions;
- prepare, assemble, administer, and close out contracts, documents, files, and reports; and
- recognize cross-cultural behavior patterns and anti-terrorism force protection measures and explain their impact on contingency contracting.

Who Should Attend: This assignment-specific course is for Contracting and Purchasing career field personnel who are in deployable positions. Whenever practical, students should attend the course prior to assuming duties as a deployable contracting officer or purchasing agent.

Prerequisite: Either CON 101 or CON 110 and CON 111 and CON 112

Recommended: 2 years of purchasing or contracting experience and CON 237

Length: 9 class days

Method of Delivery: Resident/Local

PDS Code: PAP

CON 235

Advanced Contract Pricing

From price-based acquisition to the traditional cost-based environment, this course is designed for buyers, price analysts, and contracting officers tasked with obtaining fair and reasonable prices. CON 235 addresses market forces, the market research process, commerciality issues, and cost/price analysis techniques, such as interviewing experts, analogy, decision theory, earned value statistics, parametrics, learning curves, and risk analysis.

Objectives: Students who successfully complete this course will be able to:

- use inferential statistics and hypotheses testing;
- analyze the relationship between two or more variables, describe that relationship using regression analysis, and defend the appropriateness of the model;
- perform cost-risk analysis to support prenegotiation objectives;
- integrate quantitative techniques in a cost/price estimate;
- conduct market research on a given procurement item; and
- conduct a price analysis of a commercial item as broadly defined by Federal Acquisition Regulation (FAR) criteria.

Who Should Attend: This assignment-specific course is for any Level II/III personnel desiring advancement in major acquisitions (systems, sustainment, or services), particularly in a price-based acquisition environment.

Prerequisite: CON 204

Recommended: Level II Contracting certification

Length: 10 class days

Method of Delivery: Resident

PDS Code: PAQ

CON 236

Contractual Aspects of Value Engineering

This course provides an intensive review of the techniques and objectives of the DoD Value Engineering (VE) program. Students are exposed to basic VE concepts and definitions and the relationship of VE to other incentives contained in the contract and subcontracts.

Objectives: Students who successfully complete this course will be able to:

- apply the appropriate VE clause by differentiating among the types of VE programs;
- validate, by assessment, VE Change Proposals (VECPs);
- calculate savings resulting from accepted VECPs; and
- modify the contract after formal processing and acceptance of the VECP.

Who Should Attend: This assignment-specific course is for contracting, program management, and functional personnel who may be involved in VE applications or who support major weapons systems and can be expected to encounter specific VE activity. Although the course is targeted for contracting personnel, individuals not assigned to contracting are encouraged to attend.

Prerequisite: None

Recommended: Level II certification in Contracting or a field of expertise is desirable before attending this course. A working knowledge of contracting, program management, or a functional area of expertise, with 2 years of experience, is a satisfactory substitute.

Length: 5 class days

Method of Delivery: Resident

PDS Code: PAR

CON 237

Simplified Acquisition Procedures

The Simplified Acquisition Procedures (SAPs) course is intended to support the training of the DoD AT&L workforce on the use of SAPs utilizing Federal Acquisition Regulation (FAR), Parts 12 and 13. This course combines interactive computer-based training with performance-support resource access, which is provided via the Internet.

Objectives: Students who successfully complete this course will be able to:

- recognize and explain the advantages of using SAPs for acquisition;
- identify the purchases that can be made using SAPs;
- use requirements documents to list market research sources and determine whether to set aside requirement for small business;
- decide whether data justify a decision regarding the extent of competition;
- explain the importance of the requirement to maintain an open-market source list;
- plan a solicitation, evaluate quotes, and select a contractor for award; and
- solve post-award issues.

Who Should Attend: This course is designed as a continuing education tool for personnel requiring knowledge in using SAPs.

Prerequisite: None

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: Distance Learning—See "Online Courses" on page 12

PDS Code: PAS

CON 243

Architect-Engineer Contracting

This course focuses on contracting for Achitect-Engineer (A-E) services. The course is designed for AT&L personnel in the Contracting career field who have achieved a solid baseline of contracting knowledge through actual experience and completion of all Defense Acquisition Workforce Improvement Act (DAWIA) Level I courses. Students will cover issues across the contracting spectrum, including acquisition planning, source selection, proposal analysis, contract award and work, and contract management. Specific topics and practical exercises also include the Brooks Act, SF-330, slate and selection process, review of government estimates, liability, Title II services, modifications, and Contracting Officer Technical Representative (COTR) responsibilities.

Objectives: Students who successfully complete this course will be able to:

- determine the necessity of using Brooks Act procedures;
- select an A-E firm;
- negotiate, award, manage, and administer a contract to satisfy the needs of the government; and
- understand critical pre- and post-award functions concerning A-E contracts.

Who Should Attend: This assignment-specific course is intended for military and civilian AT&L workforce members in the Contracting career field who are assigned contracting responsibilities for A-E contracts. Whenever practical, students should attend CON 243 prior to assuming A-E contracting duties.

Prerequisite: CON 104B

Length: 5 class days

Method of Delivery: Resident/Local

PDS Code: PGF

CON 244

Construction Contracting

This course focuses on unique construction contracting issues, such as acquisition planning, contract performance management, funding, environmental concerns, construction contract language, construction contracting in the commercial setting, the Davis-Bacon Act, design/build, basic schedule delay analysis, constructive changes, acceleration, and construction contract quality management.

Objectives: Students who successfully complete this course will be able to:

- conduct appropriate, successful, effective construction acquisition planning;
- properly solicit and award a construction contract;
- diagnose, troubleshoot, and determine better construction contract administration; and,
- through critical analysis/thinking, select the best construction business decision given the contract situation.

Who Should Attend: This assignment-specific course is for military and civilian personnel in the DoD AT&L workforce who are in the Contracting career field or who are assigned specific contract administration duties for construction contracts, e.g., professional engineers, quality assurance personnel, and legal counsel personnel. Whenever practical, students should attend the course prior to assuming duties related to construction contracting.

Prerequisite: CON 104B

Length: 5 class days

Method of Delivery: Resident/Local

PDS Code: PGG

CON 250

FUNDAMENTALS OF COST ACCOUNTING STANDARDS—PART I

Fundamentals of Cost Accounting Standards—Part I, provides detailed, hands-on instruction in the various aspects of Public Law 100-679, including the rules and regulations of the Cost Accounting Standards Board, the Cost Accounting Standards (CAS), and disclosure statements for Federal contracts. Part I addresses only those standards applicable to modified CAS coverage.

Objectives: Students who successfully complete this course will be able to:

- determine if a given practice is compliant with CAS 401, 402, 405, and 406 (modified CAS coverage);
- verify applicability of CAS and type of coverage;
- determine if and when disclosure of the contractor's practices is required;
- determine if a cost impact proposal is necessary; and,
- if a cost impact proposal is necessary, determine appropriate contract adjustments.

Who Should Attend: This assignment-specific course is designed for civilian (or equivalent military) personnel, GS-9 and above, with at least 2 years of experience in the Contracting career field. Personnel should be responsible for CAS administration for one or more contractors or have a current (or pending) assignment dealing with CAS issues.

Prerequisite: Indirect Cost Continuous Learning Module (**http://clc.dau.mil**)

Recommended: Completion of a first-year college accounting course or equivalent and completion of CON 232

Length: 5 class days

Method of Delivery: Resident/Local

PDS Code: BZM

CON 251

FUNDAMENTALS OF COST ACCOUNTING STANDARDS—PART II

Fundamentals of Cost Accounting Standards—Part II, provides detailed, hands-on instruction in the various aspects of Public Law 100-679, including the rules and regulations of the Cost Accounting Standards Board and the Cost Accounting Standards (CAS). Whereas Part I addresses only those standards applicable to modified CAS coverage, Part II addresses additional standards for full CAS coverage situations.

Objectives: Students who successfully complete this course will be able to:

- determine if a given practice is compliant with CAS (full CAS coverage);
- verify applicability and compliance with the numerous standards for fully covered contractors, including CAS 403–404, 407–411, 414–415, 417–418, and 420;
- determine if and when disclosure of the contractor's practices is required;
- determine whether a cost impact proposal is necessary; and,
- if a cost impact proposal is necessary, determine appropriate contract adjustments.

Who Should Attend: This assignment-specific course is designed for civilian (or equivalent military) personnel, GS-9 and above, with at least 2 years of experience in the Contracting career field. Personnel should be responsible for CAS administration for one or more fully covered contractors or have a current (or pending) assignment dealing with fully covered contractor CAS issues on a regular basis.

Prerequisite: CON 250

Recommended: Completion of a first-year college accounting course or equivalent and completion of CON 232

Length: 5 class days

Method of Delivery: Resident/Local

PDS Code: BZN

CON 260A

The Small Business Program, Part A

The Small Business Program, Part A, provides an overview of the fundamentals of the DoD Small Business Program and focuses particular attention on the small business specialist's role as a vital member of the acquisition team.

Objectives: Students who successfully complete this course will be able to:

- recognize those factors that shape and govern the Small Business Program; and
- identify the duties and responsibilities of the small business specialist in implementing the Small Business Program.

Who Should Attend: This class is designed for all acquisition professionals who have small business concerns.

Prerequisite: None

Length: This is a nonresident, self-paced course available through the Internet; it typically takes approximately 12 hours to complete. Students must pass the final examination within 24 calendar days of the start date.

Method of Delivery: Distance Learning—See "Online Courses" on page 12

PDS Code: J08

CON 260B

The Small Business Program, Part B

Part B of this course delves into the intricacies of the DoD Small Business Program. Associated programs and initiatives that support the Program and the Department's efforts to improve small business participation in both prime contracting and subcontracting will also be reviewed, with particular attention to the small business specialist's role as a vital member of the acquisition team.

Objectives: Students who successfully complete this course will be able to:

- describe how to provide assistance to small businesses in finding government prime contracting and subcontracting opportunities;
- determine if a business is small;
- conduct market research to maximize small business participation at the prime and subcontracting levels;
- participate as an active member of the acquisition team in developing an appropriate acquisition strategy that maximizes small business participation;
- describe the Small Business Administration's role in the acquisition process;
- implement subcontracting requirements; and
- identify other small business-related programs and initiatives.

Who Should Attend: This course is designed for acquisition professionals who have Level II certification in Contracting and who perform small business specialist duties. This course is also recommended for other members of the acquisition workforce; however, to fully participate, these students should have 2 to 4 years of acquisition experience.

Prerequisite: Level II certification in Contracting and completion of CON 260A

Length: 3 class days

Method of Delivery: Resident

PDS Code: J09

CON 353

ADVANCED BUSINESS SOLUTIONS FOR MISSION SUPPORT

Advanced Business Solutions for Mission Support is the Level III Contracting certification course. Through realistic scenario-based learning, students work in teams to practice developing sound business solutions as a valued strategic and expert business advisor. Student course work is designed to contribute solutions to senior leadership and local supervisors and to provide resources for the Contracting career field via the course community of practice.

Objectives: Students who successfully complete this course will be able to:

- effectively team, exercise business leadership, and apply expertise (technical, business, and financial) resulting in business solutions that improve mission support;
- innovate and use best practices in combination with critical thinking, problem solving, and dilemma resolution skills for improved planning, execution, and performance management outcomes;
- develop business solutions that reflect consideration of risk and impacts on performance and synthesize policy as well as interests of functional team members and the marketplace; and
- contribute to the development and implementation of change through an improved understanding of the legislative, regulatory, and policy processes.

Who Should Attend: This course is designed for contracting professionals who work, or are projected to work, in a position requiring Level III DAWIA certification.

Prerequisite: At least 1 year of contracting experience after Level II certification

Precourse Assignments: Students must complete all online assignments prior to attending this course. These online assignments represent 25 percent of the student's grade. Details will be provided by Student Services 30 days prior to the class start date.

Length: 9½ class days

Method of Delivery: Resident

PDS Code: JHI

FE 201

INTERMEDIATE FACILITIES ENGINEERING

Intermediate Facilities Engineering is the Level II certification course in the Facilities Engineering (FE) career field. It provides a broad understanding of the overall facilities engineering process and the roles/responsibilities of acquisition team members as they relate to the facility life cycle in support of military missions. The course is designed to teach the student when to seek the assistance of professionals in various specialty areas.

Objectives: Students who successfully complete this course will be able to:

- discuss program management components, contracting procedures, and design and construction processes relating to FE projects;
- discuss and apply financial laws, regulations, and procedures;
- identify when there is a real estate acquisition, management, or disposal component;
- apply environmental requirements that arise during the DoD facility life cycle;
- describe basic elements of the comprehensive planning and project planning processes;
- describe elements used to manage sustainment, restoration, and modernization; and
- relate the contingency engineering process to FE requirements.

Who Should Attend: This course is for intermediate-level facilities engineering personnel with Level I Facilities Engineering certification and 2 years' facilities engineering experience.

Prerequisite: ACQ 101

Length: This is a nonresident, self-paced course available through the Internet. Students must pass a final examination within 60 days of the start date.

Method of Delivery: Distance Learning—See "Online Courses" on page 12

PDS Code: JHM

GRT 201

Grants and Agreements Management

Grants and Agreements Management presents the foundational knowledge required to begin service as a grants officer. The course provides the information needed to resolve relevant assistance issues by applying knowledge, discretion, and judgment.

Objectives: Students who successfully complete this course will be able to:

- explain the qualitative differences among instruments available for obligating Federal dollars and choose the most appropriate instrument in various situations;
- identify the elements of the legal framework that apply to assistance; and
- perform the responsibilities of the grants officer in accordance with regulations and statutes.

Who Should Attend: This assignment-specific course is designed for personnel involved in pre-award and post-award assistance processes, e.g., DoD personnel in a career path to become grants officers or agreements officers. The course covers grants, cooperative agreements, and Technology Investment Agreements. It also provides a brief overview of other types of assistance transactions. GRT 201 does not address "other transactions" (OTs) used to carry out prototype projects—that type of OT is an acquisition instrument rather than an assistance instrument and is, therefore, outside the scope of the course.

Prerequisite: None

Recommended: Level I Contracting courses

Length: 3½ class days

Method of Delivery: Resident/Local

PDS Code: BU4

IND 100

Contract Property Administration and Disposition Fundamentals

This course provides property administrators, plant clearance officers, contracting officers, and personnel in related fields a comprehensive understanding of the contractual regulatory and statutory requirements for government property administration and disposition.

Objectives: Students who successfully complete this course will be able to:

- state the government's policies and exceptions on providing government property to contractors;
- explain the Federal Acquisition Regulation (FAR) government property clauses;
- describe the duties and responsibilities of the property administrator and plant clearance officer;
- investigate and determine appropriate action for lost, damaged, or destroyed government property;
- understand the FAR and DFARS requirements for government property disposition; and
- describe the requirements for properly disposing of hazardous wastes, items requiring demilitarization, and computer components.

Who Should Attend: This course is required at Level I for all industrial property management specialists and industrial plant clearance specialists, including property administrators and plant clearance officers in the GS-1103 series. This course may be required for contracting officers (GS-1102), program managers, auditors, and team leaders with significant property administration responsibilities. It is highly recommended for production and quality assurance personnel involved with property administration.

Prerequisite: CON 100

Recommended: Some prior knowledge or experience with property management

Length: 10 class days

Method of Delivery: Resident/Local

PDS Code: BZP

IND 103

Contract Property Systems Analysis Fundamentals

Contract Property Systems Analysis Fundamentals builds a solid foundation in auditing principles and process analysis techniques for entry-level property professionals. The instructional process underscores the importance of property control system requirements and provides the tools necessary for the property administrator to plan and perform a property control systems analysis.

