Course Descriptions and Learning Assets

The AT&L PLM … Training Courses

Predecessor Courses

Distance Learning

The AT&L PLM … Performance Support

The AT&L PLM … Continuous Learning

The AT&L PLM … Knowledge Sharing

CHAPTER 3

DAU Learning Assets

DAU offers an entire platform of learning assets 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, performance support, continuous learning opportunities, and knowledge-sharing venues. This chapter provides detailed information about each element of the PLM.

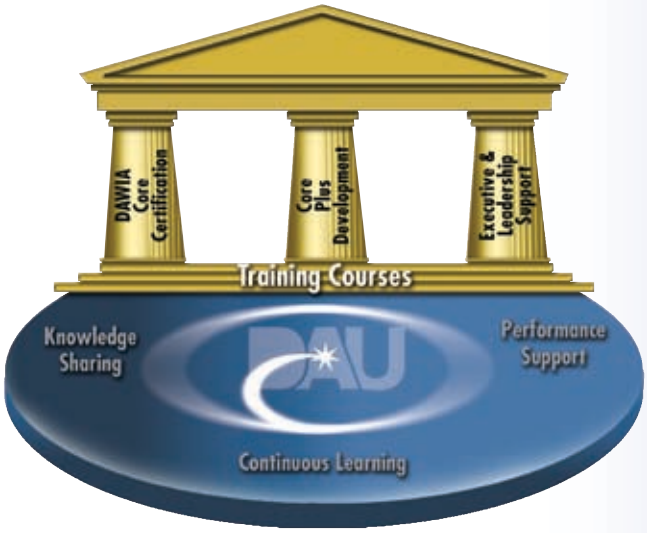
Training Courses. Course descriptions are listed alphanumerically. Courses may be offered only in the classroom, exclusively online, or as a combination of Resident and Distance Learning. The method of delivery is identified with each course description.

Following these course descriptions, you will find a list of "predecessor courses." When a course is no longer offered but 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 to receive credit toward Defense Acquisition Workforce Improvement Act (DAWIA) certification.

Performance Support is tailored to the customer's needs and may include consulting, targeted training, group facilitation, and rapid deployment training. Faculty are available for consulting and targeted training in response to specific customer needs. A list of targeted training courses is provided on pages 78–80. Rapid Deployment Training focuses on a limited number of emerging initiatives and delivers electronic and/or on-site training within days of new policy implementation. Group facilitation can be scheduled with experienced facilitators at the Management Deliberation Center, located at the university's Fort Belvoir campus, and can often be provided at other sites subject to availability of facilitators and equipment.

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 points of continuous learning every 2 years. The Center includes nearly 200 self-paced continuous learning modules that address topics important to the AT&L community. The Center also provides information about conferences and symposia that offer continuous learning opportunities.

Knowledge Sharing. The AT&L Knowledge Management System (AKMS) is a "system of systems" that includes the AT&L Knowledge Sharing System (AKSS), the Acquisition Community Connection (ACC), and the ACQuire search capability. These systems provide online access to a variety of tools, mandatory policy, and reference materials; online communities for sharing information, discretionary policies, lessons learned, and best practices; and an advanced enterprise search capability.



The AT&L PLM…

Training Courses

Certain courses have been designated as mandatory for certification in various career fields within each component's AT&L workforce at Levels I, II, or III. The primary authority for these courses is DAWIA. This catalog lists detailed requirements for certification in all career fields in Appendix B. The directors, acquisition career management (DACMs) for the Services and 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. Attendance at a Level II or III course presumes the student meets all requirements for and is certified at the next lower level in that career field.

For updates to these course descriptions during the training year, consult the online version of this catalog at **www.dau.mil/catalog**.

A76 801
Preliminary Planning

This cross-functional course provides personnel with the tools necessary to analyze and apply the principles associated with the initial planning phase of a competitive sourcing competition. Preliminary Planning is the process of determining if competitive sourcing is the optimal methodology for sourcing an organization's commercial activities. The steps accomplished during Preliminary Planning result in market information and facts that lead to a defined business unit for competition. The Agency Tender and the Performance Work Statement will be based on the preliminary research and decisions made during the Preliminary Planning phase. This course uses exercises and the nine mandated steps in the OMB Circular No. A-76 to provide students with practical, hands-on experience.

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

- enhance their knowledge of the management, execution, and closeout phases of the Preliminary Planning process; and
- understand and appreciate the critical role that each functional discipline plays in the process for sourcing an organization's commercial activities.

Target Audience: Personnel who are assigned the responsibility to conduct a competitive sourcing competition, i.e., manpower, contracting officer, contracting specialist, personnel, budget analysts, planning analysts, etc. This course may also serve as a refresher course for experienced personnel involved in the competitive sourcing competition.

Prerequisites: Competitive Sourcing Overview (CLC 037)

Length: 5 class days

Method of Delivery: Resident

PDS Code: AH4

A76 802
Acquisition Actions

This course provides the process of developing the two most important actions that directly affect the outcome of the competitive sourcing competition. That is the development of the solicitation, to include the performance work statement (PWS) and the quality assurance surveillance plan and the source selection evaluation process. This course provides the details of both actions to ensure the most cost-effective and efficient service provider is selected as a result of the competition.

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

- enhance their knowledge of the competitive sourcing process, specifically the acquisition process; and
- understand and appreciate the critical role that each acquisition group plays, i.e., the PWS team, the Source Selection Evaluation Board (SSEB), and the Source Selection Authority (SSA) in the process for sourcing an organization's commercial activities.

Target Audience: Personnel who are assigned the responsibility to conduct a competitive sourcing competition (i.e., contracting officer, contract specialist, members of the PWS team, manpower, planning analysts, members of the SSEB) or act as the SSA.

Prerequisites: Competitive Sourcing Overview (CLC 037)

Length: 5 class days

Method of Delivery: Resident

PDS Code: JOO

A76 803
Agency Tender Development

This course provides the process of developing the government's proposal in responding to the requirements of the solicitation of a competitive sourcing competition as well as how to develop a most efficient organization (MEO), quality control plan, and a MEO phase in plan. Topics covered include an overview of the competitive sourcing program, the agency tender roles and responsibilities, MEO data collection and analysis, costing policies and procedures, agency tender documentation, and representing the agency tender.

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

- enhance their knowledge of the competitive sourcing process, specifically the roles, responsibilities, and limitations of the agency tender and the importance of preventing the appearance of a conflict of interest; and
- understand and appreciate the critical role that each functional discipline plays in the process for sourcing an organization's commercial activities.

Target Audience: Personnel who are assigned the responsibility to conduct a competitive sourcing competition, i.e., the requiring office, agency tender official, MEO team, human resource advisor, planning analysts, budget analysts, etc.

Prerequisites: Competitive Sourcing Overview (CLC 037)

Length: 5 class days

Method of Delivery: Resident

PDS Code: JHO

A76 805
Post Competition Accountability

This course discusses the performance decision implementation, distinguishing between the performance decision implementation and post-competition accountability. The implementation actions are detailed where they form a foundation for the accountability requirements. The monitoring of technical performance through the quality assurance surveillance plan is discussed as well as the requirements to track actual costs and compare them to the competition estimates. Performance of option periods and the process for corrective action and terminations are discussed as well as how to prepare for the next competition.

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

- enhance their knowledge of the competitive sourcing process, specifically the assessment and accountability of the competitively sourced activity; and
- understand and appreciate the critical role of monitoring performance and types of remedies available for poor performance.

Target Audience: Personnel who are assigned the responsibility to perform post competition accountability, i.e., the requiring office, manpower, budget analysts, human resources, planning analysts, etc.

Prerequisites: Competitive Sourcing Overview (CLC 037)

Length: 3 class days

Method of Delivery: Resident

PDS Code: JHU

ACQ 101

Fundamentals of Systems Acquisition Management

This course provides a broad overview of the DoD systems acquisition process, covering all phases of acquisition. ACQ 101 introduces the Joint Capabilities Integration and Development Systems (JCIDS); Planning, Programming, Budgeting and Execution (PPBE) process; DoD 5000 series policy documents; 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 fundamentals 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.

Target Audience: This course is designed for military officers, O-1 through O-3, and DoD civilians, GS-5 through GS-9. However, this course is open to all ranks and grades.

Prerequisite: None

Length: This is a non-Resident, 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 "Course Offerings" on page 10

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
- use computer-based training to virtually participate in simulated integrated product teams, developing plans and resolving problems.

Target Audience: ACQ 201A is for military officers, O-3 and above; civilians, GS-9 and above; and industry counterparts who are Level I certified in acquisition (or have met the industry equivalent). Students should have 2 to 4 years of acquisition or functionally related experience.

Prerequisite: ACQ 101

Note: ACQ 201A and ACQ 201B are both required for 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. 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 non-Resident, 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 "Course Offerings" on page 10

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;
- effectively participate in integrated product teams; and
- apply knowledge gained in ACQ 201A to develop plans and resolve problems.

Target Audience: ACQ 201B is for military officers, O-3 and above; civilians, GS-9 and above; and industry counterparts who are Level I certified in acquisition (or have met the industry equivalent). Students should have 2 to 4 years of acquisition or functionally related experience.

Prerequisite: ACQ 201A

Note: ACQ 201A and ACQ 201B are required for 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. 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 265

Mission Focused Services Acquisition

This multifunctional intermediate course provides acquisition team members with the tools needed to analyze and apply performance-based principles when developing performance requirements documents and effective business strategies for contractor-provided services. The course uses the seven-step performance-based acquisition process, a team-oriented approach, and several case-based activities designed to provide students with practical hands-on experience. ACQ 265 is designed for individuals who need to improve contracted services-related planning, executing, and performance-assessment skills. However, this course may also serve as a refresher for experienced acquisition personnel.