Objectives: Students who successfully complete this course will be able to:

- plan and schedule a contract property control systems analysis;
- determine proper use of sampling;
- define the appropriate population for review for all processes;
- analyze the sample for deficiencies that fail to meet contractual requirements;
- determine the rating for the function, functional segment, and property control system; and
- recommend a course of corrective action.

Who Should Attend: This course is for all Level I industrial property management specialists and industrial plant clearance specialists, including property administrators and plant clearance officers in the GS-1103 series. It is recommended for contracting, production, and quality assurance personnel with property control systems analysis responsibilities.

Prerequisites: IND 100 or IND 101 (no longer offered)

Recommended: 1 year of property management experience after completing IND 100 or IND 101

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 12 calendar days of the start date.

Method of Delivery: Distance Learning—See "Online Courses" on page 12

PDS Code: BRL

IND 200

Intermediate Contract Property Administration and Disposition

This course is for experienced industrial property management specialists, property administrators, plant clearance officers, contracting officers, and their supervisors. Current contractual, regulatory, and statutory issues are analyzed using student case studies and plant tours.

Objectives: Students who successfully complete this course will be able to:

- define types of property provided to contractors and the clauses used to do so;
- describe inventory management procedures and policies, consumption analysis, physical inventories, and adjustments;
- identify criteria for acquiring, using, and recording special tooling, test equipment, and agency-peculiar property;
- apply various risk-of-loss contract provisions; and
- differentiate policies and procedures for disposition and plant clearance of government property.

Who Should Attend: This course is for all Level II industrial property management specialists and industrial plant clearance specialists, including property administrators and plant clearance officers in the GS-1103 series. This course may be required for contracting officers (GS-1102), program managers, auditors, and team leaders with significant property administration responsibilities. It is highly recommended for production and quality assurance personnel involved with property administration.

Prerequisite: IND 103

Recommended: 1 year of property management experience after completing IND 103

Length: 10 class days

Method of Delivery: Resident/Local

PDS Code: BZQ

IRM 101

Basic Information Systems Acquisition

This course covers introductory level concepts in DoD information systems acquisition management. It covers software acquisition/development risks, DoD regulatory and technical frameworks, software and system architectures, and software development life cycle and integration processes. Software standards, measurements, testing, security, quality issues, process maturity, as well as "best practices" for the management of software-intensive systems are also reviewed.

Objectives: Students who successfully complete this course will be able to:

- define software acquisition management specific terms and concepts;
- recognize software development models, paradigms, and strategies appropriate for use in software-intensive acquisitions;
- interpret information technology terminology;
- understand organizational and individual roles and responsibilities; and
- reference sources for software acquisition management policies, standards, and best practices.

Who Should Attend: This course is for civilians, GS-5 through GS-9, or military officers, O-1 through O-3, who are members or prospective members of the Information Technology career field.

Prerequisite: ACQ 101

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: Distance Learning—See "Online Courses" on page 12

PDS Code: JHD

IRM 201

Intermediate Information Systems Acquisition

Intermediate Information Systems Acquisition focuses on the application of policies, concepts, and practices that guide and control the management and acquisition of Information Systems/Information Technology (IS/IT) in DoD. Exercises, labs, lectures, and group discussion are used to cover such topics as IS/IT policies, strategic planning, information assurance, architecture, advancing technologies, and more.

Objectives: Students who successfully complete this course will be able to:

- explain the concepts and terminology that comprise the major and nonmajor IS acquisition management processes and how the processes interact;
- define the roles, activities, and relationships of the DoD, other government entities, and industry that participate in and affect the acquisition of IT;
- apply management skills needed to effectively and efficiently use people, money, facilities, information, and time to accomplish IS acquisition objectives;
- identify internal and external factors that influence and constrain the IS acquisition process; and
- summarize strategies on how to deal with these factors in light of risk, uncertainty, and change.

Who Should Attend: This course is for mid-level managers who are Level I IT certified and who have responsibilities in IS/IT acquisitions.

Prerequisites: ACQ 201B and IRM 101

Length: 10 class days

Method of Delivery: Resident/Local

PDS Code: QN5

IRM 303

Advanced Information Systems Acquisition

Advanced Information Systems Acquisition is the capstone course in the DAU Information Resource Management sequence. It focuses on decision making and issues related to Information Systems/Information Technology (IS/IT) leadership, capital investment management, and acquisition. Using case studies, the course integrates advanced topics in planning, designing, and implementing comprehensive programs to acquire effective information systems.

Objectives: Students who successfully complete this course will be able to:

- evaluate IS/IT leadership, management, and acquisition issues to make strategic-level decisions in DoD; and
- effectively lead or participate in IS/IT integrated product teams that foster acquisition excellence initiatives and manage IS/IT as a capital investment.

Who Should Attend: This course is for civilian senior managers, grades GS/GM-13 through GS/GM-15, and military officers, ranks O-4 through O-6, who have successfully completed the requirements for Level II in the Information Technology career field.

Prerequisites: IRM 201 and SAM 201

Length: 10 class days

Method of Delivery: Resident/Local

PDS Code: BZE

LAW 801

Acquisition Law

DoD policy now mandates that the acquisition process be conducted through Integrated Product Teams (IPTs). The employment of IPTs in the acquisition process has resulted in the involvement of many noncontracting government personnel. This course provides an overview of government contract law to students from the various acquisition disciplines. LAW 801 also provides useful knowledge of the laws and regulations specifically applicable to government contracts.

Objectives: Students who successfully complete this course will be able to:

- apply various laws and regulations applicable to the government contracting process; and
- comprehend the legal significance of the contents of the contractual instrument and actions taken by those involved in the acquisition process.

Who Should Attend: This is a continuing education course for Level I certified personnel who are either not required to take CON 210 or who completed CON 210 more than 5 years ago.

Prerequisite: None

Length: 4½ class days

Method of Delivery: Resident/Local

PDS Code: JHH

LOG 101

Acquisition Logistics Fundamentals

Acquisition Logistics Fundamentals provides a broad overview of the role of acquisition logistics in the system acquisition life cycle and system engineering processes. Modules cover the logistics-relevant aspects of requirements identification, life cycle costing, integrated product and process development, sustainment logistics, supportability analysis, product support, contracting, and contractor support.

Objectives: Students who successfully complete this course will be able to:

- understand how today's defense systems and equipment are conceived, developed, tested, acquired, and operated;
- understand the role of the commercial sector;
- comprehend the philosophy and objectives of logistics support and attendant management functions; and
- understand logistics-related disciplines and the policies, procedures, and management techniques used to establish a logistics support capability.

Who Should Attend: Individuals recently assigned responsibility to plan, establish, and maintain the logistics support infrastructure for DoD systems and equipment in each phase of the acquisition life cycle should attend.

Prerequisite: ACQ 101

Recommended: Students who take this course should have 6 to 12 months of experience in an acquisition organization.

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: Distance Learning—See "Online Courses" on page 12

PDS Code: JR1

LOG 102

Systems Sustainment Management Fundamentals

Systems Sustainment Management Fundamentals provides a broad overview of the role of the life cycle logistician during the sustainment phase of a weapons system's life cycle. Modules cover logistics/supply-chain management concepts, maintenance processes, end-to-end distribution, best commercial practices as applied to weapons systems sustainment, performance metrics, partnering/alliance opportunities and experiences, performance-based support, enterprise business environment and opportunities, and reduction in life cycle/total ownership costs.

Objectives: Students who successfully complete this course will be able to:

- recognize the role of the life cycle logistician during the sustainment phase of a weapons system's life cycle;
- identify the concepts, policies, and practices of logistics/supply-chain management as they apply to new and legacy systems during the sustainment phase of their life cycle; and
- identify the best practices in developing and implementing performance-based support.

Who Should Attend: Individuals recently assigned the responsibility of establishing and maintaining the life cycle logistics support for defense systems and equipment during the sustainment phase of their life cycle. Personnel previously certified at Level I and above are also encouraged to take this course.

Recommended: Students who take this course should have at least 6 to 12 months of experience in an acquisition or sustainment organization.

Prerequisite: ACQ 101

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: Distance Learning—See "Online Courses" on page 12

PDS Code: JHF

LOG 201A

INTERMEDIATE ACQUISITION LOGISTICS, PART A

Intermediate Acquisition Logistics, Part A, provides a dynamic real-time learning environment oriented toward developing managerial and technical logistics competencies in the areas of systems engineering, life cycle cost management, and risk analysis. It challenges the student to review current policy and guidance and demonstrate an understanding of how early integration of operational supportability into the system deployment process leads to achievement of DoD's strategic logistics goals. It is intended for the mid-level logistics professional needing the skills required to excel in today's demanding and dynamic product support environment.

Objectives: Students who successfully complete this course will be able to understand modeling and simulation, test and evaluation, market research and analysis, open systems design and interoperability, evolutionary acquisition, performance-based logistics, and support planning.

Who Should Attend: LOG 201A is for military officers, O-3 and above; civilians, GS-9 and above; and industry equivalents who are Level I certified in Life Cycle Logistics. Students should have 2 to 4 years of acquisition and/or logistics experience.

Prerequisites: ACQ 201B, LOG 101, and LOG 102. It is recommended that students have acquisition logistics experience as outlined in DoD 5000.52M and be currently assigned, or expected to be assigned, to a life cycle logistics position.

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: Distance Learning—See "Online Courses" on page 12

PDS Code: RGS

LOG 201B

INTERMEDIATE ACQUISITION LOGISTICS, PART B

Intermediate Acquisition Logistics, Part B, provides a dynamic group-based and -facilitated learning environment oriented toward further development of logistics competencies in the areas of systems engineering, life cycle cost management, and risk analysis (introduced in LOG 201A). It challenges the student to think critically and differentiate support alternatives and provide solutions to ensure the early integration of operational supportability into the system development process. These skills are refined by instructor-facilitated student group exercise and discussion. It is intended for the mid-level logistics professional needing the skills required to excel in today's demanding and dynamic product support environment.

Objectives: Students who successfully complete this course will be able to understand life cycle cost, contracting, modeling and simulation, test and evaluation, market research and analysis, systems engineering, performance-based logistics, and support planning.

Who Should Attend: LOG 201B is for military officers, O-3 and above; civilians, GS-9 and above; and industry equivalents who are Level I certified in Life Cycle Logistics. Students should have 2 to 4 years of acquisition and/or logistics experience.

Prerequisite: LOG 201A (It is recommended that students have life cycle logistics experience as outlined in DoD 5000.52M and be currently assigned, or expected to be assigned, to a life cycle logistics position.)

Length: 5 class days

Method of Delivery: Resident

PDS Code: RGT

LOG 203

Reliability and Maintainability

This course concentrates on Reliability and Maintainability (R&M) activities, enabling students to understand the relationship between R&M and acquisition logistics and to evaluate the impact of R&M decisions. Stressing a conceptual approach, the course presents basic R&M terminology and engineering practices.

Objectives: Students who successfully complete this course will be able to:

- explain why successful R&M activity decreases logistics costs and increases combat capability;
- develop operational and contractual R&M requirements;
- discuss well-established R&M design/analysis activities;
- explain reliability growth testing and reliability qualification testing; and
- explain how to preclude latent defects from entering service.

Who Should Attend: This assignment-specific course is for logisticians assigned to DoD acquisition programs.

Prerequisite: ACQ 201B

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the end-of-module and end-of-course tests within 60 calendar days of the start date.

Method of Delivery: Distance Learning—See "Online Courses" on page 12

PDS Code: AKA

LOG 204

Configuration Management

This course provides managers and functional staff with the knowledge of how to apply Configuration Management (CM) successfully. It includes the interrelationship of CM to life cycle design activities and logistics support. LOG 204 provides an overview of the concepts and basic practices of CM, including configuration identification, audits, control, status accounting, as well as data management. Impacts on CM by Acquisition Reform, the integrated data environment, open systems, and commercial/nondevelopmental items are discussed. Continuing scenario exercises trace CM in the technical development, production, and support of a system. Requirements to design, develop, implement, and operate a CM program are discussed.

Objectives: Students who successfully complete this course will be able to:

- apply CM oversight as a tool in the Integrated Process and Product Development (IPPD) effort for system management; and
- when given a scenario, utilize the IPPD approach to manage the configuration for a system during its life cycle.

Who Should Attend: This assignment-specific course is for logisticians and systems engineers involved in the development of systems and life cycle support.

Prerequisite: ACQ 201B

Length: 5 class days

Method of Delivery: Resident/Local

PDS Code: QMB

LOG 235A

Performance Based Logistics, Part A

Performance Based Logistics, Part A, provides a dynamic, real time, learning environment oriented toward developing a range of logistics competencies. It challenges the student to review current policy and demonstrate an understanding of how early integration of performance-based support concepts into the system development process leads to achievement of DoD's logistics goals. It is intended for mid-level logistics professionals needing skills required to excel in today's demanding and dynamic product support environment.

Objectives: Students who successfully complete this course will be able to:

- understand the knowledge areas of their job as members of the life cycle logistics workforce more proficiently. Areas of concentration include: performance-based product support, business case analysis, continuous modernization, supply chain management, configuration management, enterprise integration, commercial integration, support options, and reliability, maintainability, and supportability;
- understand the specific relation and application of the functional areas in a performance-based logistics framework; and
- develop a more in-depth knowledge of their current applications within the DoD.

Who Should Attend: LOG 235A is for military officers, O-3 and above; civilians, GS-9 and above; and industry equivalents who are Level I certified in Life Cycle Logistics. Students should have 2 to 4 years of acquisition and/or logistics experience.

Prerequisite: None. It is recommended that students have life cycle logistics experience and be currently assigned, or expected to be assigned, to a life cycle logistics position.

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: Distance Learning—See "Online Courses" on page 12. Supplemental student readings and iterative knowledge assessments, which are integrated into the course, are required.

PDS Code: JHL

LOG 235B

Performance Based Logistics, Part B

Performance Based Logistics, Part B, provides a dynamic, group-based and -facilitated learning environment where the student develops the logistics competencies introduced in LOG 235A. The student will acquire tools and techniques required to design, develop, and implement performance-based support at the system, subsystem, or commodity level in new acquisition and legacy systems. It challenges the student to think critically and differentiate among support alternatives and provide solutions that ensure the early integration of performance-based product support in the system development process. These skills are refined by instructor-facilitated student group exercises and discussions.

Objectives: Students who successfully complete this course will be able to:

- apply skills introduced in the LOG 235A distance learning phase through case-based learning in a small group environment;
- perform proficiently as members of the life cycle logistics workforce;
- apply their knowledge of the concepts, policies, and practices of performance-based logistics (PBL);
- identify the relationship between logistics functions and processes;
- understand the basic concepts of business case analysis and its application in assessing and determining potential performance-based support alternatives;
- understand the role and integration of PBLs in the future logistics enterprise environment; and
- successfully apply the knowledge and understanding in the context of a performance-based support strategy.

Who Should Attend: LOG 235B is for military officers, O-3 and above; civilians, GS-9 and above; and industry equivalents who are Level I certified in Life Cycle Logistics. Students should have 2 to 4 years of acquisition and/or logistics experience.

Prerequisites: LOG 201B and LOG 235A (It is recommended that students have life cycle logistics experience as outlined in DoD 5000.52M, and they should be currently assigned, or expected to be, assigned to a life cycle logistics position.)

Length: 5 class days

Method of Delivery: Resident

PDS Code: RGY

LOG 304

Executive Life Cycle Logistics Management

Executive Life Cycle Logistics Management prepares the acquisition and sustainment life cycle logistician to perform in executive-level logistics management and policy-making positions. Students are required to conduct research and perform critical thinking in a small group decision-making environment. Students engage in dynamic, fast-paced case study exercises addressing complex relationships in life cycle logistics support planning, acquisition policy, capabilities analysis, program management, performance-based logistics, and business case analysis.

Objectives: Students who successfully complete this course will be able to:

- serve as proactive, credible, and influential life cycle logisticians;
- distinguish the life cycle logistician's functions during each phase of the life cycle;
- evaluate the components of, and life cycle logistician's role in, the systems engineering process;
- analyze and integrate major acquisition and sustainment policy requirements from the executive-level logistics perspective; and
- understand the integration of life cycle logistics processes with the operational tenets of Defense transformation.

Who Should Attend: This course is for Level II certified Life Cycle Logisticians who are military officers, O-4 and above, or DoD civilians, GS-13 and above, and industry counterparts.

Prerequisite: LOG 235B

Precourse Material: Precourse assignment materials will be provided via the Internet prior to students attending the class. Students will receive instructions on how to access these materials. All students will submit and brief an executive-level, contemporary logistics topic during the course. It is strongly recommended that students complete the preparation of this assignment prior to attending class.

Length: 9 class days

Method of Delivery: Resident/Local

PDS Code: AH1

PMT 202

Multinational Program Management

This course prepares students to be effective in an international defense acquisition program. The Multinational Program Management course emphasizes the U.S. policy of encouraging armaments cooperation and enhancing interoperability with our allies. Key national, DoD, and Service policies on international cooperative development, production, and support are explored.

Objectives: Students who successfully complete this course will be able to:

- comprehend the requirements necessary to participate effectively in an acquisition program that involves participation by foreign governments and their industry;
- understand key national, DoD, and Service policies on international cooperative development, production, and logistics;
- recognize the various international defense programs related to acquisition (data exchanges, Nunn Amendment Programs, foreign comparative testing, coalition warfare programs, bilateral and multilateral projects and programs, and security assistance—Foreign Military Sales (FMS)); and
- prepare, formulate, and support an FMS/DCS/cooperative or hybrid international program.

Who Should Attend: This assignment-specific course is for all acquisition personnel who require international acquisition training at Level II for any career field, including program managers and program management staff, key government laboratory and center personnel, Defense and Service headquarters staff, and Office of Defense Cooperation personnel and attachés.

Prerequisite: None

Length: 5 class days

Method of Delivery: Resident

PDS Code: PAJ

PMT 203

International Security and Technology Transfer/Control

This course provides a comprehensive overview of U.S. law, policy, and regulations that govern International Security and Technology Transfer/Control (ISTT/C). Students will learn the procedures for the export and import of defense and dual-use equipment and services, for handling classified and controlled unclassified program information, and for foreign visit control. PMT 203 is designed for the acquisition professional, including program office personnel, Defense and Service headquarters staff, and Defense cooperation personnel and attachés associated with international acquisition. The course has five components: acquisition documentation; security and data transfer; export/import licensing; contractor operations; and laws, policies, and procedures.

Objectives: Students who successfully complete this course will be able to:

- identify, analyze, and apply the laws, policies, and processes necessary to develop system and contractor classification guidance for the control of critical program information;
- understand the national security policy issues and export/import licensing constraints (as defined by the Departments of State, Commerce, Treasury, and Custom) and evaluate their effects on domestic and international DoD programs;
- recognize hostile and friendly foreign power elicitation and technology collection methods and techniques and develop methods of protecting information; and
- describe the U.S. Government's ownership, usage, and transfer rights to foreign governments and contractors for intellectual property.

Who Should Attend: This assignment-specific course is for all acquisition personnel who require international acquisition training at Level III for any career field. The course is also appropriate for foreign liaison office personnel or DoD representatives who deal with other nations or international agencies.

Prerequisite: None

Security Clearance: A SECRET security clearance is required. Due to security restrictions, allied students may not attend under most circumstances.

Length: 5 class days

Method of Delivery: Resident

PDS Code: PAK

PMT 250

Program Management Tools

The Program Management Tools course provides application skills needed in a program office or as an Integrated Product Team (IPT) lead. It is a follow-on to ACQ 201B and is designed to enhance journeyman-level skills. It is required, along with ACQ 201B, for Level II certification in Program Management (PM) and also prepares students for later work in the Level III Program Management Office Course, PMT 352, Parts A and B.

Objectives: Students who successfully complete this course will be able to:

- apply best practices for establishing effective IPTs;
- develop Work Breakdown Structures (WBSs);
- build program schedules and apply risk management principles using state-of-the-industry software;
- apply current cost estimating processes;
- perform contract planning and post-award activities; and
- use earned value tools and techniques for program planning and control.

Who Should Attend: Target attendees are civilians, GS-12/13, and military officers, O-3/O-4, in the PM career field. Lower grades may apply if they have completed ACQ 201B. Personnel who were certified Level II in PM prior to 1 October 2001 or are certified Level III in other career fields and want to take PMT 352, Parts A and B, may obtain credit for PMT 250 by passing an equivalency exam. Students may apply for the exam by selecting the correct category at **http://www.dau.mil/studentservices/apply.asp** and, once on the registration site, clicking on "Prepare Applications." The exam may be taken only one time.

Prerequisite: ACQ 201B

Length: This is a nonresident, distance learning course available through the Internet. The course length is 71 calendar days. Students must complete modules 1–8 (consisting of about 56 hours of work) within 60 calendar days of the start date. Module 9 is an exercise-based "virtual classroom" using a combination of teleconferences and the Internet and requiring 24 hours of work over the last 4 days of the course. There is a 7-day gap between the online portion (days 1 through 60) and the virtual classroom (days 68 through 71).

Method of Delivery: Distance Learning—See "Online Courses" on page 12

PDS Code: PGM

PMT 304

Advanced International Management Workshop

Reinforcing and advancing the principles of collective defense through armaments cooperation, the Advanced International Management Workshop explores issues associated with international negotiation of cooperative acquisition project agreements.

Objectives: Students who successfully complete this course will be able to:

- synthesize and integrate key Presidential, congressional, and Service policies on international cooperative defense acquisition agreements as well as the policies of the Departments of Defense, State, Commerce, and Treasury; and
- formulate and negotiate a complete international acquisition agreement in accordance with U.S. policies.

Who Should Attend: This assignment-specific course is for all acquisition personnel who require international acquisition training at Level III for any career field. Because this is an advanced-level workshop, attendees should understand U.S. domestic and international defense acquisition. This course targets positions of responsibility in international, or potentially international, programs ranging from simple data exchange agreements to complex cooperative development, production, and support programs.

Note: Due to security restrictions, allied students are ineligible to attend under most circumstances.

Prerequisite: None

Length: 5 class days

Method of Delivery: Resident

PDS Code: PAL

PMT 352A

Program Management Office Course, Part A

The Program Management Office Course (PMOC), Part A, is the first part of the Level III certification course in the Program Management (PM) career field. It is a follow-on to ACQ 201B and PMT 250 and is designed to train Level II qualified students to be effective PM Level III leaders in a program office by honing analysis, synthesis, and evaluative skills. PMT 352A focuses on key PMO knowledge and skills not covered in the prerequisite courses. This course must be completed prior to attending PMT 352B.

Objectives: Students who successfully complete this course will be able to:

- describe the role of science and technology in supporting the system acquisition process;
- understand Information Technology (IT) policy, best practices, information assurance measures, and interoperability considerations;
- describe current manufacturing and logistics concepts and best practices, such as lean manufacturing and supply chain management; and
- explain appropriate management and decision-making models to aid in addressing various acquisition program issues (business and financial; international; environmental, safety, and health; etc.).

Who Should Attend: Target attendees are civilians, GS-13/14, and military officers, O-4/O-5, in the PM career field. Personnel certified at Level III in other career fields desiring to take PMOC for Level III PM certification must first complete PMT 250.

Prerequisite: PMT 250

Length: This nonresident, self-paced course available through the Internet must be completed within 60 days of enrollment. Students will be notified of their enrollment expiration date in the "Enrollment Notification—Course Welcome" message.

Method of Delivery: Distance Learning—See "Online Courses" on page 12

PDS Code: BZH

PMT 352B

PROGRAM MANAGEMENT OFFICE COURSE, PART B

The Program Management Office Course (PMOC), Part B, is the second part of the Level III certification course in the Program Management (PM) career field. PMOC is a follow-on to ACQ 201 and PMT 250. The classroom component of PMOC, PMT 352B, follows PMT 352A, which is the prerequisite distance learning component of PMOC. These courses are designed to train Level II qualified students to be effective PM Level III leaders in a program office by honing analysis, synthesis, and evaluative skills. PMT 352B features scenario-based practical exercises with topical themes, such as interoperability, prototyping, and evolutionary acquisition.

Objectives: Students who successfully complete this course will be able to:

- lead and contribute to effective teams in a DoD PMO;
- apply critical-thinking and problem-solving skills to systems acquisition problems throughout a defense systems life cycle;
- understand, analyze, and develop solutions to cost, schedule, and performance issues faced in defense program management; and
- evaluate the tradeoffs in program decisions in compliance with DoD 5000 Series directives.

Who Should Attend: Target attendees are civilians, GS-13/14, and military officers, O-4/O-5, in the PM career field.

Prerequisite: PMT 352A

Length: 6 weeks

Method of Delivery: Resident

PDS Code: BZJ

PMT 401

THE PROGRAM MANAGER'S COURSE

This course is an intense, highly integrated 10-week case-study-based learning experience. Group discussions, distinguished guest practitioners, team projects, exercises, simulations, study groups, and an elective program enable the learner to customize a portion of the course. Time will be available to internalize the material through independent study and informal work with peers. Course content will rely upon challenges, problems, and dilemmas derived from extensive current interviews with Program Managers (PMs), Program Executive Officers (PEOs), and other stakeholders. The dilemmas will be those that course graduates can expect to confront when they return to their workplaces.

Objectives: Learners who successfully complete this course will be able to:

- apply critical thinking when confronted by problems and dilemmas on a day-to-day basis;
- lead and integrate disparate functional groups and develop a cohesive team capable of coping with the complex problems common to Program Management Offices (PMOs) and PEOs; and
- identify and apply best business practices to achieve win-win relationships with industry partners.

Who Should Attend: This course is designed for specially selected Level III certified PM career field members who have demonstrated the potential to become managers or deputies of ACAT I or II programs or managers of major ACAT III programs. Other specially selected DoD AT&L workforce members who are motivated and capable of becoming managers of major integrated product teams, department or division heads in acquisition commands, or senior managers in laboratories and/or research and development centers also may attend. This assignment-specific course is statutorily required for newly selected PEOs, DPEOs, and PMs/DPMs of ACAT I, IA, and II programs. Participants must be O-5/GS-14 or above with extensive experience in acquisition, including 4 years in, or in direct support of, a PMO.

Prerequisite: PMT 302 or PMT 352B

Length: 10 Weeks

Method of Delivery: Resident

PDS Code: PGN

PMT 402

Executive Program Manager's Course

This is an assignment-specific course designed to meet the learning and performance needs of newly selected Program Executive Officers (PEOs), Deputy PEOs (DPEOs), and ACAT I (ID/IC and IAM/IAC) and II Program Managers (PMs)/Deputy Program Managers (DPMs). Skills and behaviors are developed through a concentrated 4-week resident period preceded by approximately 60 days of self-assessment and assessment of your program and program office.

Objectives: Students who successfully complete this course will be able to:

- complete a comprehensive assessment of their programs, program offices, and of themselves;
- identify program and program office issues;
- fill knowledge needs and work issues; and
- develop a plan of action to better manage their programs, program offices, and professional development.

Who Should Attend: This assignment-specific course is statutorily required for newly selected PEOs; DPEOs; and ACAT I, IA, and II PMs/DPMs prior to assuming the position. Allied personnel and industry students are eligible to attend on a space-available basis.

Prerequisites: PMT 302 or PMT 401

Length: PMT 402A—2-day resident workshop; PMT 402B—20 class days

Method of Delivery: Resident

PDS Code: AH2

PMT 403

Program Manager's Skills

During the Program Manager's Skills course, students assess their program and personal skills, update their functional knowledge, and examine lessons learned from recent programs. PMT 403 focuses on the use of the survival skills necessary to manage a DoD acquisition program effectively.

Objectives: Students who successfully complete this course will be able to:

- identify and prioritize the top issues they will face during their first 6 to 12 months as a program manager;
- create a plan, including resources and metrics, to address those issues; and
- understand how the current acquisition system operates and know how to operate effectively within it.

Who Should Attend: This assignment-specific course is for ACAT III program/project/product managers and their deputies. Allied and industry students are encouraged to attend on a space-available basis.

Prerequisites: PMT 302 or PMT 352B

Length: 10 class days

Method of Delivery: Resident

PDS Code: BU8

PQM 101

PRODUCTION, QUALITY AND MANUFACTURING FUNDAMENTALS

Production, Quality and Manufacturing Fundamentals is an entry-level course that emphasizes basic production, manufacturing, and quality assurance principles, policies, processes, and practices.

Objectives: Students who successfully complete this course will be able to:

- understand the multifunctional roles inherent in this career field; and
- describe manufacturing and quality processes, scheduling and control techniques, and various quality and production surveillance activities.

Who Should Attend: This course is for industrial specialists, industrial engineers, quality assurance specialists, production officers, production specialists, contract administrators, and others involved with, and responsible for, production and quality.

Prerequisite: ACQ 101

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: Distance Learning—See "Online Courses" on page 12

PDS Code: BU2

PQM 103

DEFENSE SPECIFICATION MANAGEMENT

Defense Specification Management covers DoD policies and procedures for the development, management, and use of nongovernment standards, commercial item descriptions, and specifications and standards. Emphasis is placed on interoperability, market research, use of commercial/nondevelopmental item alternatives, use of performance specifications, International Standardization Agreements, and the Single Process Initiative.

Objectives: Students who successfully complete this course will be able to:

- use DoD policy for stating performance-based requirements;
- develop requirements documents that promote the use of commercial products and practices;
- use market research in creating new documents and revising existing documents that support acquisitions;
- apply DoD policy in managing standardization documents; and
- develop and apply standardization documents to meet essential user needs as best value to the government.

Who Should Attend: This assignment-specific course is designed for DoD acquisition personnel actively involved in the development or management of specifications and standards, handbooks, commercial item descriptions, or nongovernment standards.

Prerequisite: None

Recommended: ACQ 101

Length: 8½ class days

Method of Delivery: Resident/Local

PDS Code: BAP

PQM 104

Specification Selection and Application

The Specification Selection and Application course provides instruction on the appropriate selection and correct application of nongovernmental standards, commercial item descriptions, specifications and standards, and related documents in the acquisition process. Emphasis is placed on current acquisition initiatives, such as interoperability and the proper use of standardization documents.

Objectives: Students who successfully complete this course will be able to:

- apply DoD objectives, policies, and procedures for the proper use of standardization documents;
- make well-informed standardization decisions using a variety of automated tools and decision-tree techniques; and
- identify, locate, and obtain standardization documents.