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

- apply a life-cycle approach by using results-driven techniques when acquiring the acquisition of services in an integrated process team environment;
- enhance and apply their knowledge of the performance-based business, technical, and managerial aspects that are unique to acquiring services;
- understand and appreciate the critical role that each functional discipline of the acquisition team plays in the process of acquiring services;
- participate effectively in integrated service teams; and
- apply knowledge gained from previous learning assets to develop plans and resolve problems.

Target Audience: All members of a service acquisition team who are interested in learning more about acquiring services for the government. Contracting officer representatives, quality assurance reviewers, contracting specialists, and those who are involved in developing and executing performance requrements, business strategies, and assessing contractor-provided services.

Prerequisites: Performance Based Services Acquisition (CLC 013) and Work Breakdown Structure (CLM 013)

Recommended: ACQ 101

Length: 4 class days

Method of Delivery: Resident

PDS Code: AH3

ACQ 401

Senior Acquisition Course

A preeminent course for members of the Acquisition Corps, ACQ 401 is delivered by the Industrial College of the Armed Forces (ICAF) and 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 of Science degree in National Resource Strategy.

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

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

Target Audience: 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: Level III certification in one or more acquisition career fields

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 members of the Senior Executive Service (SES) with an executive-level understanding of the defense acquisition system and supporting processes. Workshop content is tailored to the needs of the executive and conducted on demand.

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

- augment their knowledge of the defense acquisition system in the areas selected;
- gain a broader appreciation for the spectrum of the defense acquisition processes, stakeholders, and current issues and initiatives; and
- experience just-in-time learning and apply this learning to the roles and responsibilities of the executive.

Target Audience: This course is for DoD general/flag officers; career and political SES personnel; congressional staff; and other executives, such as employees of the Government Accountability Office who are involved in or interface with the DoD acquisition system and processes. Executive participants may include a limited number of direct reports to enhance the value of the learning and dialog on matters of specific importance to the executive.

Prerequisite: None

Length: Varies depending upon the number of topics to be addressed; typically one-half to 2 class days.

Method of Delivery: Resident

PDS Code: ADU

ACQ 404

Systems Acquisition Management Course for General/Flag Officers

This 1-week course provides general/flag officers, members of the Senior Executive Service (SES), and other executives a level of understanding of the defense acquisition system, key processes, and current issues and initiatives that is appropriate for decision makers. Distinguished speakers provide the executive participants a forum to discuss motivations, constraints, and perspectives of government and defense executives and those of the Congress and the Government Accountability Office (GAO).

Objectives: Executives who successfully complete this course will:

- broaden their understanding of the defense acquisition system and supporting processes in terms of what is important and why it is important;
- understand recent legislation and DoD initiatives affecting acquisition;
- appreciate the perspectives of Congress, GAO, defense industry, and Service and OSD executives; and
- apply the learning to their respective roles and responsibilities.

Target Audience: This class is designed for general/flag officers, SES, and other executives who require an understanding of the defense acquisition system at the level that is appropriate for decision makers. Participants of equivalent position in the 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

This course provides acquisition professionals an update on acquisition policy, processes, and lessons-learned. Participants examine their roles and responsibilities 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, human capital management, earned value oversight, performance-based logistics, and supply chain management.

Objectives: Participants who successfully complete this course will:

- understand contemporary acquisition management policies, processes, regulations, and statutes; and
- broaden their perspective of leadership in the dynamic environment of acquisition management.

Target Audience: This class is for DAWIA Level III certified members of all career fields who are (or have been selected for) O-6, GS-15, or the industry equivalent.

Prerequisite: None

Length: 9 class days

Method of Delivery: Resident

PDS Code: BB8

ACQ 450

Leading in the Acquisition Environment

This action-based learning course provides an overview of the competencies and skills needed to lead in an acquisition environment. Experiential activities include role playing, simulation, communication, and critical thinking exercises; a leadership challenge; and completion of a 360° feedback instrument prior to the course, as well as executive coaching to develop action plans related to the feedback. Participants will learn to apply strategies for leading up, down, and across in an acquisition organizations.

Objectives: Participants who successfully complete this course will:

- design a personal plan to improve leadership effectiveness in the acquisition environment;
- formulate a leadership solution for a work-related leadership issue after team discussion of viable alternatives; and
- develop a strategy to lead an organization to effectively perform in an environment of rapid and constant change.

Target Audience: This class is for civilians and military in supervisory positions in all career fields. Industry and allied participants are eligible and encouraged to attend on a space-available basis.

Prerequisites: DAWIA Level III certification in at least one acquisition career field and at least 3 years of Level III experience. Industry and allied participants should have at least 3 years of acquisition experience.

Length: 4 class days plus approximately 4 hours of precourse work

Method of Delivery: Resident/Local

PDS Code: AC1

ACQ 451

Integrated Acquisition for Decision Makers

This participant-driven, action-based learning course exposes DoD acquisition workforce members to multidisciplinary perspectives and evolving acquisition strategies and practices that are needed to optimize acquisition plans and solutions. DoD leadership has long stressed the criticality of collaboration among functional disciplines and decision making that considers a total life cycle focus. Increasingly, program success also depends upon close collaboration between the acquisition, requirements, budgeting, and science and technology communities. The need to work within a system of systems framework and the emphasis on increased joint and international cooperation add further complexity to the acquisition environment. This concentrated course spans all these dimensions. Participants will explore the challenges of developing and leading integrated acquisition through simulations, exercises, case studies, and guided discussions. Participants will gain a wider view of the acquisition environment and their respective roles and responsibilities.

Objectives: Participants who successfully complete this course will:

- recognize the challenges and opportunities for integrated acquisition, including their own programs; and
- formulate strategies to promote effective integration and collaboration both within and outside of their programs.

Target Audience: This class is for civilians and military in supervisory positions—all career fields. Industry and Allied participants are eligible and encouraged to attend on a space-available basis.

Prerequisites: DAWIA Level III certification in at least one acquisition career field and at least 3 years of Level III experience. Industry and allied participants should have at least 3 years of acquisition experience.

Length: 3 class days plus a limited amount of precourse work

Method of Delivery: Resident/Local

PDS Code: ADV

ACQ 452

Forging Stakeholder Relationships

This action-based learning course exposes DoD Acquisition, Technology, and Logistics workforce members to the methods and skills necessary to identify, assess, and promote the building of stakeholder relationships required for success in the acquisition environment. Experiential activities will include a pre-course stakeholder assessment as well as simulation, communication, and critical thinking activities that will facilitate the development of tailored stakeholder action plans. Participants will be able to build ownership of acquisition outcomes across the enterprise.

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

- apply a stakeholder model to their current or future assignments;
- assess stakeholder expectations and communicate effectively relative to constraints and opportunities; and
- develop an action plan to promote effective stakeholder relationships in an acquisition environment.

Target Audience: This class is for civilians and military in supervisory positions—all career fields. Industry and allied participants are eligible and encouraged to attend on a space-available basis.

Prerequisites: DAWIA Level III certification in at least one acquisition career field and at least 3 years of Level III experience. Industry and allied participants should have at least 3 years of acquisition experience.

Length: 3 class days and limited pre- and post-course work

Method of Delivery: Resident/Local

PDS Code: AC0

AUD 1130

Technical Indoctrination

Technical Indoctrination provides the newly hired auditor with the basic concepts, techniques, and procedures of contract auditing; the organizational structure of the Defense Contract Audit Agency (DCAA); 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 the Federal Acquisition Regulation (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 General and Administrative (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.

Target Audience: 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

*These self-study courses are available via the DCAA intranet.

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.

Target Audience: Contract auditors should attend 6 months after completing AUD 1130. This class is one of two 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 the basic concepts of statistical sampling;
- 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 EZ-Quant statistical analysis software; and
- evaluate the results of a statistical sample using the EZ-Quant software.

Target Audience: This class is one of two that may be taken by Level I personnel working toward Level II certification. All contract auditors are eligible.

Prerequisite: AUD 1130

Length: 5 class days

Method of Delivery: Resident

PDS Code: QP0

BCF 101

Fundamentals of Cost Analysis

Policies and techniques are introduced for preparing weapon 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.

Target Audience: 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.

Prerequisites: ACQ 101. Students need competence in algebra equal to a second-year high school algebra course. If needed, an algebra tutorial is available at **www.dau.mil/registrar/_pre-courses.asp**. Students with questions about their math skills should contact the course manager. Students will also need a calculator and familiarity with a Windows-based computer platform and spreadsheet software.

Recommended: Introductory course in statistics

Length: 10 class days*

Method of Delivery: Resident/Local*

PDS Code: Q1A

***NOTE:** In mid-FY 08, BCF 101 will become a hybrid course. The self-paced distance learning portion will include approximately 30 hours of online work; the resident portion will be a case-based applications course making use of the principles learned in the distance learning portion.

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 (EACs).

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.

Target Audience: 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 non-Resident, self-paced course available through the Internet. Students must pass the final examination within 20 working days of the start date.

Method of Delivery: Distance Learning—
See "Course Offerings" on page 10

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.

Target Audience: 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 acquisition experience

Length: This is a non-Resident, 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 "Course Offerings" on page 10

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.

Target Audience: 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

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 the 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.