Who Should Attend: This assignment-specific course is designed for personnel who are involved in setting requirements and making standardization decisions or for those who use specifications and standards but are not actively involved in the development or management of requirements documentation.

Prerequisite: None

Length: 2 class days

Method of Delivery: Resident/Local

PDS Code: PGH

PQM 201A

Intermediate Production, Quality and Manufacturing, Part A

This journeyman-level course exposes students to manufacturing and quality processes, production scheduling and control techniques, surveillance activities, and systems-level production and quality planning. Course content includes the contracting aspects of the job; planning for manufacturing and quality; lean concepts; material control; and technical, ethical, and quality issues.

Objectives: Students who successfully complete this course will be able to:

- review integrated management plans for manufacturing and quality requirements;
- understand the technical aspects of cost estimating, activity-based costing, and physical progress reviews;
- identify the concepts that apply to lean manufacturing, the theory of constraints, and other production management and material control techniques; and
- address issues related to quality audits, nonconforming material, and other quality topics.

Who Should Attend: This course is required for Level II certification in Production, Quality, and Manufacturing; it is also for production, quality, or engineering personnel providing pre- or post-award technical support.

Prerequisites: ACQ 201B and PQM 101

Recommended: At least 2 years of production or quality management experience after Level I certification.

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: Distance Learning—See "Online Courses" on page 12

PDS Code: BZK

PQM 201B

Intermediate Production, Quality and Manufacturing, Part B

This journeyman-level course requires students to apply the manufacturing and quality planning processes and techniques learned in PQM 201A. Students will work in integrated product teams to develop manufacturing and quality plans, apply lean techniques, apply cost estimating techniques, and make progress payment recommendations based on completion of a physical progress review. Course content includes the contracting aspects of the job; planning for manufacturing and quality; lean concepts; material control; and technical, ethical, and quality issues.

Objectives: Students who successfully complete this course will be able to:

- apply production and quality requirements of the Federal Acquisition Regulation (FAR) and Defense FAR Supplement (DFARS);
- prepare and review integrated management plans for manufacturing and quality requirements;
- audit a supplier's quality manual against a commercial quality standard; and
- apply the concepts of lean manufacturing, theory of constraints, and other production management tools.

Who Should Attend: This course is required for Level II certification in Production, Quality, and Manufacturing; it is also for production, quality, or engineering personnel providing pre- or post-award technical support.

Prerequisite: PQM 201A

Recommended: At least 2 years of production or quality management experience after Level I certification.

Length: 5 class days

Method of Delivery: Resident/Local

PDS Code: BZL

PQM 202

Commercial and Nondevelopmental Item Acquisition Course for Technical Personnel

The Commercial and Nondevelopmental Item (C/NDI) Acquisition Course for Technical Personnel focuses on tools and techniques used by engineering, logistics, and related technical personnel for identifying and evaluating C/NDI alternatives throughout the acquisition process. It provides instruction on requirements definition, acquisition strategy development, support planning, and the use of market acceptability criteria for C/NDI acquisitions.

Objectives: Students who successfully complete this course will be able to:

- employ market research to determine the appropriateness of commercial or nondevelopmental items for satisfying users' needs; and
- plan an acquisition strategy for the management of commercial and nondevelopmental items.

Who Should Attend: This assignment-specific course is designed for acquisition personnel who are in the Program Management; Systems Planning, Research, Development and Engineering; Life Cycle Logistics; Test and Evaluation; Production, Quality and Manufacturing; and related career fields in planning and managing the acquisition of C/NDIs.

Prerequisite: None

Recommended: ACQ 101

Length: 2 class days

Method of Delivery: Local

PDS Code: PAM

PQM 203

Preparation of Commercial Item Descriptions for Engineering and Technical Personnel

This course presents instruction on the preparation and use of Commercial Item Descriptions (CIDs), including characterization of commercial items, the development and use of market acceptability criteria, and the development of performance-based salient characteristics. Current policy on the use of CIDs and performance specifications is discussed.

Objectives: Students who successfully complete this course will be able to:

- employ market research to develop a performance-based CID or other suitable performance-based document for describing commercially available products acceptable for meeting the users' needs; and
- implement appropriate DoD policies in this area.

Who Should Attend: This assignment-specific course is designed for personnel who are involved in generating product descriptions for commercial and nondevelopmental items or who are involved in determining the commerciality of an item.

Prerequisite: None

Length: 1 class day

Method of Delivery: Local

PDS Code: PAN

PQM 212

Market Research for Engineering and Technical Personnel

The Market Research for Engineering and Technical Personnel course describes market research from the perspective of technical personnel. It explains the practical value and discusses the government mandate to conduct market research. The course addresses market research team membership, sources for obtaining market data, and techniques for technical evaluation and documentation of market information.

Objectives: Students who successfully complete this course will be able to:

- plan and conduct market surveillance within a commodity or technical area; and
- plan and conduct a market investigation for a specific acquisition requirement.

Who Should Attend: This assignment-specific course is designed for acquisition personnel who are in the Program Management; Systems Planning, Research, Development and Engineering; Life Cycle Logistics; Test and Evaluation; Production, Quality and Manufacturing; and related career fields and who are involved in developing acquisition requirements, conducting tradeoff evaluations with users, or determining the commerciality of supplies or services.

Prerequisite: None

Recommended: ACQ 101

Length: 2 class days

Method of Delivery: Resident/Local

PDS Code: PGK

PQM 301

Advanced Production, Quality and Manufacturing

This course is structured around integrated product development and concurrent engineering acquisition approaches. During PQM 301, decision-making issues relevant to successfully managing three core technical tasks in DoD acquisition—systems and process development, manufacturing, and product quality management—are investigated.

Objectives: Students who successfully complete this course will be able to:

- understand the role of manufacturing and quality assurance in the integrated systems engineering process;
- evaluate modern distributed manufacturing management practices;
- fully understand the use and application of best manufacturing practices, such as supply chain management, e-manufacturing, and lean manufacturing;
- use case studies, discussions, and class exercises to apply basic design of experiments, modeling and simulation, quality function deployment, statistical process control, six sigma, design-build principles, and risk management; and
- understand the use of DoD e-commerce policy and information technology to leverage the integrated digital environment to support technical and business operations.

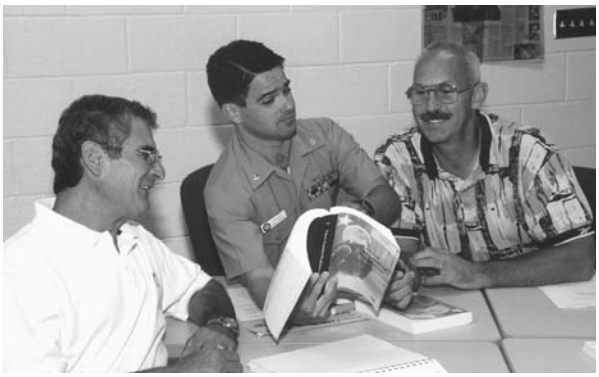
Who Should Attend: This class is for civilians, GS-13 and above, and military officers, O-3/O-6.

Prerequisite: PQM 201B

Length: 10 class days

Method of Delivery: Resident

PDS Code: HV2



SAM 101

Basic Software Acquisition Management

This course covers introductory level concepts in DoD information systems acquisition management. It covers software acquisition/development risks, DoD regulatory and technical frameworks, software and system architectures, and software development life cycle and integration processes. Software standards, measurements, testing, security, quality issues, process maturity, as well as "best practices" for the management of software-intensive systems are also reviewed.

Objectives: Students who successfully complete this course will be able to:

- define software acquisition management specific terms and concepts;
- recognize software development models, paradigms, and strategies appropriate for use in software-intensive acquisitions;
- interpret information technology terminology;
- understand organizational and individual roles and responsibilities; and
- reference sources for software acquisition management policies, standards, and best practices.

Who Should Attend: This course is open to all military officers, O-1 through O-3, and DoD civilians, GS-9 and below, working in, or selected for, software acquisition management positions. This course is recommended for those serving in Level I acquisition positions whose duties include software acquisition management. Additionally, it is an excellent introductory course for personnel of any rank/grade or acquisition career field level who are involved in the management of a DoD software-intensive system.

Prerequisite: ACQ 101 (waived for Level II or Level III certified personnel)

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: Distance Learning—See "Online Courses" on page 12

PDS Code: JHB

SAM 201

Intermediate Software Acquisition Management

Using in-depth integrated product team case studies, labs, and exercises supplemented by lecture and group discussion, students learn how to manage DoD software-intensive systems. They also learn to apply a variety of real-world software acquisition management "best practices." Topics include requirements management, architectures, cost estimation, vendor qualification, metrics, process maturity, quality, testing, and more.

Objectives: Students who successfully complete this course will be able to:

- apply acquisition strategies used for software and software-intensive systems;
- evaluate factors related to software architecture and systems architecture;
- perform domain analysis on a software-intensive system acquisition,
- assess program software life cycle planning and test program planning factors;
- apply requirements management and risk mitigation;
- illustrate the value of modeling and simulation in requirements analysis; and
- analyze software performance measures.

Who Should Attend: This course is open to all military officers, O-3 through O-5, and DoD civilians, GS-9 through GS-12, working in, or selected for, software acquisition management positions. This course is recommended for those who serve in Level II acquisition positions and have duties that include software acquisition management. Additionally, this course is part of the Information Technology career certification Level II requirement.

Prerequisites: ACQ 201B and either SAM 101 or IRM 101

Length: 5 class days

Method of Delivery: Resident/Local

PDS Code: JHC

SAM 301

Advanced Software Acquisition Management

Advanced Software Acquisition Management is the capstone course in the DAU Software Acquisition Management sequence. This seminar-based course is for senior personnel who acquire, engineer, test, and evaluate DoD software-intensive systems. SAM 301 is also for acquisition professionals interested in gaining a comprehensive insight into the risks and issues associated with developing and implementing complex DoD software systems.

Objectives: Students who successfully complete this course will be able to:

- analyze the causes of cost, schedule, and performance problems in large software efforts;
- examine differences between commercial software acquisition efforts and DoD efforts;
- develop an ability to recognize and selectively adopt commercial practices;
- understand the organizational and cultural dynamics of program offices and software development teams;
- evaluate the suitability of alternative organization structures, including integrated product teams;
- evaluate and select software metrics that will provide insight into program status and facilitate early detection of potential problems; and
- assess Federal and DoD Acquisition Reform movements and incorporate new policies.

Who Should Attend: This course is recommended for software acquisition personnel who serve in the software acquisition field as Level III managers or technical experts. Civilians, GS/GM-13 through GS/GM-15, and military officers, O-4 through O-6, are appropriate. Additionally, this course is part of the Information Technology career certification Level III requirement.

Prerequisite: SAM 201

Length: 5 class days

Method of Delivery: Resident/Local

PDS Code: BU9

STM 201

INTERMEDIATE S&T MANAGEMENT

(Formerly STM 301—Systems Engineering for S&T Managers)

This course provides an understanding of the procedures and mechanisms used to transition advanced technologies into warfighting systems. Personnel associated with Science and Technology (S&T) program management will be able to understand the challenges presented in the weapons systems acquisition process, assess the implications of various technology transition mechanisms, and apply effective technology transition practices.

Objectives: Students who successfully complete this course will be able to:

- understand the challenge presented in the weapons systems acquisition process;
- assess the implications of various technology transition mechanisms; and
- apply effective technology transition practices.

Who Should Attend: Personnel whose duties include developing overall program goals for S&T funds; acquiring the services of scientists, engineers, and technical support personnel to perform S&T research for DoD; providing funds and oversight of the S&T performers, including universities, industry, and Federal Government organizations; and interfacing with the technology customers to expedite the transition of technology to the user. This course is recommended for civilians, GS-11/GS-12, and military officers, O-2/O-3.

Prerequisite: ACQ 101

Length: 3 class days

Method of Delivery: Resident

PDS Code: JHZ

STM 302

ADVANCED S&T MANAGEMENT

This course provides an understanding of the procedures and mechanisms used to transition emerging technologies into warfighting systems. Attendees will be able to apply the critical skills of the Systems Engineering, Integrated Product and Process Development (IPPD), and software management processes. They will also learn how to apply effective technology transition practices.

Objectives: Students who successfully complete the course will be able to:

- apply the principles of systems engineering management and its various tools, such as:

  —systems engineering process
  —configuration management and technology readiness
  —risk management
  —trade studies
  —value engineering
  —six sigma
  —software management
  —test & evaluation planning
  —modeling & simulation;
- assess the implications of various technology transition mechanisms using the IPPD process, including integrated product teams; and
- apply effective technology transition practices, such as transition exit criteria, transition plans, affordability analyses, and cost schedule reporting.

Who Should Attend: Personnel desiring certification at Level III and whose duties include: (1) developing overall program goals for S&T funds; (2) acquiring the services of scientists, engineers, and technical support personnel to perform advanced S&T research for DoD; (3) providing funds and oversight of the S&T performers, including universities, industry, and Federal Government organizations; and (4) interfacing with the technology customers to expedite the transition to the user.

Prerequisite: STM 201

Length: 5 class days

Method of Delivery: Resident/Local

PDS Code: PGR

SYS 201A

Intermediate Systems Planning, Research, Development and Engineering, Part A

This journeyman-level course exposes students to systems engineering and associated topics. Course content includes the systems engineering process; systems engineering planning; technology insertion; risk management; trade studies; configuration management; cost containment; technical reviews; and Environmental, Safety, and Occupational Health (ESOH).

Objectives: Students who successfully complete this course will be able to:

- understand the systems engineering process;
- know the associated systems engineering technical activities;
- evaluate a Hazardous Material Management Plan and identify ESOH issues that need further clarification; and
- develop and defend a technical review checklist.

Who Should Attend: This course is required for Level II Systems Planning, Research, Development and Engineering certification.

Prerequisite: ACQ 201B

Recommended: At least 2 years of Systems Planning, Research, Development and Engineering experience

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: Distance Learning—See "Online Courses" on page 12

PDS Code: RGW

SYS 201B

Intermediate Systems Planning, Research, Development and Engineering, Part B

This journeyman-level course requires students to apply the Systems Planning, Research, Development and Engineering processes and techniques learned in SYS 201A. Students will work in integrated product teams to apply the systems engineering process and its associated technical activities.

Objectives: Students who successfully complete this course will be able to:

- conduct a requirements analysis for a given need;
- prepare Functional Analysis and Allocation and synthesis tools for a given scenario;
- apply the acquisition risk management process;
- propose trade study methodologies; and
- develop technical performance measures.

Who Should Attend: This course is required for Level II Systems Planning, Research, Development and Engineering certification.

Prerequisite: SYS 201A

Recommended: At least 2 years of Systems Planning, Research, Development and Engineering experience.

Length: 5 class days

Method of Delivery: Resident/Local

PDS Code: RGX

SYS 301

ADVANCED SYSTEMS PLANNING, RESEARCH, DEVELOPMENT AND ENGINEERING

Designed for senior DoD acquisition personnel, this course emphasizes an understanding of science, technology, and the systems engineering processes throughout a systems life cycle by using relevant case studies and exercises involving all acquisition phases and milestones. Participants employ the proven principles and tools of systems engineering requirements analyses, risk management, technical performance measures, tradeoff analyses, configuration and data management, and technical reviews. Advanced tools, such as integrated product teams, modeling and simulation, and open systems architectures, further facilitate managing the developing system.