Target Audience: 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

Contractor Business Strategies is an active learning experience designed to give the government student a better understanding of the Federal government marketplace from a business perspective. Initially, students are actively engaged in the life-cycle process by which a typical manufacturing company produces and sells a product, receives payment for that sale, and ultimately, earns a profit or incurs a loss. During this process, the students interact with company customers, bankers, shareholders, boards of directors, and other stakeholders. Students deal with the allocation of indirect costs to multiple products, analyze the impact on overhead rates of the loss of projected government contracts, and develop a pricing strategy to win a government contract. While the scenarios and dilemmas focus primarily on these business activities from a contractor's perspective, students are also placed in the position of a government employee to evaluate the impact that contractors' business strategies have on the government.

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

- identify the interrelationships that exist between the government customer and the contractor;
- analyze and evaluate the impact of government decisions and actions on the contractor; and
- analyze and evaluate the impact of contractor actions and strategies on the government customer.

Target Audience: This course is for military officers, O-3 and above, and DoD civilians, GS-9 and above, who have 3-5 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 Contracting and Program Management career fields.

Prerequisite: ACQ 201B

Length: 4 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.

Target Audience: This course is designed for DoD AT&L workforce personnel whose duties include developing and/or evaluating cost estimates for such areas as procurement, software, research and development, and weapon systems; planning and management of DoD systems acquisitions; evaluation and negotiation of contract proposals; and cost and performance tradeoff analyses. Participants typically include members of the Business, Cost Estimating, and Financial Management (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: This is a non-Resident, self-paced course available through the Internet. Students must pass the final examination within 40 working days of the start date.

Method of Delivery: Distance Learning—
See "Course Offerings" on page 10

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, Volume 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.

Target Audience: This 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 vs. outsourcing, or repair vs. replace). Participants typically include members of the Business, Cost Estimating, and Financial Management (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 items, function points, Institute of Electrical and Electronics Engineers/Electronic Industries Alliance (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.

Target Audience: This 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 Business, Cost Estimating, and Financial Management (BCEFM) community as well as personnel in Program Management, Software Engineering, and Information Technology.

Prerequisite: SAM 101

Recommended: ACQ 201, BCF 101, and a working familiarity with any personal computer word-processing package.

Length: This is a non-Resident, self-paced course available through the Internet. Students must pass the final examination within 40 working days of the start date.

Method of Delivery: Distance Learning—See "Course Offerings" on page 10

PDS Code: Q2E

BCF 209

Acquisition Reporting for MDAPs and MAIS

Acquisition Reporting for Major Defense Acquisition Programs (MDAPs) and Major Automated Information Systems (MAIS) programs provides training on how to prepare an Acquisition Program Baseline (APB), a Defense Acquisition Executive Summary (DAES), and a Selected Acquisition Report (SAR). Nunn-McCurdy unit cost reporting for MDAPs is also addressed. Students will complete the DAU continuous learning module, Acquisition Reporting Concepts and Policy Requirements for APB, DAES, and SAR (CLB 014), prior to attending this class. During the in-class lecture and computer-assisted case studies, the student learns step-by-step report preparation using the Defense Acquisition Management Information Retrieval (DAMIR) Web application.

Objective: Students who successfully complete this course will be able to prepare, generate, and review DAMIR-based acquisition documents, including the APB, DAES, and SAR.

Target Audience: This course is for military officers, O-1 and above, and DoD civilians, GS-7 and above. It is generally limited to acquisition personnel whose assignment requires preparation or review of MDAP and MAIS acquisition reporting information using the DAMIR application. Civilians under contract to support a DoD program office with an APB, DAES, or SAR reporting requirement are eligible. Students may take this course as a refresher to obtain information updates on acquisition reporting policy and the DAMIR application.

Prerequisite: None

Recommended: ACQ 101 and BCF 103

Length: 4 class days

Method of Delivery: Resident/Local

PDS Code: Q2F

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. Via the Internet, students must complete a self-paced review of basic concepts in preparation for classroom application. This pre-course work is to be completed within a 60-day period immediately prior to the Resident portion of the course.

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.

Target Audience: 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.

Prerequisites: BCF 102 and BCF 103

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

Length: Students have 60 days to complete online precourse work—immediately followed by 5 class days

Method of Delivery: Resident

PDS Code: PGD

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.

Target Audience: This course should be taken by DoD AT&L workforce personnel whose duties include developing and/or evaluating O&S cost estimates, conducting logistics support analyses, engineering development in programs implementing CAIV or reduction in total ownership cost (RTOC) management, and preparing cost and performance tradeoff analyses such as force-structure studies. Participants will typically include members from the Business, Cost Estimating, and Financial Management (BCEFM); Life Cycle Logistics; and Systems Planning, Research, Development and Engineering communities. This course is also 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 262

EVMS Validation and Surveillance

The Earned Value Management System (EVMS) Validation and Surveillance course provides knowledge needed to review integrated management systems and to determine their compliance with the American National Standards Institute/Electronic Industries Alliance (ANSI/EIA) 748A EVMS standard. Course material, individual exercises, and group exercises review in-depth the 32 ANSI/EIA 748A EVMS guidelines and the processes associated with validation and surveillance of contractor and government integrated management systems.

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

- interpret the management value, the intent, and the typical attributes for each of the 32 ANSI/EIA 748A EVMS guidelines;
- describe integrated management system products and capabilities that demonstrate ANSI/EIA 748A EVMS guideline compliance;
- understand the interrelationship of the guidelines, EVMS integrated management control systems, and the nine EVM business processes;
- understand validation and surveillance processes to be able to perform routine surveillance of existing EVM systems and to participate in EVMS validation reviews;
- describe the progressive steps that should be taken to deal with EVMS non-compliance situations; and
- demonstrate interview techniques needed to conduct EVMS validation reviews and targeted surveillance.

Target Audience: This course is for personnel responsible for EVMS surveillance, EVMS validation, contract administration, and contract auditing.

Prerequisite: BCF 102

Length: 8 class days

Method of Delivery: Resident

PDS Code: JHX

BCF 263

Principles of Schedule Management

The Principles of Schedule Management course provides knowledge needed to interpret network schedules required by DoD policy and the American National Standards Institute/Electronic Industries Alliance (ANSI/EIA) 748A Earned Value Management System (EVMS) standard. Course material, individual exercises, and group exercises using Microsoft Project demonstrate the schedule development/maintenance process. Two scored exercises require students to create a Microsoft Project network schedule and apply a schedule assessment model to analyze a complex 700-line Microsoft Project network schedule.

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

- describe DoD policy related to the integrated master schedule (IMS);
- summarize the intent, management value, attributes, and typical outputs associated with ANSI/EIA 748A, guidelines 6 and 7, IMS-related requirements;
- be familiar with basic schedule terminology and the different types of scheduling presentations;
- apply the precedence diagram method (PDM) of scheduling to analyze PDM network schedules;
- create PDM networks and Microsoft Project schedules;
- identify the critical path and near-critical path(s) to a program, project, or any specific milestone in a schedule;
- calculate schedule risk assessments using Monte Carlo simulation software; and
- identify properly developed/structured schedules and associate risks.

Target Audience: This course is for personnel responsible for interpreting acquisition network schedules, conducting EVM system surveillance and validation, contract administration, and project management.

Prerequisite: ACQ 101 and the Introduction to Earned Value Management (CLB 016) and Scheduling (CLM 012) continuous learning modules

Recommended: Students are encouraged to complete the following continuous learning modules: Performance Measurement Baseline (CLB 017), Earned Value and Financial Management Reports (CLB 018), Estimate at Completion (CLB 019), and Baseline Maintenance (CLB 020).

Length: 3 class days

Method of Delivery: Resident

PDS Code: JHV

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.

Target Audience: 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

Length: 9 class days

Method of Delivery: Resident

PDS Code: BZF

NOTE: Students who have not completed BCF 211 within the past 2 years are strongly encouraged to browse the following continuous learning modules, available at **https://learn.dau.mil/html/clc/Clc.jsp**:

- Cost Analysis (CLB 007)
- Program Execution (CLB 008)
- Planning, Programming, Budgeting and Execution (PPBE) and Budget Exhibits (CLB 009)
- Congressional Enactment (CLB 010)
- Budget Policy (CLB 011)
- Earned Value and Financial Management Reports (CLB 018)
- Estimate at Completion (CLB 019)

CON 100

Shaping Smart Business Arrangements

Personnel new to the Contracting career field 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 Government Accountability 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.

Target Audience: CON 100 is for personnel who are new to the contracting workforce.

Prerequisite: None

Length: 4 class days

Method of Delivery: Resident/Local

PDS Code: JHE

CON 110
Mission Support Planning

This course will introduce new contracting personnel to their role as a business advisor in the acquisition process. It focuses on the students' role in understanding their customers' mission and in developing the ability to plan successful mission-support strategies based on their knowledge of the contracting environment and their customers' 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 among various socioeconomic programs; and
- differentiate among various methods of acquisition and contract types.

Target Audience: This course is designed for personnel new to the contracting workforce and 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 non-Resident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date. The course consists of 8 lessons that could be completed in approximately 40 hours.

Method of Delivery: Distance Learning—See "Course Offerings" on page 10

PDS Code: BEO

CON 111
Mission Planning Execution

Mission Planning 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, basic procedures for acquisition of both commercial and noncommercial requirements, and how to 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.

Target Audience: 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 non-Resident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date. The course consists of 8 lessons that could be completed in approximately 40 hours.

Method of Delivery: Distance Learning—See "Course Offerings" on page 10

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 meets mission requirements. Students will explore assessment strategies and performance remedies and how to make and price contract changes after award, handle disputes, and 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.

Target Audience: 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 non-Resident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date. The course consists of 6 lessons that could be completed in approximately 20 hours.

Method of Delivery: Distance Learning—See "Course Offerings" on page 10

PDS Code: BE9

CON 120

Mission Focused Contracting

Mission Focused Contracting is the capstone course for Level I Contracting 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 Level I contracting 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.