Objectives: Students who successfully complete this course will be better able to:

- analyze and solve senior-level technical problems;
- forecast cost, schedule, performance, and risk issues across the acquisition life cycle;
- integrate program office activities; and
- manage technology obsolescence, advanced technology tools, and Acquisition Reform implementation.

Who Should Attend: This course is for DoD civilians, GS-13 and above, and military officers, O-3 through O-6, who are Level II certified in the Systems Planning, Research, Development and Engineering (SPRD&E) career field. Equivalent industry acquisition managers are also eligible. The course is mandatory for Level III certification in the SPRD&E—Systems Engineering career field.

Prerequisite: SYS 201

Length: 10 class days

Method of Delivery: Resident/Local

PDS Code: HV1

TST 101

INTRODUCTION TO ACQUISITION WORKFORCE TEST AND EVALUATION

Emphasizing the basic Test and Evaluation (T&E) principles, policies, and practices used by the DoD, TST 101 introduces students to the relationship of T&E to other systems acquisition disciplines and program management. The types of testing covered include developmental, operational, and live-fire.

Objectives: Students who successfully complete this course will be able to:

- capably interact with program managers regarding T&E issues and more effectively function within the acquisition process;
- thoroughly understand T&E's role as a feedback mechanism and management tool for the design/engineering/development process; and
- understand the DoD's T&E process and the Test and Evaluation Master Plan (TEMP).

Who Should Attend: This course is designed for engineers and project management personnel who have had at least 1 year of acquisition experience, including civilians, GS-5 through GS-9, and their military equivalents.

Prerequisite: ACQ 101

Length: This is a nonresident, self-paced course that is available through the Internet. Students must complete the course within 60 calendar days of the start date.

Method of Delivery: Distance Learning—See "Online Courses" on page 12

PDS Code: PC5

TST 202

Intermediate Test and Evaluation

Problem-solving situations are used to engage students in the use of Test and Evaluation (T&E) concepts, principles, and theories. Course topics include the role of T&E in systems acquisition, T&E planning, experimental design, measurement of systems' effectiveness and suitability, instrumentation, and data collection and management. Reliability, maintainability, and availability of systems; analysis and evaluation; live fire; software; modeling and simulation; and T&E of alternative acquisitions are also covered in the course.

Objectives: Students who successfully complete this course will be able to:

- identify current laws, policy, and guidance for T&E and relate these topics to their own programs;
- identify source documents for systems' requirements;
- develop T&E objectives and issues;
- apply appropriate tools and techniques for conducting developmental and operational T&E in support of systems' development;
- identify techniques for designing simple experimental processes; and
- perform elementary analytical procedures on test data.

Who Should Attend: T&E engineers, scientists, operations researchers, computer scientists, other technical personnel, and project organization personnel who have 2 to 4 years of acquisition experience with at least half of their experience in T&E should attend.

Prerequisites: ACQ 201B and TST 101

Precourse Assignment: Students must satisfactorily complete a precourse assignment prior to admission to this course. The assignment consists of identifying a T&E-related issue, discussion of the issue, and a proposed solution.

Length: 5 class days

Method of Delivery: Resident/Local

PDS Code: QMI

TST 301

Advanced Test and Evaluation

This course is comprised of student-centered learning with limited instructor-based lectures that introduce significant current Test and Evaluation (T&E) events. Student-generated issues are used during a video teleconference discussion with Office of the Secretary of Defense (OSD) T&E officials. Work group and class discussion leads to development of presentations dealing with current T&E topics, such as new technologies, lessons learned, and current issues in DoD T&E.

Objectives: Students who successfully complete this course will be able to:

- generate OSD-level issues and discuss these issues with OSD officials;
- use technology, including the Internet, to obtain pertinent T&E information and prepare assignments;
- research, prepare, and present briefings on current T&E topics;
- assess the impact of the Press, General Accounting Office, the Congress, and OSD officials on ethics and integrity standards relative to T&E and DoD acquisition; and
- prepare test plans and analyze test results based on statistical methodologies.

Who Should Attend: This course is for T&E engineers, scientists, operations researchers, computer scientists, and other technical personnel and project organization personnel who have at least 4 to 8 years of acquisition experience, with at least half of that experience in T&E.

Prerequisite: TST 202

Precourse Assignments: Students must satisfactorily complete five precourse assignments before being admitted into the resident portion of this course.

Length: 5 class days

Method of Delivery: Resident/Local

PDS Code: QL9

Distance Learning Courses

Seventeen exclusively online courses are currently provided by DAU. 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 courses currently conducted via distance learning follows:

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

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DISTANCE LEARNING

An Online Student's Survival Guide

Rich Stillman

Online training is no longer the wave of the future. Around the country, most colleges and universities provide some classes on the Internet, and a few schools provide whole degree programs online. The Defense Acquisition University currently offers 22 online classes that are being provided to 4,000 acquisition professionals at any one time. In fiscal year 2003 alone, DAU enrolled a total of 57,171 online students who completed 1.47 million hours of online instructional time. That represents an 83-fold increase in just five years.

Most students find non-resident courses flexible, convenient, and enjoyable. They set their own pace online, taking lessons when it's convenient in an environment that works for them. Gone are the snippy instructors with endless, hard-to-read vugraphs and monotonous voices. It's a brave new training world.

Unfortunately, however, not all students are ready to make the leap from the classroom environment to the Internet. They miss the direct contact with their instructor, the interface with the other students, and the focused classroom setting. They become distracted, frustrated, and lost. Their results fall short of their expectations.

This article is designed to help students new to distance learning get a positive start in their training and online veterans to get more out of the learning experience. A word of caution is needed up front. Students are all endowed with different skills, temperaments, attitudes, and needs. All of the suggestions may not apply to a single student, but some of the suggestions should apply to all of the students.

Remember, online doesn't mean alone! You always have an instructor who's an expert in the subject matter and has real-world experience in the career field covered by the course.

Understand the basics

Are you a night owl or an early bird? E-learning can accommodate either preference. Plan on working on the course when your mind is clear and your energy level is high. That is when you learn best. It will take you longer to complete a lesson if you are fatigued. So working on the course in the early morning may be best for the early risers. Evening work may work best for the night people.

It's important to have a quiet place to study where there are minimal—preferably no—distractions. Close your door, hold your calls, and schedule no visitors during study time. You might find it helps to place a sign in your work area stating that you're in e-training and shouldn't be interrupted.

Be sure that your study area has adequate ventilation and lighting to reduce fatigue and eye strain. Your computer work station should be large enough for both computer equipment and note taking. A comfortable chair rounds out the work area by improving your posture and reducing back stress. An efficient work place can help set the mood and improve your attitude for taking an online course.

Watch the watch

Everyone has many roles and responsibilities, from professional lives to personal commitments to spiritual obligations, all of which

Stillman is regional director of the DAU Boston Office. He is also an online instructor to over 500 students at all times.

Course Predecessors

As DAU courses are updated for currency, they may undergo name changes, number changes, or even be replaced by a new course with very similar content. Some courses no longer offered by DAU qualify as "Predecessor Courses."

Students who have completed these courses may use them to meet prerequisite requirements and/or receive credit for them toward DAWIA certification. The following is a list of Predecessor Courses:

Course Number		Predecessor Course Title	Personnel Data System (PDS) Code
Current DAU	**Predecessor**		
ACQ 101	PMT 101 DSMC-26	Fundamentals of Systems Acquisition Management Fundamentals of Systems Acquisition Management	BB1 BB1
ACQ 201B	ACQ 201 PMT 201 DSMC-37	Intermediate Systems Acquisition Intermediate Systems Acquisition Intermediate Systems Acquisition	JHA BB6 BB6
BCF 101	BCE 101	Fundamentals of Cost Analysis	Q1A
BCF 102	BFM 102 BCF 202 DSMC-6	Contract Performance Management Fundamentals Intermediate Contractor Performance Measurement Contractor Performance Measurement Course	Q1B QMK QMK
BCF 103	BFM 201 BCF 201 DSMC-9	Systems Acquisition Funds Management Systems Acquisition Funds Management Systems Acquisition Funds Management	PCW PCW PCW
BCF 204	BCE 204	Intermediate Cost Analysis	Q2B
BCF 206	BCE 206	Cost Risk Analysis	Q2C
BCF 207	BCE 207	Economic Analysis	Q2D
BCF 208	BCE 208	Software Cost Estimating	Q2E
BCF 209	BFM 209	Selected Acquisition Report	Q2F
BCF 211B	BCF 211	Acquisition Business Management	PGD
CON 104B	CON 104 CON 105 CON 106	Principles of Contract Pricing Operational Level Contract Pricing Facilities Contract Pricing	BDR QNU BDU
CON 110 CON 111 and CON 112	CON 101	Basics of Contracting	BDQ
CON 120	CON 104	Principles of Contract Pricing	RGR
CON 202	CON 211 CON 221 CON 222 CON 223	Intermediate Contracting Intermediate Contract Administration Organizational Level Contract Administration Intermediate Facilities Contracting	BDN BDO PDQ BE4

Course Number			
Current DAU	**Predecessor**	**Predecessor Course Title**	**Personnel Data System (PDS) Code**
CON 204	CON 231	Intermediate Contract Pricing	BU6
CON 210	CON 201 CON 201(C)	Government Contract Law Government Contract Law (Construction)	BDP BDP
CON 236	CON 212	Contractual Aspects of Value Engineering	PAR
CON 353	CON 333 CON 311 CON 321	Management for Contracting Supervisors Executive Pre-award Contracting Executive Contract Administration	BU7 BCL BCM
IND 100	IND 101 and IND 102	Contract Property Administration Fundamentals Contract Property Disposition	PDM PDO
IND 200	IND 201 and IND 202	Intermediate Contract Property Administration Contract Property Management Seminar	PDN BRM
IRM 303	IRM 301 IRM 302	Information Technology Procurement Strategies Information Technology Advanced Management Program	Q07 BA0
LOG 201B	LOG 201 DSMC-24	Intermediate Acquisition Logistics Management of Acquisition Logistics	JR3 BCU
LOG 235B	LOG 203 and LOG 204 or LOG 205	Reliability and Maintainability Configuration Management Provisioning	AKA QMB QM7
PMT 352B	PMT 352 PMT 302 PMT 301 DSMC-3	Program Management Office Advanced Program Management Course Program Management Course Program Management Course	BZG BU1 BBW BBW
PMT 402	PMT 303B PMT 303 Ph2	Executive Program Manager's Course Executive Program Manager's Course	AH2 AH2
PMT 403	PMT 305	Program Manager's Skills (ACAT III Programs)	BU8
PQM 101	PRD 101 QUA 101	Production Management Fundamentals Quality Assurance Fundamentals	JQX BCS
PQM 103	SPE 101	Defense Specification Management Course	BAP
PQM 104	SPE 102	Specifications in the Defense Acquisition Process	PAH
PQM 201B	PQM 201 PRD 201 DSMC-13	Intermediate Production, Quality and Management Intermediate Production Management Defense Manufacturing Management Course	BU3 JQY BD2PQM
PQM 301	PRD 301 DSMC-38	Defense Acquisition Engineering, Manufacturing, and Quality Assurance Defense Acquisition Engineering, Manufacturing, and Quality Assurance	BRK BRK

Course Predecessors (Continued)

Course Number			
Current DAU	**Predecessor**	**Predecessor Course Title**	**Personnel Data System (PDS) Code**
STM 201	STM 301	Program Management for S&T Managers	PGP
SYS 201B	SYS 201	Intermediate Systems Planning, Research, Development and Engineering	BE2
	DSMC-28	Systems Engineering Management Course	BE2
TST 202	TST 201	Test and Evaluation Management	BE3
	DSMC-11	T&E Management Course	BE3

Assignment-specific Training

Assignment-specific courses are identified by the Under Secretary of Defense for Acquisition, Technology and Logistics as integral to the education and training of Department of Defense (DoD) Acquisition, Technology, and Logistics (AT&L) workforce personnel. These courses are offered by DAU to provide unique acquisition knowledge required for a specific assignment, job, or position; to maintain proficiency; and to remain current with legislation, regulation, and policy. This training can span several functional areas and is mandatory for selected individuals within a job series or position category. DAU provides funds for course delivery and student travel costs for assignment-specific courses in the same manner as it does for other courses.

Assignment-specific courses support work distribution decisions of local management officials. Subject to component guidance, these officials are responsible for ensuring that employees who are given these duties receive this training that will enable them to perform their work productively and effectively.

DAU maintains complete student records for courses taught since the University began offering instruction in 1993, but tracking student requirements and recording completion of these courses in employee personnel records are Component responsibilities.

Course descriptions are provided at the beginning of this Chapter, and instructions for registering for classes are provided in Chapter 2. Schedules for classroom-based courses are maintained in ATRRS and should be available through your local training office. Up-to-date class schedules are also made available for downloading from the DAU Web site at **http://www.dau.mil**.

ACQ 201, Parts A and B
Intermediate Systems Acquisition

This course is assignment-specific only for Contracting personnel. All Level III Contracting personnel who are assigned to a major program or who devote at least 50 percent of their time to a major acquisition program are required to take this course. Level II Contracting personnel should take ACQ 201 within 1 year of assignment to a major defense acquisition program.

BCF 102
Fundamentals of Earned Value Management

Workforce analysts who are responsible for analyzing Earned Value Management (EVM) data or who need a basic understanding of EVM concepts to perform some aspects of their duties should take BCF 102. Attendees typically include employees of program/project management offices, the Defense Contract Management Agency, dedicated support matrix organizations, and Service headquarters support matrix organizations.

BCF 203
Intermediate Earned Value Management

DoD AT&L workforce personnel should take BCF 203 if their duties include integrating earned value data to perform the following functions: (1) awarding/administering contracts, reviewing or performing surveillance on contractor's management control systems, or supporting Integrated Baseline Reviews as outlined in DoD 5000.2-R, Part 3.3.4.3 (Cost Performance); or (2) evaluating, analyzing, or using earned value data. Attendees typically include employees of program/project management offices, the Defense Contract Management Agency, dedicated support matrix organizations, and Service headquarters support matrix organizations.

BCF 206
Cost Risk Analysis

This course should be taken by DoD AT&L workforce personnel whose duties include: (1) developing and/or evaluating cost estimates for such areas as procurement, software, research and development, weapons systems, etc.; (2) planning and managing DoD systems acquisition; (3) evaluating and negotiating contract proposals; and (4) performing cost and performance tradeoff analyses. Participants typically include members from the business, cost estimating, and financial management community as well as program/project managers and personnel in contracting; systems planning, research, development, and engineering; and information technology.

BCF 207
Economic Analysis

DoD AT&L workforce personnel should take BCF 207 if their duties include: (1) developing and/or evaluating costs and benefits of alternative courses of action involved in decisions (i.e., lease vs. buy, in-house vs. contractor, privatization or outsourcing, or repair or replace) and/or (2) preparing funding proposals for such programs as Operations and Support Cost Reduction or Defense Working Capital Fund. Participants typically include members from the business, cost estimating, and financial management community as well as program/project managers and personnel in contracting; systems planning, research, development and engineering; information technology; and non-DoD personnel who conduct economic analyses of materiel systems.