Target Audience: 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 214

Business Decisions for Contracting

Business Decisions for Contracting builds on the Level I pre-award business and contracting knowledge necessary to process complex procurements. The emphasis of this course is on planning successful mission-support strategies and executing an acquisition that optimizes customer mission performance. Students will learn the techniques for building successful business relationships, the benefits of strategic sourcing and spend analysis, and the ins and outs of providing contract financing. Also, students will take an in-depth look at subcontracting, how to conduct a formal source selection, and how to analyze the information necessary to determine contractor responsibility.

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

- identify how business relationships affect customer support;
- identify a strategic sourcing recommendation based upon the results of a spend analysis;
- identify contract risks and appropriate management strategies;
- select the appropriate contract financing terms and/or conditions for a given contract;
- determine subcontract requirements;
- identify the source selection processes and procedures; and
- determine if a contractor is responsible.

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

Prerequisite: CON 120 for individuals in the Contracting career field; CON 112 for individuals in the Industrial/Contract Property Management career field

Length: This is a non-Resident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date. The course consists of 9 lessons that could be completed in approximately 40 hours.

Method of Delivery: Distance Learning—See "Course Offerings" on page 10

PDS Code: JHP

CON 215

Intermediate Contracting for Mission Support

Intermediate Contracting for Mission Support is a case study in which students apply the knowledge and skills learned in the Level I Contracting courses and CON 214. Students demonstrate their ability to develop and execute business strategies to meet customer requirements. This case helps to develop critical thinking, customer needs analysis, procurement strategy development, and source selection skills necessary for successful contract performance.

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

- develop a variety of options/alternate strategies to meet mission needs and promote customer satisfaction;
- apply appropriate laws, regulations, and policies to a complex procurement;
- apply formal source selection procedures;
- conduct a competitive discussion; and
- execute the appropriate contract arrangement to support customer needs.

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

Prerequisite: CON 214

Length: 8 class days preceded by a 2-week online virtual classroom

Method of Delivery: Resident/Local

PDS Code: JHQ

CON 216

Legal Considerations in Contracting

This course focuses on legal considerations in the procurement process. The course introduces the basic principles and sources of law relevant to procurement, including fiscal law. It also addresses various other legal issues that may develop during the course of a contract, such as protests, assignment of claims, disputes, fraud, contractor debt, performance issues, and contract termination.

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

- identify the legal and ethical principles that apply to government contracts;
- identify different processes by which challenges may be filed against a Federal acquisition;
- identify the legal obligations of both parties when a contract performance issue arises;
- identify formal disputes resolution procedures under the Contract Disputes Act;
- identify criminal, civil, and administrative remedies for contract fraud;
- identify the tools for recovering monies owed the government; and
- select the process and procedures for terminating a contract.

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

Prerequisite: CON 120 for individuals in the Contracting career field; CON 112 for individuals in the Industrial/Contract Property Management career field

Length: This is a non-Resident, self-paced course available through the Internet. The course consists of 11 lessons that could be completed in approximately 40 hours. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: Distance Learning—
See "Course Offerings" on page 10

PDS Code: JHR

CON 217

Cost Analysis and Negotiation Techniques

Cost Analysis and Negotiation Techniques builds on the basic pricing skills covered in the Level I Contracting curriculum and introduces methods and techniques necessary to analyze a contractor's cost proposal and to develop a government negotiation objective. The course also introduces negotiation terminology, styles, and techniques.

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

- determine when cost analysis should be used;
- identify the use and application of a contract audit;
- make a determination on a contractor's estimating and accounting systems;
- calculate a cost objective for direct material, direct labor, other direct costs, indirect costs, facilities cost of money, and profit/fee;
- calculate a price/cost objective using simple regression analysis, learning curve analysis, and statistics; and
- outline the process for conducting contract negotiations.

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

Prerequisite: CON 120 for individuals in the Contracting career field; CON 112 for individuals in the Industrial/Contract Property Management career field

Length: This is a non-Resident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date. The course consists of 13 lessons that could be completed in approximately 40 hours.

Method of Delivery: Distance Learning—
See "Course Offerings" on page 10

PDS Code: JHS

CON 218

Advanced Contracting for Mission Support

This course is a case study in which students apply the knowledge and skills learned in the Levels I and II courses. Students demonstrate their ability to negotiate fair and reasonable prices and to consider the legal implications for various contract situations. This case study helps to develop critical thinking, cost analysis, negotiation, and contract administration skills necessary for successful contract performance.

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

- develop a proactive strategic approach to satisfy the customer's evolving requirements;
- take appropriate action to resolve various situations with legal implications;
- use a DCAA audit report to prepare a negotiation objective;
- apply the full range of contract pricing techniques to develop a prenegotiation objective;
- develop a negotiation strategy for a noncompetitive negotiation;
- conduct a noncompetitive negotiation; and
- manage contract performance in accordance with the contract.

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

Prerequisites: CON 215, CON 216, and CON 217

Length: 10 class days preceded by a 2-week online virtual classroom

Method of Delivery: Resident/Local

PDS Code: JHT

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 closeout. The course-integrating case study 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.

Target Audience: This 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 120

Recommended: CON 217 is highly recommended but not mandatory. All applicants are encouraged to 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;
- identify and apply control measures as they apply to contractors accompanying the force;
- 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.

Target Audience: This 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: 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

NOTE: Acquisition workforce personnel supporting emergency acquisitions should complete the Emergency Response and Recovery Contracting (ERRC) Course. For information on this course, visit the Federal Acquisition Institute at **www.fai.gov**.

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.

Target Audience: This 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 217

Recommended: Level II certification in Contracting

Length: 10 class days

Method of Delivery: Resident/Local

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.

Target Audience: This course is for contracting, program management, and functional personnel who may be involved in VE applications or 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 purpose of this course is to provide training on Part 13 of the Federal Acquisition Regulation (FAR) and Part 213 of the Defense Federal Acquisition Regulation Supplement (DFARS), which cover simplified acquisition procedures (SAP). This course is delivered in an interactive computer-based format via the Internet.

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

- recognize and explain the advantages of using SAP;
- identify the types of purchases that can be made using SAP;
- recognize unnecessarily restrictive requirements documents and take measures to promote competition;
- perform market research appropriate to the acquisition;
- determine whether to set aside requirements for small business concerns;
- determine the extent of competition;
- solicit competition, evaluate quotes or offers, and make an award using SAP; and
- resolve common post-award problems.

Target Audience: This course may be taken to meet part of the training requirement for Level 1 in the Purchasing career field. With the concurrence of the employee's supervisor, this course may also be taken to meet the training elective requirements for individuals in the Contracting career field.

Prerequisite: None

Length: This is a non-Resident, 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 "Course Offerings" on page 10

PDS Code: PAS

CON 243

Architect-Engineer Contracting

This course focuses on contracting for architect-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 Contracting 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.

Target Audience: This 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 120

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.

Target Audience: This course is for military and civilian personnel in the DoD AT&L workforce who are in the Contracting career field or 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 120

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.

Target Audience: This 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 Costs (CLC 008)

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.

Target Audience: This 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.

Target Audience: This class is designed for all acquisition professionals who have small business concerns.

Prerequisite: None

Length: This is a non-Resident, 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 "Course Offerings" on page 10

PDS Code: J08

CON 260B

The Small Business Program, Part B

Part B of this course focuses on developing the skills and knowledge necessary for a small business specialist. 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.

Target Audience: This course is designed for acquisition professionals who have Level II certification in Contracting and who perform small business specialist duties. The 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.

Prerequisites: 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.

Target Audience: 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 or property experience after Level II certification in Contracting or Industrial/Contract Property Management

Length: 10 class days preceded by required online assignments

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.

Target Audience: This course is for intermediate-level facilities engineering personnel with Level I FE certification and 2 years of FE experience.

Prerequisite: ACQ 101

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

Method of Delivery: Distance Learning—See "Course Offerings" on page 10

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.

Target Audience: This 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" used to carry out prototype projects—that type of "other transaction" 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: 5 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 Defense Federal Acquisition Regulation Supplement (DFARS) requirements for government property disposition; and
- describe the requirements for properly disposing of hazardous wastes, items requiring demilitarization, and computer components.

Target Audience: 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.

Target Audience: 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.

Prerequisite: IND 100

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

Length: This is a non-Resident, 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 "Course Offerings" on page 10

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.

Target Audience: 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:

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

Target Audience: This course is part of the Level I certification training requirement for the IT career field and is for acquisition workforce members who are members or prospective members of the IT career field.

Prerequisite: ACQ 101

Recommended: At least 1 year of acquisition experience

Length: This is a non-Resident, 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 "Course Offerings" on page 10

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.

Target Audience: This course is part of the Level II certification training requirement for the IT career field. Additionally, members of other acquisition career fields, as well as defense industry equivalents, who require an understanding of the management and acquisition of information systems will benefit from this course.

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

Recommended: At least 2 years of IT acquisition experience and complete Information Assurance for Acquisition Professionals (CLE 025)

Length: 10 class days

Method of Delivery: Resident/Local

PDS Code: QN5

IRM 304

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.

Target Audience: This course is part of the Level III certification training requirement for the IT career field. Typical attendees include senior civilian and military managers of DoD IT and software-intensive systems as well as defense industry equivalents.

Prerequisites: IRM 201 and SAM 201

Recommended: Students should have at least 4 years of IT acquisition experience and should complete Enterprise Integration Overview (CLE 006).

Length: 5 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.

Target Audience: This is a continuing education course for Level I certified personnel in any career field who are either not required to take CON 210 or who completed CON 210 more than 5 years ago.

Prerequisite: None

Length: 5 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.

Target Audience: 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.

Prerequisite: ACQ 101

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

Length: This is a non-Resident, 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 "Course Offerings" on page 10

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 weapon systems life cycle. Modules cover logistics/supply-chain management concepts, maintenance processes, end-to-end distribution, best commercial practices as applied to weapon 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 weapon 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.

Target Audience: 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.

Prerequisite: ACQ 101

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

Length: This is a non-Resident, 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 "Course Offerings" on page 10

PDS Code: JHF

LOG 200

Intermediate Acquisition Logistics, Part A

(Formerly LOG 201A Intermediate Acquisition Logistics, Part A)

LOG 200 is the first part in a two-course series on intermediate acquisition logistics. It provides a dynamic, real-time learning environment oriented toward developing the managerial and technical logistics competencies of the life cycle logistician. Special emphasis is placed on the roles and responsibilities of the life cycle logistician in the areas of regulatory environment, oversight, and review; management processes; technical activities; and the DoD Planning, Programming, Budgeting and Execution process. LOG 200 challenges the student to review current policy and guidance and demonstrate an understanding of how early integration of operational supportability into the system development process leads to achievement of DoD's strategic logistics goals.

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

- understand the integrated defense acquisition, technology, and logistics life cycle management framework from pre-concept refinement through system development and demonstration;
- perform life cycle logistics functions, such as defining supportability objectives, evaluating product support capabilities, developing initial product support strategies, and completing a product support plan; and
- identify the key acquisition milestones and events that require direct life cycle logistician interface and the necessary deliverables that ensure that systems are designed for supportability.

Target Audience: LOG 200 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

Recommended: Students should have acquisition logistics experience and be currently assigned, or expected to be assigned, to a life cycle logistics position.

Length: This is a non-Resident, 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 "Course Offerings" on page 10

PDS Code: RGS

LOG 201

Intermediate Acquisition Logistics, Part B

(Formerly 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 required by the life cycle logistician during weapons and equipment system development (introduced in LOG 200). It challenges the student to think critically, 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. Special emphasis is placed on developing and delivering the required logistics inputs that ensure supportability is designed into a system. The course 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:

- the major interfaces and decision points in the integrated defense acquisition, technology, and logistics life cycle management framework;
- development and delivery of logistics and sustainment inputs required to ensure supportability is designed into DoD weapon systems; and
- the role of the life cycle logistician in system development.

Target Audience: LOG 201 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 200

Recommended: Students should have life cycle logistics experience and be currently assigned, or expected to be assigned, to a life cycle logistics position.

Length: 5 class days

Method of Delivery: Resident/Local

PDS Code: JR3

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.

Target Audience: This course is intended for life cycle logisticians, systems engineers, reliability and maintainability engineers, program managers, and others involved in the development of systems and life cycle support.

Prerequisite: None

Length: This is a non-Resident, 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 "Course Offerings" on page 10

PDS Code: AKA

LOG 204

Configuration Management

This fast-paced, cross-disciplinary course provides the knowledge necessary to apply configuration management (CM). It includes the interrelationship of CM to such life cycle activities as systems engineering, data management, logistics support planning, and weapon systems sustainment. LOG 204 provides an overview of the concepts and basic practices of CM, including configuration identification, status accounting, audits and verification, configuration change management, performance measures, and CM planning. Requirements to design, develop, implement, oversee, and operate a CM program across the system life cycle are discussed. In addition to identifying government and commercial CM best practices, the course also addresses the application and impacts on CM by such current and emerging issues as Total Life Cycle Systems Management, product data management, unique item identification, evolutionary acquisition, performance-based logistics, condition-based maintenance, prognostics and health management, and diminishing manufacturing sources and material shortages.

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

- incorporate CM concepts, principles, processes, and applications for managing configuration across the system life cycle into applicable on-the-job activities;
- apply CM planning and performance measures when engaged in system configuration management processes; and
- integrate the latest initiatives, guidance, and policies when analyzing the impact of current and emerging issues, policies, and support concepts on CM.

Target Audience: This course is intended for life cycle logisticians, systems engineers, configuration managers, program managers, and others involved in the development of systems and life cycle support.

Prerequisite: ACQ 101

Recommended: At least 2 to 4 years of experience in an acquisition or sustainment organization

Length: This is a non-Resident, 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 "Course Offerings" on page 10

PDS Code: QMB

LOG 210

Supportability Manager Tools

This course provides the knowledge necessary to identify and apply various supportability tools to meet logistics requirements throughout the system life cycle. LOG 210 provides hands-on familiarization in the use and application of select supportability tools in areas such as life cycle cost; maintenance concept optimization and level of repair analysis; logistics management information development, management and integration; program management documentation generation; sparing analysis; and post-fielding support analysis. Scenario-driven practical exercises are used to enhance tool understanding and analysis applications.

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

- better comprehend the purpose of supportability tools and how they are applied throughout the system life cycle;
- comprehend and relate the overall use, capabilities, features, benefits, and key input/outputs of Joint Service supportability tools; and
- successfully apply the knowledge and understanding of supportability tools through the use of scenario-driven practical exercises.

Target Audience: This course is for logisticians and systems engineers involved in the development of weapons and equipment systems and their related life cycle support.

Prerequisite: None

Recommended: Students should have life cycle logistics experience and be currently assigned or expected to be assigned to a supportability manager position.

Length: 3 class days

Method of Delivery: Resident/Local

PDS Code: JHW

LOG 235

Performance Based Logistics, Part A

(Formerly 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:

- more fully understand the knowledge areas of their job as members of the life cycle logistics workforce (concentrating on 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.

Target Audience: LOG 235 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

Recommended: Students should have life cycle logistics experience and be currently assigned or expected to be assigned to a life cycle logistics position.

Length: This is a non-Resident, 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 "Course Offerings" on page 10; supplemental student readings and iterative knowledge assessments, which are integrated into the course, are required.

PDS Code: JHL

LOG 236

Performance Based Logistics, Part B

(Formerly 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 235. 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 235 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 PBL in the logistics transformation environment; and
- successfully apply the knowledge and understanding in the context of a performance-based support strategy.

Target Audience: LOG 236 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 201 and LOG 235

Recommended: Students should have life cycle logistics experience and be currently assigned or expected to be assigned to a life cycle logistics position.

Length: 5 class days

Method of Delivery: Resident/Local

PDS Code: RGY

LOG 304

Advanced Life Cycle Logistics Management

Advanced Life Cycle Logistics Management prepares the acquisition and sustainment life cycle logistician to perform in advanced-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 the life cycle logistician's role in the systems engineering process;
- analyze and integrate major acquisition and sustainment policy requirements from the advanced-level logistics perspective; and
- understand the integration of life cycle logistics processes with the operational tenets of Defense transformation.

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

Prerequisite: LOG 236

Length: 9 class days preceded by approximately 8 to 16 hours of precourse work assigned by the instructor online and completed prior to class attendance (Based on this pre-course assignment, students will submit to the instructor and brief to the class an advanced-level, contemporary logistics topic during the resident course.)

Method of Delivery: Resident/Local

PDS Code: AH1

PMT 202

Multinational Program Management

This course prepares students to be effective in the international defense acquisition environment. The course emphasizes the U.S. policy of encouraging armaments cooperation and interoperability with our allies. National, DoD, and Service policies on international cooperative development, production, and support are explored, as well as the relationship of cooperative acquisition and Foreign Military Sales (FMS). This course is considered Level II in the framework of the International Acquisition career path that aims to augment training in any acquisition career field.

Objectives: Students who successfully complete this course will:

- participate more effectively in the international acquisition environment;
- understand the roles and responsibilities of individuals involved in cooperative acquisition and FMS programs, including the involvement of foreign governments and their industries;
- understand key Department of State, DoD, and Service policies on international cooperative development, production and logistics, as well as FMS;
- recognize various types of agreements that promote U.S. international cooperation policy (data exchanges, Nunn Amendment programs, foreign comparative testing, bilateral and multilateral projects and programs, and security assistance—FMS); and
- prepare, formulate, and support an FMS, direct commercial sales, cooperative acquisition, or hybrid international program.

Target Audience: This course is designed for members of the DoD Acquisition, Technology and Logistics workforce (any career field) and members of International Affairs workforce who are involved in any form of international defense cooperation or FMS. This course is appropriate for personnel in international defense acquisition program offices, support offices, laboratories, headquarters staff offices, as well as Offices of Defense Cooperation and attachés.

Prerequisite: None.

Recommended: Students are encouraged to complete the International Armaments Cooperation continuous learning modules (CLI 001–003).

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. The course has five components: acquisition documentation; security and data transfer; export/import licensing; contractor operations; and laws, policies, and procedures. This course is considered Level II in the framework of the International Acquisition career path that aims to augment training in any acquisition career field.

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 Customs) 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 of intellectual property.

Target Audience: This course is designed for members of the DoD Acquisition, Technology and Logistics workforce (any career field) and members of International Affairs workforce who are involved in any form of international defense cooperation or security assistance.

Prerequisite: None.

Recommended: Students are encouraged to complete Fundamentals of Technology Transfer and Export Control (CLM 036).

Note: Due to security restrictions, allied students are ineligible to 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. This course 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;
- 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.

Target Audience: Target attendees are military officers, O-3/O-4, and civilians, GS-12/GS-13, 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 October 1, 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 **www.dau.mil**. Once connected to the registration site, click on the "Apply for Training" link. The exam may be taken only once.