BCF 208
SOFTWARE COST ESTIMATING

The Software Cost Estimating course should be taken by DoD AT&L workforce personnel whose duties include developing and/or evaluating cost estimates for life cycle management (i.e., research, development, procurement, deployment, operating and support, and disposal) for either embedded or stand-alone systems; planning and managing DoD systems acquisitions; evaluating and negotiating contract proposals; and performing cost and performance tradeoff analyses. Participants typically include members from the Business, Cost Estimating, and Financial Management community as well as personnel in Program Management; Contracting; Systems Planning, Research, Development and Engineering; Information Technology; and non-DoD personnel who are involved in developing, testing, and/or costing software.

BCF 209, Parts A, B, and C
ACQUISITION REPORTING COURSE

This course should be taken by Acquisition Category (ACAT) ID/IC personnel who prepare, review, edit, or generate input to Selected Acquisition Reports (SARs) or who are responsible for ensuring that SARs are consistent with Cost Analysis Improvement Group procedures, SAR preparation guidelines, approved budgets, and approved acquisition program baselines. Attendees typically include employees of program/project management offices, dedicated support matrix organizations, Service headquarters support matrix organizations, and contract administration offices.

BCF 215
OPERATING AND SUPPORT COST ANALYSIS

Personnel involved in developing and/or evaluating operating and support cost estimates, cost/performance tradeoffs, or total ownership cost reduction efforts should take BCF 215. The course is also appropriate as continuous learning for other personnel involved in defense acquisition.

CON 232
OVERHEAD MANAGEMENT OF DEFENSE CONTRACTS

All contracting officers, buyers, price analysts, auditors, and contract administration personnel should take CON 232 if they are assigned to projects in which overhead situations are present and are important elements of cost. Course participants typically include members who are involved with major acquisitions or assigned to the Defense Contract Management Agency.

CON 234
CONTINGENCY CONTRACTING

This is intended for military personnel in the Contracting and Purchasing career fields and for emergency-essential civilians in deployable positions of all Services. Whenever practical, students should attend CON 234 prior to assuming duties as a deployable contracting officer or purchasing agent.

CON 235
ADVANCED CONTRACT PRICING

Level II and III personnel should take CON 235 if they are involved in major systems acquisition or in a commercial environment where knowledge of cost risk analysis, cost estimating relationships/parametric estimating, overhead estimating, and decision/risk analysis tools is required.

CON 236
CONTRACTUAL ASPECTS OF VALUE ENGINEERING

Contracting, program management, and functional personnel should take CON 236 if they might be involved in Value Engineering (VE) applications or if they support major weapons systems and can be expected to encounter specific VE activity. **Note:** Individuals not assigned to contracting are encouraged to attend. While the primary focus of the course is on the contractual aspects of VE, the Integrated Product Team/Integrated Product and Process Development approach is emphasized regarding the utility of value methodology and the resulting VE change proposals.

CON 237
SIMPLIFIED ACQUISITION PROCEDURES

This self-paced, Web-based course is designed as a continuing education tool for all personnel requiring knowledge of simplified acquisition procedures.

CON 243
ARCHITECT-ENGINEER CONTRACTING

Military and civilian workforce members in the Contracting career field who are assigned contracting responsibilities for Architect-Engineer (A-E) contracts should take CON 243. Whenever practical, students should attend prior to assuming duties in A-E contracting.

CON 244
CONSTRUCTION CONTRACTING

The Construction Contracting course is intended for military and civilian workforce personnel in the Contracting career field and others (e.g., professional engineers) who are assigned specific contract administration duties for construction contracts. Whenever practical, students should attend this course prior to assuming duties in construction contracting.

CON 250

Fundamentals of Cost Accounting Standards—Part I

Civilians, GS-9 and above, or equivalent military personnel with at least 2 years of experience in the Contracting career field should attend CON 250. Participants should be in a position with responsibility for Cost Accounting Standards (CAS) administration for one or more contractors or have a current or pending assignment dealing with CAS issues.

CON 251

Fundamentals of Cost Accounting Standards—Part II

Civilians, GS-9 and above, or equivalent military personnel, with at least 2 years of experience in the Contracting career field should attend CON 251. Participants should be in a position where they are responsible for CAS administration for one or more contractors that involves full CAS-covered contracts, or they should have a current or pending assignment dealing with CAS issues on a regular basis.

CON 260 (Parts A & B)

The Small Business Program

All Level II certified Contracting workforce members with Small and Disadvantaged Business Utilization Specialist responsibilities should complete The Small Business Program course. CON 260 delves into the intricacies of the small business program and those associated programs and initiatives that support the program and the department's efforts to improve small business participation in both prime contracting and subcontracting. This course focuses particular attention on the small business specialist's role as a vital member of the acquisition team.

GRT 201

Grants and Agreements Management

This course should be taken by all contracting personnel with grants management responsibilities and by all acquisition personnel who have been assigned the responsibilities of a contracting officer's representative or contracting officer's technical representative for a DoD grant.

LOG 203

Reliability and Maintainability

Members of the DoD AT&L workforce should take this online course if their duties include understanding and applying managerial and technical competencies involving systems design considerations for reliability, maintainability, and supportability. Emphasized topics include understanding the relationship between reliability and maintainability (R&M), reducing life cycle costs, developing operational and contractual R&M requirements, reviewing R&M design/analysis activities, and performing reliability testing. Participants typically include life cycle logisticians, systems engineers, and program managers.

LOG 204

Configuration Management

Members of the DoD AT&L workforce should attend this resident course if their duties include understanding and relating the interrelationship of Configuration Management (CM) to system life cycle design activities and product support. LOG 204 provides an overview of the basic concepts and practices of CM, including configuration identification, audits, control, status accounting, and data management. Attributes and requirements to design, implement, and operate a CM plan are discussed, including scenario-type exercises to enhance learning. Students typically include life cycle logisticians, systems engineers, configuration managers, program managers, and technical auditors.

PMT 202

Multinational Program Management

All personnel involved in an international defense cooperative research, development, and acquisition program should take PMT 202.

PMT 203

International Security and Technology Transfer/Control

This course should be taken by all personnel involved in an international defense acquisition program in other than a managerial capacity. Participants will typically include members of the following career fields: Program Management; Contracting; Test and Evaluation; Systems Planning, Research, Development and Engineering; and Business, Cost Estimating, and Financial Management.

PMT 304

Advanced International Management Workshop

All personnel involved in an international defense acquisition program should take PMT 304, especially if they are involved in international project agreements.

PMT 401

The Program Manager's Course

This executive-level course is designed for specially selected Level III certified DoD AT&L workforce members who are potential leaders of major acquisition programs, integrated product teams, and systems command/major command divisions. Attendees must be GS-14/O-5 or above with extensive experience in acquisition, including 4 years in, or in direct support of, a program management office.

Selected representatives from industry may attend. This assignment-specific course is required for newly selected Program Executive Officers (PEOs), Deputy PEOs, and Program Managers (PMs)/Deputy PMs of ACAT I, IA, and II programs.

PMT 402
Executive Program Manager's Course

This assignment-specific course is required for newly selected PEOs, DPEOs, and PMs/DPMs of ACAT I, IA, and II programs.

PMT 403
Program Manager's Skills

This course is designed to update newly designated Acquisition Category (ACAT) III program/product managers and their deputies on current acquisition policy, principles, and practices. PMT 403 includes lessons learned from recent experiences and instruction on how to operate as a program manager in the current environment.

PQM 103
Defense Specification Management

Personnel who are responsible for writing, reviewing, coordinating, applying, or using specifications and related documents should take PQM 103.

PQM 104
Specification Selection and Application

This course should be taken by personnel who are involved in setting requirements and making standardization decisions. Also, personnel who use specifications and standards but are not actively involved in the development or management of requirements documentation could benefit from PQM 104.

PQM 202
Commercial and Nondevelopmental Item Acquisition Course for Technical Personnel

This course is intended for personnel who are involved in the acquisition of commercial and nondevelopmental items. This includes personnel who locate and evaluate potential items, plan for support of items, select and prepare requirements documents, or manage item test evaluations and quality.

PQM 203
Preparation of Commercial Item Descriptions for Engineering and Technical Personnel

Personnel who prepare or review commercial item descriptions and use market research techniques to identify commercial items should take PQM 203.

PQM 212
Market Research for Engineering and Technical Personnel

The Market Research for Engineering and Technical Personnel course is intended for personnel who gather and use market information when conducting cost, schedule, and performance tradeoff analyses; determine whether items and services are commercial; or develop acquisition plans, requirements documents, support plans, test plans, and evaluation factors.

SAM 101
Basic Software Acquisition Management

SAM 101 is recommended for those in acquisition positions who have duties that include software acquisition management or who work in development programs in which $20 million or more is spent on software, procurement programs in which $30 million or more is spent on software, programs in which $1 million or more is spent on sustainment costs for software annually, or programs in which post-deployment software support is ongoing. SAM 101 is an excellent introductory course for personnel of any rank/grade or acquisition career level involved in management of DoD software-intensive systems.

SAM 201
Intermediate Software Acquisition Management

This course is recommended for acquisition personnel who are involved in any aspect of managing DoD software-intensive systems. Priority for this course will be given to personnel who manage software development and/or acquire software and who work in development programs in which $20 million or more is spent on software, procurement programs in which $30 million or more is spent on software, programs in which $1 million or more is spent on sustainment costs for software annually, or programs in which post-deployment software support is ongoing.

SAM 301
Advanced Software Acquisition Management

SAM 301 is recommended for acquisition personnel involved in any aspect of managing DoD software-intensive systems. Priority for this course will be given to personnel who manage software development and/or acquire software and who work in development programs in which $20 million or more is spent on software, procurement programs in which $30 million or more is spent on software, programs in which $1 million or more is spent on sustainment costs for software annually, or programs in which post-deployment software support is ongoing.

The AT&L PLM . . .

Performance Support

The Defense Acquisition University provides performance support services to the acquisition, technology, and logistics community to help resolve acquisition-related problems. Performance support services include consulting, coaching, mentoring, rapid deployment training, targeted training, analysis, facilitation, and team collaboration support.

CONSULTING

DAU offers ***consulting*** in the functional areas of Program Management, Contract Management, Systems Engineering, Funds Management, Logistics Management, Earned Value, Manufacturing Management, Software Management, and Test and Evaluation. Information on other topics, such as dispute resolution, strategic planning, and problem solving, is also offered through such media as magazines, books, guides, and other training materials.

Consulting services are provided by DAU's seasoned faculty. Our faculty has extensive acquisition program experience, education, and training to provide the right solutions at the right time to solve individual, project, and agency acquisition problems. We utilize systems thinking and other problem-solving methods to identify, evaluate, and develop timely and appropriate solutions to your acquisition and organizational challenges.

As part of our strategic partnering with industry, DAU now offers a Program Start-up Workshop to facilitate better government and industry teaming after contract award on defense acquisition programs. The 3- to 5-day workshop is tailored to match the specific needs of each program and is conducted jointly with government and industry teams. Ideally held 2 to 4 weeks after contract award, the workshop provides training on essential start-up activities and creates an environment of teamwork, communication, and trust. Because it is based on best practices of successful programs, the Program Start-up Workshop helps to attain successful program execution.

For team collaboration and complex problem solving, DAU offers a ***Management Deliberation Center (MDC)***, located at our Capital and Northeast Region Campus at Fort Belvoir, Virginia. The MDC is a state-of-the-art facility designed for group collaboration and complex problem solving and is available to DoD and civilian agencies for strategic planning, team building, brainstorming, and other facilitated interventions. Trained facilitators help plan and

implement your organization's performance support requirements. Reservations for the MDC and facilitation services should be made well in advance of your organization's planned off-site. A portable system can be utilized for similar facilitation services at your location or other DAU campuses.

RAPID DEPLOYMENT TRAINING

In response to the accelerated rate of change to acquisition policies, procedures, and best practices, DAU has established a ***Rapid Deployment Training* (RDT)** capability. By quickly focusing attention on high-value initiatives, DAU is able to develop and deliver targeted training to large numbers of the acquisition workforce soon after an initiative is implemented and in parallel with changes to core curricula courses. RDT is provided via all available media, including classroom training at the regional campuses, continuous learning modules, and local sessions.

With the RDT initiative, DAU has expanded its performance support commitment to include rapid development and deployment of targeted training for the AT&L workforce as key initiatives are matured. DAU helps ensure that the AT&L workforce employs the most current policies, procedures, and practices to develop, produce, and support products and systems for the warfighter.

A few notable examples of RDT include DAU's participation in organizing and rapidly deploying training for the AT&L workforce in response to significant changes to the Defense acquisition system documents DoDI 5000.1 and DoDD 5000.2; the ongoing effort to provide training on the new Chairman of the Joint Chiefs of Staff Instruction 3170.01C (Joint Capabilities Integration and Development System); and training on the recent Unique Identification program that will significantly improve efficiency in moving supplies to warfighters and facilitate item tracking.

For more information, visit the Performance Support/Rapid Deployment Training Web page at **http://www.dau.mil/performance_support/RDT.asp.**

TARGETED TRAINING

The following targeted training workshops and mini-courses are available to the AT&L community. To find out more about these courses or to request a course for your organization, visit **http://www.dau.mil/performance_support/targeted_training.asp**.

Activity Based Costing Principles introduces the principles and techniques of this powerful management tool, which accurately relates the cost of products and services offered to customers with the consumption of organizational resources. ..... 3.5 days

ACTD Execution (How to Run an Advanced Concept Technology Demonstration) provides the student the necessary programmatic, systems engineering, and technical management skills and know-how to become an effective, productive member of an Advanced Concept Technology Demonstration (ACTD) execution team. ..... 5 days

ACTD Transition Management Course introduces the management team of an ACTD project to some of the realities of the procurement and acquisition environment into which most ACTDs expect to transition. ..... 5 days

Alternative Dispute Resolution (ADR) covers topics, such as interest-based negotiation, partnering, and third-party assisted ADR procedures, which lead to equitable, cost-effective, and time-efficient mutual agreements while building positive working relationships that continue beyond the life of the contract. ..... 2 days

Configuration Management (An Introduction to MIL-HDBK-61A) provides an overview of the concepts and basic practices of Configuration Management (CM), including configuration identification, audits, control, status accounting, and data management. The impact on CM by Acquisition Reform, the integrated data environment, commercial off-the-shelf and nondevelopmental item application, and open systems architecture is also discussed. ..... 4.5 days

Contracting Officer's Representative Course (COR) explains the duties, responsibilities, limitations, nature, and scope of personal interactions and gives a full picture of what this position requires. ..... 4.5 days

Cost Risk Analysis—A Monte Carlo Simulation Approach: After a program's risks (performance, schedule, and cost estimating) have been identified, an approach is selected to estimate the cost impact to the program. This class uses a Monte Carlo simulation to analyze uncertainty, construct a total cost distribution, and make probability statements concerning program cost. ..... 2 days

DISA Information Systems Engineering Seminar (ISES) introduces the software management team of any Defense Information Systems Agency (DISA) project to some of the realities of procurement, acquisition, basic systems, and software engineering. ..... 3 days

Diversity Games Workshop is based on the "whole brain" concept described in the Herrmann Brain Dominance Instrument (HBDI) developed by Ned Herrmann. Students learn to understand their own thinking styles as well as the styles of others. It clearly shows how the diversity is not a liability but can become one of a team's best assets as it encompasses the best there is to offer in a group. ..... .5–1 day

Economic Analysis for Decision Making (EADM) explores the processes and techniques for making decisions among different economic alternatives and will enable the student to plan and conduct studies and recommend courses of action. ..... 5 days

Economic Analysis for Managers (EAM) is a broad review of the techniques recognized by the DoD for making decisions among different economic courses of action. ..... 5 days