Prerequisite: ACQ 201B

Length: This is a non-Resident, distance learning course available through the Internet. The course length is 71 calendar days. Students must complete modules 1–8 (approximately 56 hours of work) within 60 calendar days of the start date. Modules 9 and 10 comprise a team-based "virtual classroom" using a combination of teleconferences and the Internet and require full-time participation (6 to 7 hours each day) during the last 4 days of the course (Monday–Thursday). There is a 7-day break between the online portion (days 1–60) and the virtual classroom (days 68–71).

Method of Delivery: Distance Learning—See "Course Offerings" on page 10

PDS Code: PGM

PMT 304

Advanced International Management Workshop

This course prepares students to participate effectively in the development and negotiation of defense armaments cooperation agreements ranging from simple data exchange agreements to complex cooperative development, production, and support agreements. This course is considered Level III in the framework of the International Acquisition career path that aims to augment training in any acquisition career field.

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

- synthesize, integrate and apply U.S. policy on international cooperative defense acquisition, spanning policies of the Departments of Defense, State, Commerce, and Treasury; and
- formulate and negotiate international acquisition agreement in accordance with U.S. policies.

Target Audience: This course is designed for members of the DoD Acquisition, Technology and Logistics workforce (any career field) and International Affairs workforce who may be involved in the development or execution of international cooperative agreements.

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

Prerequisite: None.

Recommended: Students are encouraged to complete PMT 202 and Fundamentals of Technology Transfer and Export Control (CLM 036).

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.).

Target Audience: Target attendees are civilians, GS-13/GS-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 is a non-Resident, self-paced course available through the Internet. Students must complete the course within 60 calendar days of the start date.

Method of Delivery: Distance Learning—See "Course Offerings" on page 10

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 201B 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 system's 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.

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

Prerequisite: PMT 352A

Length: 5 weeks

Method of Delivery: Resident

PDS Code: BZJ

PMT 401

Program Manager's Course

This course is designed to improve DoD acquisition outcomes by strengthening the critical thinking and decision-making skills of potential leaders of major defense acquisition programs and program support. Participants analyze acquisition case studies that represent contemporary acquisition program challenges; apply a broad cross section of knowledge of the acquisition environment and experience; and deepen their understanding of acquisition principles and practices through peer and instructor mentoring and coaching. Speakers, team projects, media training, and management simulations are designed to enrich every week of the course. An elective program enables each participant to pursue individual learning needs, such as decision analysis, integrated project management, etc.

Objectives: Participants who complete this course will be able to:

- recognize acquisition challenges and dilemmas more quickly and apply critical thinking to reach sound solutions and plans of action;
- lead and integrate functional and multifunctional teams to address the varied and complex problems that confront acquisition leaders; and
- apply best business practices to achieve successful acquisition outcomes, including effective relationships with their industry partners.

Target Audience: Level III Program Management (PM) career field members who have demonstrated the potential to become major program or project managers and high potential Level III acquisition professionals in other career fields, such as Contracting, Logistics, and Financial Management. Participants must be O-5/GS-14 or above with extensive experience in acquisition, including 4 years in or directly supporting a program organization. Industry participants of equivalent experience are also sought. This course is **statutorily required** for program executive officers (PEOs), deputy PEOs, and PMs/deputy PMs of ACAT I, IA, and II programs.

Prerequisite: PMT 352B

Length: 10 Weeks

Method of Delivery: Resident

PDS Code: PGN

PMT 402

Executive Program Manager's Course

This course is designed to meet the learning and performance needs of newly selected program executive officers (PEOs), deputy program executive officers (DPEOs), and ACAT I (ID/IC and IAM/IAC) and II program managers (PMs)/deputy program managers (DPMs). Situational awareness of the Defense acquisition system environment is enhanced by a concentrated 4-week resident period preceded by a self-assessment and assessment of each learner's program office to develop individual learning needs and issues to be explored. Learning is achieved through the extensive use of open, interactive dialogue with senior DoD, congressional, Government Accountability Office, and industry leaders; tailored sessions on contemporary topics and processes; and student-directed activities based on individual learning needs.

Objectives: Participants who successfully complete this course will:

- complete comprehensive assessments of their program, program office, and individual learning needs;
- identify program and program office issues;
- fill knowledge needs and work issues;
- interface with acquisition leaders and executives across the DoD enterprise; and
- develop a plan of action to better manage their program, program office, and professional development.

Target Audience: This course is **statutorily required** for newly selected PEOs, DPEOs, and ACAT I, IA, and II PMs/DPMs prior to assuming the respective position. Allied personnel and industry students are eligible to attend on a space-available basis. (The Program Manager's Course statutory requirement is met through completion of either PMT 302 and PMT 402 or PMT 401 and PMT 402.)

Prerequisite: PMT 401

Length: 20 class days preceded by an online workshop

Method of Delivery: Resident

PDS Code: AH2

PMT 403

Program Manager's Skills

This course is designed to meet the learning and performance needs of newly selected program/project/product managers (PMs) and deputy or assistant program/project/product managers (DPMs or APMs) for ACAT III programs. Skills and behaviors are developed through a concentrated 2-week resident period preceded by a self assessment and assessment of each learner's program and program office to develop individual learning needs. Learning is achieved through the use of open, interactive dialogue with senior DoD leaders, tailored sessions on contemporary topics and processes, and student-directed activities based on individual learning needs.

Objectives: Participants who successfully complete this course will:

- identify and prioritize the top issues they will face during the first 6 to 12 months as a PM or DPM/APM;
- create a strategic plan, including resources and metrics, to address those issues;
- examine lessons learned from PMs, program executive officers, and other acquisition practitioners; and
- enhance their understanding of the current acquisition system, how it operates, and how to operate effectively within it.

Target Audience: This course is for newly selected or serving ACAT III PMs, DPMs, or APMs. Allied and industry students are encouraged to attend on a space-available basis.

Prerequisite: Level III DAWIA certification and assignment to one of the identified acquisition workforce positions

Recommended: PMT 352A

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 performed by members of the Production, Quality and Manufacturing (PQM) career field; and
- describe manufacturing and quality processes, scheduling and control techniques, and various quality and production surveillance activities.

Target Audience: This course is for industrial specialists, industrial engineers, quality assurance specialists, production officers, production specialists, contract administrators, and other acquisition personnel involved with or having duties in the areas of production, quality, or manufacturing. PQM 101 is part of the Level I certification training requirement for the PQM career field.

Prerequisite: ACQ 101

Recommended: Students should have at least 1 year of acquisition experience and, if a basic math skills refresher is needed, complete Basic Math Tutorial (CLC 024) prior to taking this course.

Length: This is a non-Resident, 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 "Course Offerings" on page 10

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.

Target Audience: This 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: 9 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.

Target Audience: This 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. It provides an understanding of production, quality, and manufacturing processes and their relationships to systems engineering activities throughout the life cycle. 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.

Target Audience: This course is required for Level II certification in the Production, Quality and Manufacturing (PQM) career field. It is also useful for engineering personnel who provide pre- or post-award technical support in production, quality, or manufacturing.

Prerequisites: ACQ 201B and PQM 101

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

Length: This is a non-Resident, 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 "Course Offerings" on page 10

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, use 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.

Target Audience: This course is required for Level II certification in the Production, Quality and Manufacturing (PQM) career field; 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 PQM certification

Length: 5 class days

Method of Delivery: Resident/Local

PDS Code: BZL

PQM 202

Commercial and Nondevelopmental Item Acquisition Course for Engineering and Technical Personnel

The Commercial and Nondevelopmental Item Acquisition Course for Engineering and Technical Personnel focuses on tools and techniques used by engineering, logistics, and related technical personnel for identifying and evaluating Commercial and Nondevelopmental Item (C/NDI) alternatives throughout the acquisition process. The course 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.

Target Audience: This course is designed for acquisition personnel in the Program Management; Systems Engineering; Acquisition Logistics; Test and Evaluation; Production, Quality and Manufacturing; and related career fields involved in planning and managing the acquisition of commercial and nondevelopmental items.

Prerequisite: None

Recommended: ACQ 101

Length: 11 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. This course utilizes an interactive, asynchronous learning environment focused on self-paced learning that is demonstrated in a virtual group environment.

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.

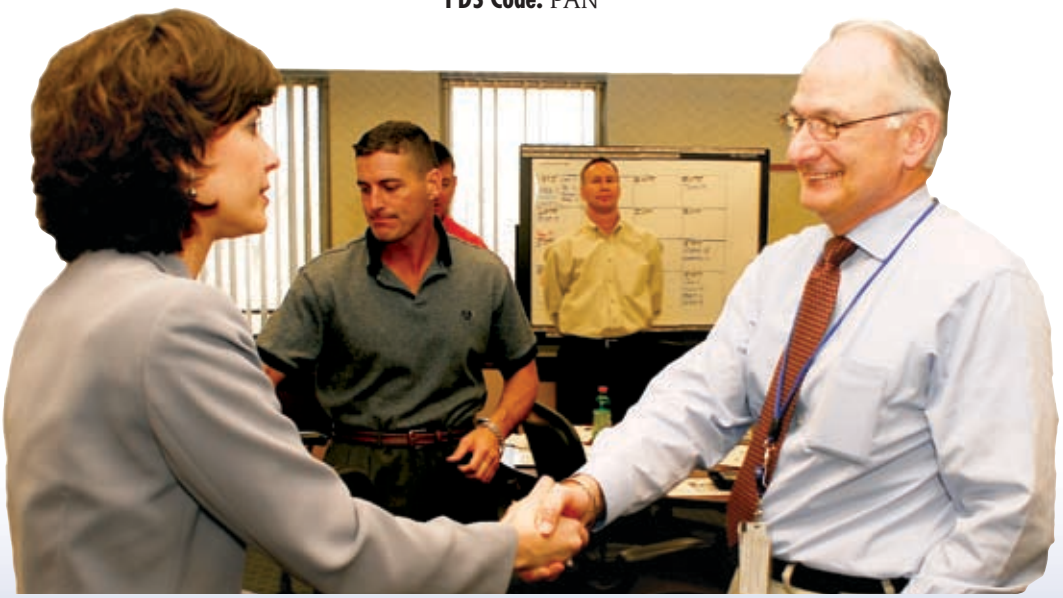
Target Audience: This course is designed for personnel who are involved in generating product descriptions for commercial and nondevelopmental items or who are involved in determining the commerciality of an item.

Prerequisite: None

Length: 15 calendar days (approximately 12 hours total effort)

Method of Delivery: Distance Learning—See "Course Offerings" on page 10

PDS Code: PAN



PQM 212

Market Research for Engineering and Technical Personnel

Market Research for Engineering and Technical Personnel 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.

Target Audience: This course is designed for acquisition personnel who are in the Program Management; 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 rigorous leadership course is structured around integrated production, quality and manufacturing processes. Students will learn and practice advanced production and quality approaches supporting DoD acquisition activities. Key areas covered include problem-solving and decision-making issues relevant to successfully managing core technical areas.

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

- explain the role of manufacturing and quality assurance as part of the integrated DoD systems engineering process;
- implement modern distributed manufacturing management practices;
- fully understand the use of best manufacturing practices such as supply chain management, e-manufacturing, Lean Six Sigma, and Theory of Constraints, in manufacturing and transactional environments;
- apply basic design of experiments, modeling and simulation, quality function deployment, statistical process control, six sigma, design-build principles, and risk management techniques; and
- describe the use of DoD e-commerce policy and information technology to leverage the integrated digital environment to support technical and business operations.

Target Audience: This course is part of the Level III certification requirements for the PQM career field. It is designed for senior military and civilian personnel as well as defense industry equivalents who are assigned to DoD production, manufacturing, or quality positions or performing duties in related areas.

Prerequisite: PQM 201B

Recommended: Students should have at least 4 years of production or quality management experience after Level II PQM certification. Additionally, students who complete three designated DAU continuous learning modules on Lean Six Sigma prior to attendance will be awarded a DAU Lean Six Sigma Yellow Belt certification upon successful graduation from PQM 301. Details are provided as part of the course welcome letter.

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:

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

Target Audience: This course is designed for those acquisition personnel who are not in the IT career field but are in positions that include some aspect of software acquisition or information technology management. Because of this, personnel seeking Level I IT certification should take IRM 101, not SAM 101.

Prerequisite: ACQ 101

Length: This is a non-Resident, 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 "Course Offerings" on page 10

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.

Target Audience: This course is part of the Information Technology career field Level II functional training certification requirement. It is also recommended for those who serve in Level II DoD acquisition positions having duties that include software acquisition management as well as defense industry equivalents.

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

Recommended: Students should have at least 2 years of IT acquisition experience and complete Technical Reviews (CLE 003).

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 initiatives.

Target Audience: This course is part of the Information Technology career field Level III functional training certification requirement. It is also recommended for those who serve in Level III DoD acquisition positions and have duties that include software acquisition management as well as defense industry equivalents.

Prerequisite: SAM 201

Length: 5 class days

Method of Delivery: Resident/Local

PDS Code: BU9

STM 201

Intermediate S&T Management

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.

Target Audience: This course is part of the Level II certification training requirement for Systems Planning, Research, Development and Engineering—Science and Technology Manager (SPRDE-STM) career field. Personnel whose duties include developing overall program goals for S&T funds and acquiring the services of scientists, engineers, and technical support personnel to perform S&T research for DoD should attend this course. Attendance is also recommended for those who provide funds and oversight to the S&T performers, including universities, industry, and Federal organizations, and interface with the technology customers to expedite the transition of technology to the user.

Prerequisite: ACQ 101 and Technology Readiness Assessment (CLE 021)

Length: 3 class days

Method of Delivery: Resident/Local

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 this 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 and evaluation planning, and
  —modeling and 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.

Target Audience: This course is part of the Level III certification training requirement for Systems Planning, Research, Development and Engineering—Science and Technology Manager (SPRDE-STM) career field. Personnel should attend this course if they develop overall program goals for science and technology (S&T) funds; acquire the services of scientists, engineers, and technical support personnel to perform advanced S&T research for DoD; provide funds and oversight of the S&T performers, including universities, industry, and Federal organizations; and interface 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 101

Fundamentals of Systems Planning, Research, Development and Engineering

This course is a technically rigorous, comprehensive introduction to systems engineering and the various technical management and technical processes involved in its application. Based around the 16 systems engineering processes outlined in the *Defense Acquisition Guidebook*, SYS 101 provides the essential foundations needed for Systems Planning, Research, Development and Engineering (SPRDE) careerists and others to effectively participate in the application and the management of DoD systems engineering processes and their activities.

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

- more capably interact with program integrated product teams regarding the proper application of systems engineering;
- understand how the eight technical processes can be applied in top-down development and bottom-product realization;
- understand how the eight technical management processes are used to control and assess systems engineering activities; and
- describe the role of a systems model, the work breakdown structure, standards, top-down design, bottom-up product realization, and the systems engineering plan.

Target Audience: This course is part of the Level I certification training requirement for the Systems Planning, Research, Development and Engineering—Systems Engineering (SPRDE-SE) career field. Additionally, as an in-depth introduction to systems engineering and its technical management and technical processes, it is suitable for personnel in technical management and program management positions who want to understand more about systems engineering and the details of its processes.

Prerequisite: ACQ 101

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

Method of Delivery: Distance Learning—See "Course Offerings" on page 10

PDS Code: J01

SYS 202

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

This journeyman-level course provides an understanding of how the DoD systems engineering (SE) processes can be applied within the context of the activities illustrated on the DAU *Integrated Defense Acquisition, Technology, & Logistics Life Cycle Management Framework* chart. Course content includes the scope and role of SE and its key technical inputs and outputs, the key aspects of technical baselines and the role of technical reviews, and important design considerations.

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

- outline SE activities in the context of the various life cycle phases of the Defense acquisition framework;
- understand the scope of SE and its relationship to other program management functions across the life cycle;
- list important design considerations and their impacts; and
- understand the linkage of technical reviews to technical program management.

Target Audience: This course is part of the Level II certification training requirement for the Systems Planning, Research, Development and Engineering—Systems Engineering (SPRDE-SE) career field. Additionally, members of other career fields who require an understanding of how systems engineering is applied to systems acquisition and sustainment will benefit from this course.

Prerequisites: SYS 101, ACQ 201B, and access to the DAU *Integrated Defense Acquisition, Technology, & Logistics Life Cycle Management Framework* chart available at **https://acc.dau.mil/IFC/download_pdf.htm**

Recommended: At least 2 years of technical experience in an acquisition position to include industry or government equivalent from among the following career fields/paths: SPRDE-SE; SPRDE-Science and Technology Manager; Information Technology; Test and Evaluation; Production, Quality and Manufacturing; Program Management; or Life Cycle Logistics

Length: This is a non-Resident, 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 10

PDS Code: J05

SYS 203

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

This journeyman-level course requires students to apply the DoD systems engineering processes and techniques learned in SYS 202. Students will work in integrated product teams and apply systems engineering technical processes and technical management processes to a defense system across the various phases of the Defense acquisition framework.

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

- relate systems engineering to program management;
- apply systems engineering to a given system at various stages in its life cycle;
- use and apply event-based technical reviews; and
- develop key portions of a Systems Engineering Plan.

Target Audience: This course is part of the Level II certification training requirement for the Systems Planning, Research, Development and Engineering—Systems Engineering (SPRDE-SE) career field. Additionally, members of other career fields who require understanding of how systems engineering is applied to systems acquisition and sustainment will benefit from this course.

Prerequisites: SYS 202 and Technical Reviews (CLE 003)

Recommended: At least 2 years of technical experience in an acquisition position to include industry or government equivalent from among the following career fields/paths: SPRDE–SE; SPRDE–Science and Technology Manager; Information Technology; Test and Evaluation; Production, Quality and Manufacturing; Program Management; or Life Cycle Logistics

Length: 5 class days

Method of Delivery: Resident/Local

PDS Code: J06

SYS 302

Technical Leadership in Systems Engineering

Designed for senior DoD acquisition personnel, SYS 302 is focused on the application of technical leadership skills within a typical DoD systems engineering (SE) environment. SYS 302 participants are expected to have sufficient background knowledge of the DoD's SE technical and technical management processes, knowledge of the application of SE to each acquisition phase, and the capability to apply these concepts to complex technical management problems involving critical thinking. As part of the SYS 302 course, students will lead and participate in an engineering team that analyzes and resolves a variety of technical engineering critical issues. Class exercises are supplemented by lessons on current policy, architectures, design considerations, etc.

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

- analyze and resolve senior-level technical problems;
- understand how to assess and manage technical product maturity and risk across the acquisition life cycle; and
- integrate program office technical engineering activities and process teams.

Target Audience: This course is for senior civilian and military personnel who are Level II certified in the Systems Planning, Research, Development and Engineering—Systems Engineering (SPRDE-SE) career field as well as defense industry equivalents. This course is part of the Level III certification training requirement for the SPRDE-SE career field.

Prerequisites: ACQ 201B, SYS 203, and Technical Reviews (CLE 003). Participants will also complete an ungraded pre-course diagnostic assessment of their knowledge of DoD SE processes prior to the class. Details will be provided separately as part of the course welcome message.