Earned Value Management (EVM) is an important program management tool for large acquisition programs. This class can be tailored to the beginning EVM analyst, with basic definitions and analytical tools, or kept at the management level to address managing a program based on the EVM information that has been provided. ..... 3 days

Earned Value Overview (EVO) provides a comprehensive understanding of the concepts, policies, and procedures of earned value management as it is applied in systems acquisitions. ..... 3 days

Evolutionary Acquisition Workshop covers the basics of implementing an Evolutionary Acquisition Strategy. Principles of sound technical management, risk management and mitigation, and cost estimation are among the topics addressed. ..... .5 day

Executive Seminar in Government Property (ESGP) employs case studies and exercises to demonstrate the value of good government property management. The workshop is designed for

managerial personnel with overall responsibility for government property. ..... 3 days

Fiscal Responsibilities for the DoD Technical Professional explains laws and regulations that have a large impact on the test and evaluation community, such as the National Defense Authorization Act, DoD 5000 documents, Requirements Generation System, and the Joint Capabilities Integration and Development System (JCIDS). ***Note:*** This "short course" is updated frequently to include the latest available information. ..... 2 days

General Acquisition Principles and Fiscal Responsibilities provides the student an update on the DoD acquisition process and principles, the standards of conduct and potential consequences that govern and guide the acquisition workforce, and the basics of fiscal (appropriations) law, rules, and practices that govern how appropriated funds are spent. ..... 3 days

Government Property Disposition Seminar (GPDS) provides an overview for contracting offices covering the statutory and regulatory disposal requirements for government property in the possession of contractors. ..... 2 days

Government Property in a Contingency Contracting Environment (GPCCE) covers the issues surrounding GPCCE, including special concerns for providing and controlling government property in a wartime environment. ..... 2 days

Government Property Forms (GPF) explains the numerous forms required for use in the management of government property, including the Inventory Schedule, DD Form 1662, DD Form 1149, SF Form 1423, and Reports of Discrepancies. ..... 1 day

Integrated Baseline Review Workshop is tailored to the participant's particular project and provides instructions on how to best conduct an IBR to assess the reasonableness, adequacy, and accuracy of this baseline plan. ..... 2 days

ISO 9000/2000 provides an understanding and a working knowledge of the application, interpretation, and evaluation of the International Organization of Standards (ISO) 9000 series standards for quality management systems as used in defense acquisition. ..... 2 days

Leading Project Teams Course illustrates the principles of team development and operation using practical examples and exercises. (The course can be tailored to meet the specific needs of the sponsoring organization.) ..... 3–5 days

Lean Thinking and Value Stream Mapping Seminar focuses on creating value as determined by the customer emphasizing lean thinking principles and concepts. ..... 2.5 days

Logistics Test and Evaluation is an orientation for members of the logistics test and evaluation community who have been selected from operational units to do test and evaluation on weapons systems. ..... 2 days

Management Seminar explores the principles, functions, and skills needed to be an effective manager and can be tailored to the customer's specific needs. ..... 2 days

Myers Briggs Type Indicator (MBTI) Workshop provides participants with heightened self-awareness and useful knowledge on working with others in organizational and team settings. Participants will complete the MBTI in the workshop. ..... 4–6 hours

Navy Systems Engineering Guide explains the Naval Air Systems Command approach to Systems Engineering (designed for NAVAIR technical managers). ..... 5 days

New Program Start-up Workshop is tailored to the specific needs of each program. DAU and Raytheon have jointly developed this workshop to facilitate better government and industry teaming after contract award on defense acquisition programs. ..... 3–5 days

Performance Based Service Acquisition (PBSA) provides an overview of performance-based methods and how to determine when they are appropriate and is designed for personnel who must work with program officials to plan, award, and administer performance-based contracts. ..... 3 days

Phone Negotiations Workshop emphasizes management-level planning and oversight of logistics support development for a new system. ..... 1 day

Problem Solving Techniques for Quality Improvement (PSTQ) examines problem-solving methodology, statistical techniques, and a "tool kit" of ideas that may be used to achieve quality improvement goals. ..... 3 days

Program Management through the Looking Glass provides coaching and feedback to program managers and their teams using the Looking Glass, Inc.® management. ..... 3 days

Property Administration/Management for Contracting Officers (PACO) explains the roles and responsibilities of the contracting officer in regard to government property when provided to contractors. ..... 3 days

Property Control Systems Analysis Workshop (PCSAW) examines worksheet design, data analysis, and case-based problem solving as well as a number of advanced audit techniques available to the property administrator. ..... 3 days

Provisioning provides a fundamental management understanding of provisioning requirements associated with the acquisition and sustainment of weapon systems and equipment in the DoD inventory. ..... 5 days

Provisioning Management emphasizes management-level planning and oversight of logistics support development for a new system. ..... 4 days

Quality Assurance for Commercial Activities (QACA) provides the requisite tools and knowledge to effectively design quality assurance surveillance plans for commercial activities. ..... 4 days

Resources for the Test and Evaluation Professional introduces a wealth of information and resources available to the Test and Evaluation workforce, to include magazines and publications, handbooks and guidebooks, Web sites, classes, online courses, CD-ROMs, and software resources. ..... 5 hours

Risk Management Workshop provides an overview of risk management and a process to identify, evaluate, and develop risk-handling strategies. ..... 1 day

Sole Source Commercial Item Pricing addresses potential problems associated with purchasing a commercial supply or service on a sole source basis. ***Note:*** Students must bring a basic calculator to class to accomplish the application exercises. ..... 1 day

Source Selection provides an overview of Source Selection and Technical Evaluation Board documentation pertaining to competitive proposals using the Federal Acquisition Regulation (FAR) Subpart 15.3 Source Selection Process. ..... 1–2 days

Sustainment Systems Technical Support (SSTS) provides a fundamental management understanding of SSTS requirements associated with the integrated logistics planning and sustainment support for weapon systems and equipment in the Army inventory. The course reviews, emphasizes, and discusses legal and regulatory guidance and direction, funding sources, and maintenance concepts and techniques. ..... 1 day

System Acquisition Overview (SAO) provides members of the acquisition community a basic understanding of the terms, relationships, decisions and actions taken by a program management office during the life cycle of a major weapon system. ..... 3 days

Statistical Process Control (SPC) offers a clear, effective way to learn basic statistical process control and techniques that can be applied immediately. ***Note:*** A basic understanding of algebra is recommended, and participants should bring a scientific or statistical calculator to class. ..... 5 days

Statistical Process Control for Short Runs (SPCR) provides the basic knowledge required for reaping the benefits of SPC with short production runs. ..... 3 days

Technology Assessment and Transition Management prepares the student to conduct technology assessment using a variety of tools and provides training on technology development strategies, technology transition agreements, and other technology transition documentation. ..... 2 days

Technical Issues in Government Property Disposal (TIGPD) covers the technical issues surrounding the disposition of government property in the possession of contractors, including inventory verification, sampling requirements, hazardous wastes, demilitarization, and information technology resources. ..... 2 days

Whole Brain Dominance Workshop uses the Herrmann Brain Dominance Instrument (HBDI), a widely used instrument for understanding the implications of thinking style preferences on communications, problem solving, and team building. Participants will complete the HBDI and receive individual feedback on their results. They can then use the workshop to improve self management and to work with others in group settings. ..... 2–4 hours

For more information on targeted training or to schedule consulting services, contact the performance support team at your regional DAU campus:

West Region ..... pswst@dau.mil
Midwest Region ..... psmwt@dau.mil
South Region ..... pssth@dau.mil
Mid-Atlantic Region ..... psmat@dau.mil
Capital & Northeast Region ..... pscpne@dau.mil
DAU Headquarters ..... psdau@dau.mil

The AT&L PLM . . .

Continuous Learning

The DAU offers online, self-paced Continuous Learning (CL) modules with assessments and certificates as well as presentations intended for awareness only. Links to modules from the Air Force Institute of Technology (AFIT), the General Services Administration (GSA), the Section 508 Initiative, and the Navy are also offered. Information regarding these opportunities is available at the Continuous Learning Center (CLC) Web site at **http://clc.dau.mil**.

DAU continually develops and adds new offerings to the CLC site. Check this Web site frequently to see what's new. The following list provides the Continuous Learning Points (CLPs) for currently available CL opportunities:

Self-Paced Modules

Activity-Based Costing (ABC)—AFIT FIN 160 introduces ABC and discusses the Air Force Materiel Command strategic planning process. ..... 20 CLPs

Affirmative Procurement (AP) Training, 2002—AFCEE (EPA/Green Procurement) describes AP program actions to meet the AFCEE (Air Force Center for Environmental Excellence) EPA (Environmental Protection Agency)/Green Procurement requirements. ..... 3 CLPs

Analysis of Alternatives [AoA] presents the process used to conduct an AoA in support of requirements development and systems acquisition. ..... 2 CLPs

Basic Math Tutorial for CON 104 and other DAU Courses summarizes incentives available to motivate both government program office personnel and contractor personnel to reduce acquisition response times. ..... 0 CLPs

Business Management Modernization Program (BMMP) introduces the DoD-wide initiative to transform business processes and to standardize and integrate information systems and standards. ..... 1 CLP

Buy American Act demystifies Federal Acquisition Regulation (FAR), Part 25 and DFARS (Defense Federal Acquisition Regulation Supplement) 225 with materials and practical examples. ..... 3 CLPs

COTS Acquisitions for Program Managers summarizes fundamental challenges organizations face when integrating commercial items to form a system. ..... 3 CLPs

Commercial Item Determination explores the commercial item determination process as outlined in the *Commercial Item Determination Handbook*. ..... 3.5 CLPs

Commercial Item Determination, CD-ROM Students Only provides a post-test and certificate for those students who have completed the CD ROM course. ..... 3.5 CLPs

Commercial Item Determination: Executive Overview reviews the process outlined in the *Commercial Item Determination Handbook*. ..... .5 CLP

Contractual Incentives focuses on the balance between government and industry goals and objectives in crafting an effective incentive strategy that delivers value to both parties. ..... 3 CLPs

Cost as an Independent Variable (CAIV) is designed to help develop a well-planned and informative CAIV plan. ..... 1 CLP

Current Topics in Financial Management—AFIT FIN 150 is intended for product center and logistics center personnel involved with financial processes. ..... 1 CLP

Defense Logistics Agency Support to the PM introduces the capabilities of Defense Logistics Agency [DLA] in delivering tailored support to the program manager, operational unit, Service inventory control points, etc. ..... 3 CLPs

Defense Subcontract Management addresses subcontracting activities from the perspective of the staff of a defense acquisition program office. ..... 4 CLPs

Depot Maintenance Partnering [DMP] introduces ways in which DMP serves as a cost-effective technique for applying a performance-based logistics philosophy in the 'real world.' ..... 2 CLPs

DoD 5000 Tutorial explains the new policies captured in DoD Directive 5000.1 and DoD Instruction 5000.2, which give acquisition decision makers greater authority to tailor program strategies to fit the needs of their programs. ..... 1 CLP

DoD Government Purchase Card Tutorial presents the mandatory requirements and other guidelines to consider when using the Government Purchase Card. ..... 4 CLPs

DoD Government Purchase Card Tutorial, CD ROM Students Only provides a post-test and certificate for those who have completed the CD ROM course. ..... 4 CLPs

Earned Value Management System (AFIT FIN 250) explains the application of Earned Value Management in evaluating contractor cost and schedule performance. ..... 15 CLPs

Enterprise Integration Overview introduces fundamental Enterprise Integration (EI) concepts, defines EI implementation strategies, and describes suggested EI "best practices." ..... 3 CLPs

Ethics Training for AT&L 2004 reinforces the most important legal ethics standards governing interaction between government personnel and contractors. ..... 2 CLPs

Fiscal Law Tutorial provides training for personnel in legal, financial management, acquisition, and other fields who cannot attend a resident course but require a working knowledge of fiscal law. .... 4 CLPs

Force-centric Logistics Enterprise (FLE) examines DoD's ongoing efforts to modernize its logistics organization and capabilities. ..... 3 CLPs

GSA Federal Supply Schedules Training is an orientation on using the schedules for cost-effective and streamlined purchases of commonly used supplies and services. ..... 16 CLPs

GSA SmartPay—Purchase Card Program provides an overview of incentives available to motivate both government program office personnel as well as contractor personnel to reduce acquisition response times. ..... 4 CLPs

GSA SmartPay Purchase Cards A/OPC Training explains the role and responsibilities of an A/OPC (Agency/Organization Program Coordinator). .... 1 CLP

Incentives for Reducing Acquisition Response Time—AFIT SYS 352 summarizes incentives available to motivate both government program office personnel and contractor personnel to reduce acquisition response times. ..... 1 CLP

International Armaments Cooperation, Part 1, introduces the history and functioning of International Armaments Cooperation. ..... 2 CLPs

International Armaments Cooperation, Part 2, explains the International Agreement Process and the Defense Data Exchange Program. ..... 2 CLPs

International Armaments Cooperation, Part 3, discusses foreign participation in systems acquisition and production, cooperative logistics, and international environmental cooperation. ..... 1 CLP

Introduction to Knowledge Management (Part A) provides an overview of the basic concepts of Knowledge Management (KM), describes the KM value proposition, and develops an awareness of the tools and skills needed to work effectively within a knowledge-sharing environment. .. 2 CLPs

Introduction to Knowledge Management (Part B) teaches the skills, tools, and methods essential for effective knowledge management. ..... 2 CLPs

Introduction to Lean Enterprise Concepts explains lean enterprise concepts and techniques, the key to success for many corporations around the world in the 21st century. ..... 3.5 CLPs

Introduction to Reducing Total Ownership Costs (RTOC) provides an orientation to the RTOC requirement, defines key RTOC concepts, and describes best practices, emphasizing RTOC from a systems perspective. ..... 3 CLPs

ISO 9000/2000 teaches the basic elements of ISO 9000/2000 and lessons learned regarding its implementation and use. ..... 3 CLPs

Javits-Wagner-O'Day (JWOD) Tutorial provides a better understanding of the JWOD Program, which helps people with disabilities obtain or maintain employment. ..... 1 CLP

Joint Capabilities Integration and Development System (JCIDS) provides an overview of the new JCIDS that replaces the previous Requirements Generation System. ..... .5 CLPs

Lean—Six Sigma is a continuation of the 'Introduction to Lean Enterprise Concepts' and 'Six Sigma: Concepts and Process' modules. ..... 6 CLPs

Leveraging DCMA for Program Success details Defense Contract Management Agency (DCMA) products and services that can be utilized to reduce program risk. ..... 2 CLPs

Market Research explains market research and its importance in acquiring weapons and combat system capabilities better, faster, and cheaper. ..... 3 CLPs

Market Research Training Modules offer an overview of market research for everyone. The benefits of market research include reduced acquisition costs, reduced cycle times, and greater access to advanced technologies. ..... 1 CLP

Other Transactions Authority (OTA) for Prototype Projects: Comprehensive Coverage presents the mandatory requirements and other guidelines to consider when using OTA for prototype projects. ..... 3 CLPs

Other Transactions Authority (OTA) for Prototype Projects Overview summarizes the mandatory requirements and other guidelines to consider when using OTA for prototype projects. ..... .5 CLPs

P-Pro Evolutionary Acquisition: The What and Why of EA covers the definitions, objectives, and attributes of evolutionary acquisition. ..... .5 CLPs

P-Pro New DoD Systems Acquisition Process describes the new DoD systems acquisition process and the DoD 5000 series documents. ..... .5 CLPs

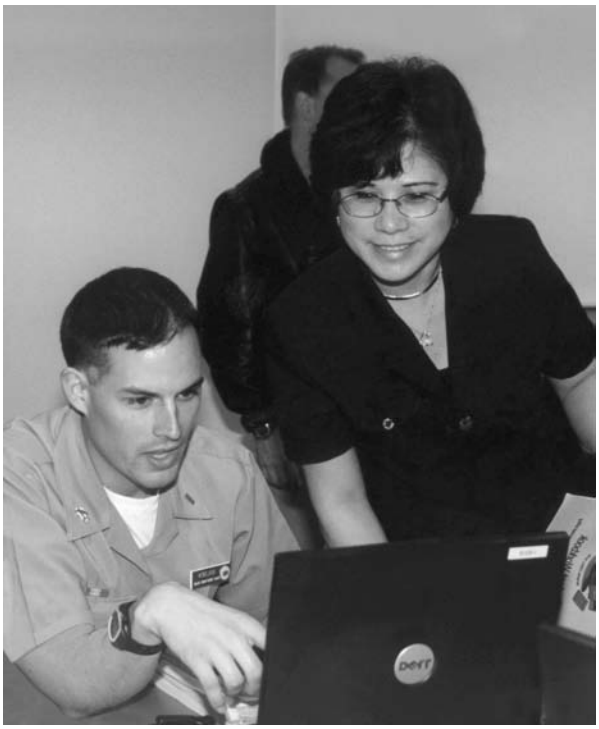
P-Pro Performance Based Payments, C-17 Program describes how performance-based payments were used by the Air Force and Boeing in the manufacture of the C-17 transport aircraft. ..... .5 CLPs

P-Pro: Market Research describes the process of market research as it is used to collect, organize, analyze, present, and maintain data for the purpose of maximizing the capabilities, technology, and competitive forces of the marketplace. ..... .5 CLPs

Past Performance Information addresses the rationale behind collecting past performance information, why it should be used, and how its use improves contractor performance. ..... 3 CLPs

Past Performance Information, CD ROM Students Only provides a post-test and certificate for those who have completed the CD ROM course. .... 3 CLPs

Performance Based Payments (PBPs): Executive Overview presents an overview of the fundamental concepts of PBPs and the guidance necessary for implementing a PBP financing structure as part of a fixed-price contract. ..... .5 CLPs



Performance Based Logistics (PBL) presents PBL as the strategy of choice for product support. .... 3 CLPs

Performance Based Service Acquisition (PBSA) explains how PBSA strategies adapt best commercial practices and maximize performance, innovation, and competition. ..... 6 CLPs

Price Analysis Methods—AFIT QMT 110 presents the hierarchy of Federal Acquisition Regulation price analysis methods and includes information on performance-based payments. ..... 1 CLP

Profit Policy Revisions addresses changes to DoD's profit policy as a result of DFARS Cases 2000-D300 and 2000-D018. ..... 1 CLP

Provisional Award Fee Awareness explains the DFARS guidance, effective 13 January 04, for the use of provisional award fee payments in cost-plus-award-fee contracts. ..... 1 CLP

Reliability/Maintainability defines reliability, availability, and maintainability; explores the significant influence of Reliability & Maintainability (R&M) on key issues; and provides practical application techniques. ..... 4 CLPs

Reverse Auctioning introduces a new Internet-based contracting technique used by the DoD acquisition community to achieve significant cost savings through e-commerce capabilities. ..... 1 CLP

Sealed Bidding provides the Federal procurement professional a better understanding of contracting for supplies and services using the sealed bidding process. ..... 2 CLPs

Section 508 Awareness—Federal Information Technology (IT) Accessibility Training summarizes Section 508 and its effects and identifies resources for understanding and implementing the requirements of Section 508. ..... 1 CLP

Section 803 Requirements Competition for Services addresses the new Section 803 Policy: Competition for Purchase of Services Pursuant to Multiple Award Contracts and is intended for all personnel involved with service contracts. ..... 1 CLP

Six Sigma: Concepts and Process introduces the foundations of the Six Sigma quality control methodology created by Motorola to increase the productivity and quality of products and customer service processes. ..... 8 CLPs

Understanding and Utilizing Performance Based Payments (PBPs) presents the implementation of PBPs as a method of financing fixed-priced contracts following FAR guidelines. ..... 3 CLPs

Value Engineering (VE) is an overview for all personnel; it encompasses the uses of this technique to reduce cost, increase productivity, improve quality, and achieve the lowest life cycle cost. ..... 3 CLPs

Wide Area Workflow—Receipts and Acceptance (WAWF-RA) is a secure Web-based system for electronic invoicing, receipt, and acceptance. The application enables electronic form submission of invoices and government inspection and acceptance documents in order to support DoD's goal of moving to a paperless acquisition process. .. 3 CLPs

Briefings

Acquisition of Services introduces students to performance-based service contracting and ways to communicate DoD service requirements. ..... 1 CLP

Commercial Acquisition reinforces the latest guidance for commercial acquisitions, outlining the major changes to the contracting process brought about by the Federal Acquisition Streamlining Act of 1994 and the Clinger-Cohen Act of 1996. ..... 1 CLP

Implementing Price-Based Acquisition examines how the contracting officer or contracting specialist can use price-based acquisition as a tool to streamline the source selection process. ..... 1 CLP

Introduction to Interoperability provides an introduction to interoperability as it relates to requirements generation, including background, key definitions, and concepts. ..... 1 CLP

The AT&L PLM . . .

Knowledge Sharing

As a learning institution, DAU has been sharing knowledge in the classroom and through research and consulting activities for many years. By leveraging technology, sharing knowledge is no longer restricted to traditional classroom offerings. DAU expands its reach to the AT&L community through online resources and interactive venues that facilitate the sharing of experiences and lessons learned among individuals and organizations. DAU's three primary components of Knowledge Sharing are the AT&L Knowledge Sharing System (AKSS), the Acquisition Community Connection (ACC), and the David D. Acker Virtual Library.

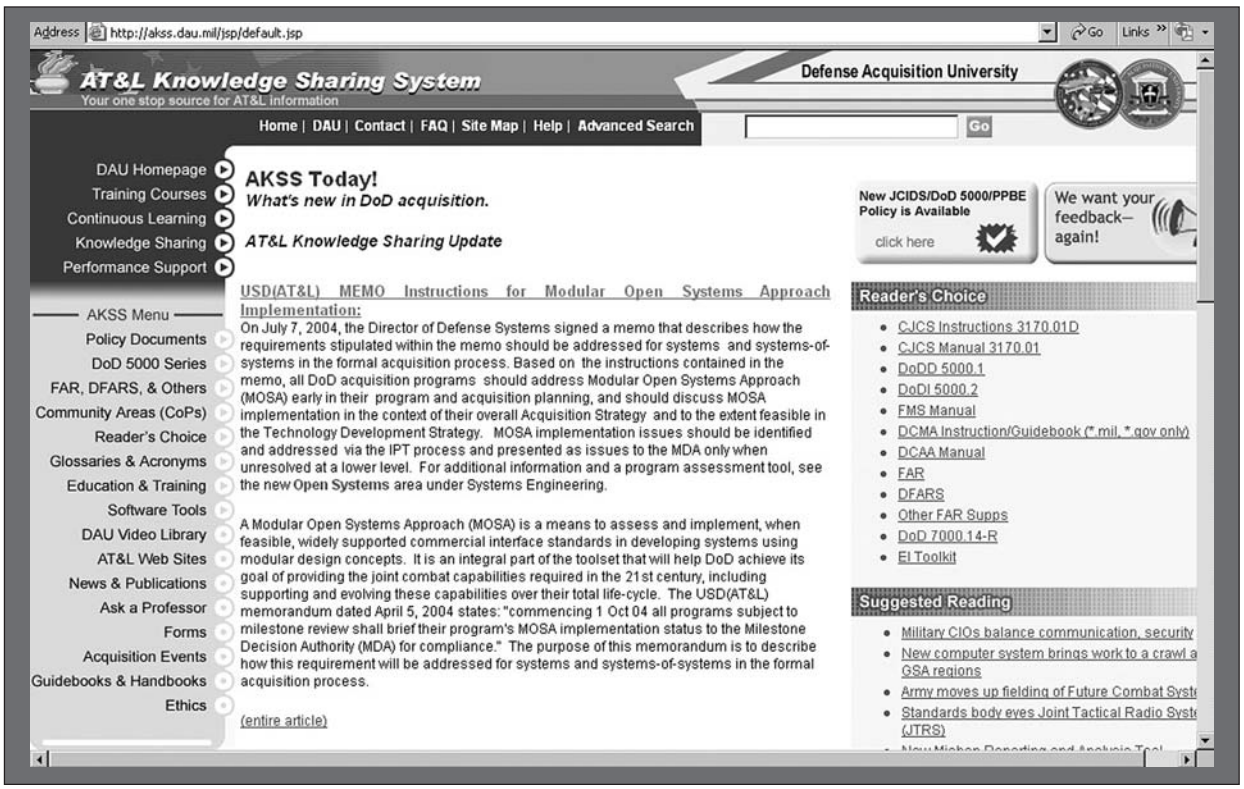
AT&L KNOWLEDGE SHARING SYSTEM

Knowledge sharing—the blending of people, processes, and information technology—improves organizational performance through increased efficiency, effectiveness, and innovation.

DAU manages the AT&L Knowledge Sharing System (AKSS), which provides easy-to-access information to the workforce in an environment that encourages and rewards knowledge sharing: *the right information in the right place at the right time.*

The AKSS provides a comprehensive reference library, connection to online knowledge communities, and an *Ask-a-Professor* support function. Special focus areas include AT&L Web links, education and training, guidebooks and handbooks, glossaries and acronyms, news and publications, acquisition events, and software tools. *Community Central* organizes and provides access to online knowledge communities developed and used by OSD, the Services, and Defense agencies.

Become a part of the AT&L Knowledge Sharing System at **http://akss.dau.mil**.



ACQUISITION COMMUNITY CONNECTION

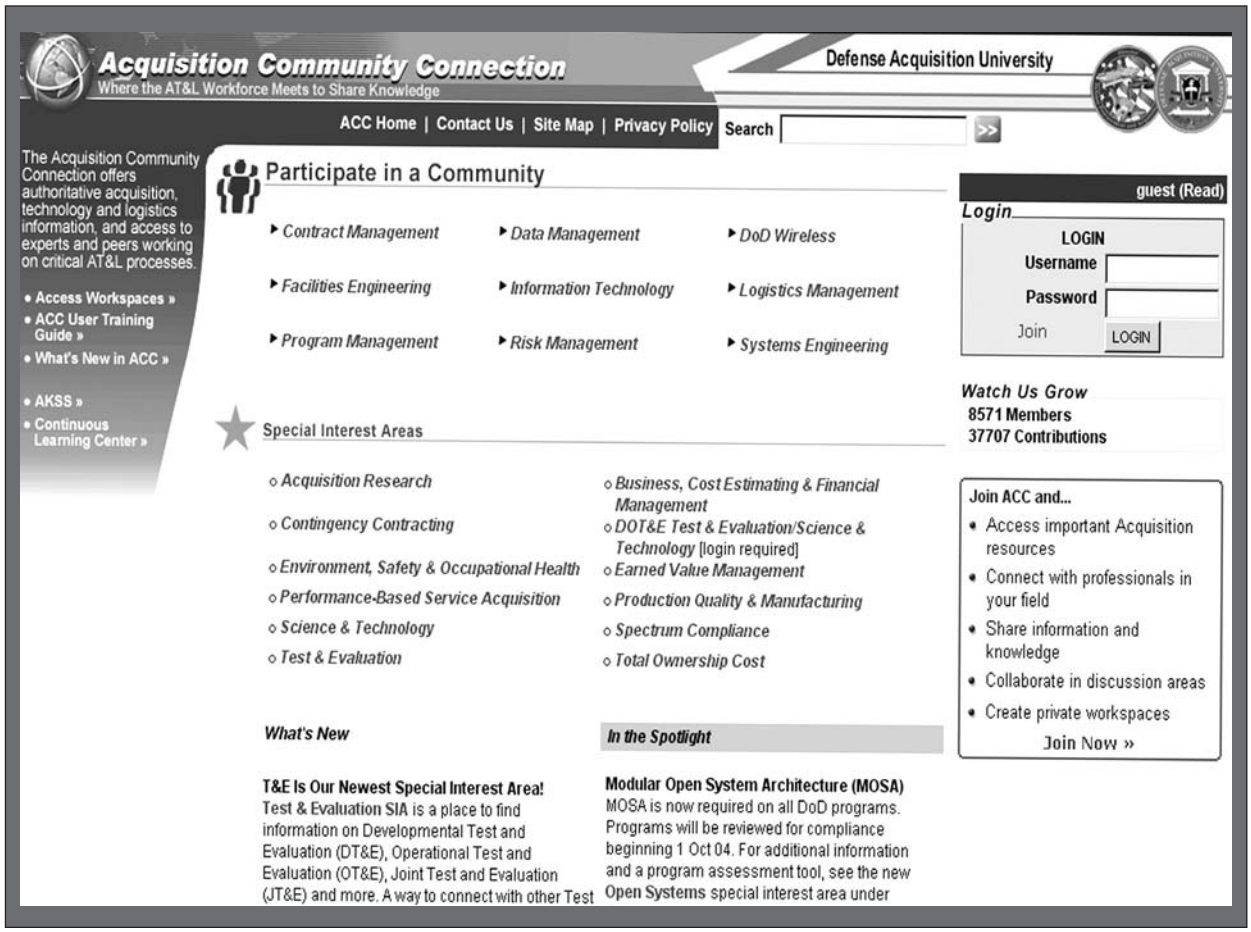
The Acquisition Community Connection (ACC)—*Where the AT&L Workforce Meets to Share Knowledge*—is an online information exchange forum that includes Communities of Practice (CoP) and Special Interest Areas (SIA). Communities currently include Program Management, Systems Engineering, Contracting, Logistics, Facilities Engineering, Data Management, and Information Technology, to name a few. These communities help members interact and share resources and experiences to support job performance, avoid duplication of effort, and advance the physical and virtual connection of people and ideas.

Acquisition Research, Total Ownership Cost, Science and Technology, and Earned Value Management are among the SIAs on the ACC. SIAs differ from CoPs in that the primary goal of SIAs is to distribute knowledge among the acquisition workforce, while CoPs also cultivate interaction within the community.

For current information and access to the valuable tools listed above, visit the Acquisition Community Connection Web site at **http://acc.dau.mil**.

DAU VIRTUAL LIBRARY

The David D. Acker Library supports the University's curricula and its defense acquisition research. Full borrowing privileges are available to current acquisition, technology, and logistics students, and alumni may register for weekend borrowing privileges. The library participates in interlibrary loans through the Online Computer Library Center.

The Acker Library maintains an online presence at **http://library.dau.mil**. A link to the catalog of collections provides easy searches by author, title, subject terms, keywords, date, and format. While all catalog entries are available in hard copy in the library collection, many of these publications are also available on the Web; in this case, the catalog record includes a link to the online publication.

Other links on the library Home Page lead to Web-based services providing access to full text documents, such as InsideDefense, ProQuest, Carroll's MilSearch, FirstSearch, eBooks, and BNA Federal Contracts Report.