Recommended: Students should have at least 4 years of SPRDE experience and complete Designing for Supportability in DoD Systems (CLL 008).

Length: 10 class days

Method of Delivery: Resident/Local

PDS Code: J07

TST 102

Fundamentals of Test and Evaluation

The Fundamentals of Test and Evaluation course emphasizes basic DoD test and evaluation (T&E) principles, policies, processes, and practices. TST 102 covers the integrated T&E processes outlined in the *Defense Acquisition Guidebook*; and this course provides the essential foundation knowledge needed by T&E careerists and others to more effectively participate in DoD T&E activities.

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

- better understand the role of T&E functions within the DoD acquisition framework and more effectively interact with program office personnel regarding basic T&E processes;
- describe the role of T&E as a feedback and risk reduction mechanism and its relationship to systems engineering and the development process;
- understand DoD T&E policies, processes, and procedures, including how a test and evaluation strategy (TES) and a test and evaluation master plan (TEMP) are developed and used; and
- outline the four stages of testing and describe key activities that should occur within each stage.

Target Audience: This course is part of the Level I certification training requirement for the Test & Evaluation career field. Additionally, as a basic introduction to T&E, it is suitable for personnel in other technical acquisition management and program management positions who want to understand more about T&E and the critical role it plays in system acquisition.

Prerequisite: ACQ 101 and either Modeling and Simulation in Systems Engineering (CLE 011) or Modeling and Simulation for Test and Evaluation (CLE 023)

Recommended: At least 1 year of acquisition experience

Length: This is a non-Resident, 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 "Course Offerings" on page 10

PDS Code: JHY

TST 203

Intermediate Test and Evaluation

This course builds upon students' knowledge, skills, and on-the-job experience relating to DoD test and evaluation (T&E) policies, processes, and practices. A number of problem-solving situations engage students in the application of T&E concepts and principles. Course topics include the role of T&E in systems acquisition; T&E planning and the Test and Evaluation Strategy (TES); Test and Evaluation Master Plan (TEMP) development; managing a T&E program; and planning, conducting, and processing the results of T&E events.

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

- recognize the interactions among T&E organizations;
- describe the impact of program changes on T&E-related documentation;
- tailor T&E processes and practices for a given system;
- identify the key considerations impacting the development of an integrated TES; and
- identify the key considerations for minimizing risks inherent in test execution activities.

Target Audience: This course is part of the Level II certification training requirement for the Test and Evaluation career field. Additionally, members of other acquisition career fields, including defense industry personnel, who require an understanding of how T&E is applied to systems acquisition will benefit from this course.

Prerequisites: ACQ 201B and TST 102

Recommended: At least 2 years of T&E experience

Length: 5 class days

Method of Delivery: Resident/Local

PDS Code: QMI

TST 302

Advanced Test and Evaluation

Designed for senior DoD acquisition personnel, the Advanced Test and Evaluation course is focused around leadership and management issues. TST 302 provides for facilitated discussion of current DoD policies, strategies, processes, and practices as they are applied and used for the planning and management of test and evaluation (T&E) of DoD systems. This course covers a variety of knowledge building and interactive problem-solving skills using case studies developed around lessons learned from actual system acquisitions. Class discussion and study group efforts culminate in student presentations based around case analysis and solution analysis. Knowledge and skills developed in this course will facilitate successful student participation as a T&E member in integrated planning and development activities.

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

- identify T&E management issues relevant to a given situation;
- identify, analyze, and assess T&E best practices;
- research, prepare, and present briefings on assigned case topics;
- assess the impact of recent changes in T&E policies or practices; and
- assess the value of T&E and its relationship to other processes, including systems engineering.

Target Audience: This course is part of the Level III certification training requirement for the Test and Evaluation (T&E) career field. Typical attendees include T&E leads for programs and Service/agency/facility T&E managers and engineers. Other senior technical and management personnel, including defense industry personnel, who plan, perform, and manage T&E tasks in support of acquisition will also benefit from the course.

Prerequisites: Either TST 202 or TST 203 and Net-Ready Key Performance Parameter (CLM 029)

Recommended: At least 4 years of T&E experience

Length: 5 class days

Method of Delivery: Resident/Local

PDS Code: QL9

Predecessor Courses

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. Although not all inclusive, the following is a list of Predecessor Courses:

Course Number			Personnel Data System (PDS) Code
Current DAU	**Predecessor**	**Predecessor Course Title**	
ACQ 101	PMT 101	Fundamentals of Systems Acquisition Management	BB1
	DSMC-26	Fundamentals of Systems Acquisition Management	BB1
ACQ 201A	ACQ 201	Intermediate Systems Acquisition	JHA
ACQ 201B	ACQ 201	Intermediate Systems Acquisition	JHA
BCF 101	BCE 101	Fundamentals of Cost Analysis	Q1A
BCF 102	BFM 102	Contract Performance Management Fundamentals	Q1B
	BCF 202	Intermediate Contractor Performance Measurement	QMK
	DSMC-6	Contractor Performance Measurement Course	QMK
BCF 103	BFM 201	Systems Acquisition Funds Management	PCW
	BCF 201	Systems Acquisition Funds Management	PCW
	DSMC-9	Systems Acquisition Funds Management	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 209C	Acquisition Reporting Course, Part C	BE7
BCF 211	BCF 211B	Acquisition Business Management	RG5
CON 110, CON 111, and CON 112	CON 101	Basics of Contracting	BDQ
CON 120	CON 104B	Principles of Contract Pricing, Part B	RGR
	CON 104	Principles of Contract Pricing	BDR
	CON 105	Operational Level Contract Pricing	QNU
	CON 106	Facilities Contract Pricing	BDU
CON 214, CON 215	CON 202	Intermediate Contracting	PGE
CON 216	CON 210	Government Contract Law	BDP
CON 217	CON 204	Intermediate Contract Pricing	BU6
CON 236	CON 212	Contractual Aspects of Value Engineering	PAR
CON 353	CON 333	Management for Contracting Supervisors	BU7
	CON 311	Executive Pre-award Contracting	BCL
	CON 321	Executive Contract Administration	BCM
IND 100	IND 101 and	Contract Property Administration Fundamentals	PDM
	IND 102	Contract Property Disposition	PDO
IND 200	IND 201 and	Intermediate Contract Property Administration	PDN
	IND 202	Contract Property Management Seminar	BRM
IRM 304	IRM 303	Advanced Information Systems Acquisition	BZE
LOG 200	LOG 201A	Intermediate Acquisition Logistics, Part A	RGS

Course Number			Personnel Data System (PDS) Code
Current DAU	**Predecessor**	**Predecessor Course Title**	
LOG 201	LOG 201B	Intermediate Acquisition Logistics, Part B	RGT
	LOG 201	Intermediate Acquisition Logistics	JR3
	DSMC-24	Management of Acquisition Logistics	BCU
LOG 235	LOG 235A	Performance Based Logistics, Part A	JHL
LOG 236	LOG 235B	Performance Based Logistics, Part B	RGY
PMT 352B	PMT 352	Program Management Office Course	BZG
	PMT 302	Advanced Program Management Course	BU1
	PMT 301	Program Management Course	BBW
PMT 401	PMT 302	Advanced Program Management Course	BU1
	PMT 301	Program Management Course	BBW
PMT 402	PMT 303B	Executive Program Manager's Course	AH2
	PMT 303 Ph2	Executive Program Manager's Course	AH2
	PMT 402B	Executive Program Manager's Course, Part B	AH2
PMT 403	PMT 305	Program Manager's Skills (ACAT III Programs)	BU8
PQM 201B	PQM 201	Intermediate Production, Quality and Management	BU3
STM 201	STM 301	Program Management for S&T Managers	PGP
SYS 202	SYS 201A	Intermediate Systems Planning, Research, Development and Engineering, Part A	RGW
SYS 203	SYS 201B	Intermediate Systems Planning, Research, Development and Engineering, Part B	RGX
SYS 302	SYS 301	Advanced Systems Planning, Research, Development and Engineering	HV1
TST 102	TST 101	Introduction to Acquisition Workforce Test and Evaluation	PC5
TST 203	TST 202	Intermediate Test and Evaluation	QMI
TST 302	TST 301	Advanced Test and Evaluation	QL9

Distance Learning

DAU offers several courses using distance learning—either exclusively or partially online. "Hybrid" courses consist of a distance learning portion (Part A) followed by a resident or local offering (Part B). Other courses are offered in residence but require some online precourse work. Attendance in the classroom portion of a hybrid course 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. Students attending resident offerings with one or more pre-course assignments also must finish the online work prior to arriving for the classroom course.

Reserve component members may be granted retirement points for completion of DAU distance learning courses. Reservists should contact their respective Director, Acquisition Career Management office (see pages 13–14 for contact information).

A list of the courses currently conducted using distance learning follows:

Online Courses

ACQ 101	Fundamentals of Systems Acquisition Management
BCF 102	Fundamentals of Earned Value Management
BCF 103	Fundamentals of Business Financial Management
BCF 206	Cost Risk Analysis
BCF 208	Software Cost Estimating
CON 110	Mission Support Planning
CON 111	Mission Planning Execution
CON 112	Mission Performance Assessment
CON 214	Business Decisions for Contracting
CON 216	Legal Considerations in Contracting
CON 217	Cost Analysis and Negotiation Techniques
CON 237	Simplified Acquisition Procedures
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 200	Intermediate Acquisition Logistics, Part A
LOG 203	Reliability and Maintainability
LOG 204	Configuration Management
LOG 235	Performance Based Logistics, Part A
PMT 250	Program Management Tools
PQM 101	Production, Quality and Manufacturing Fundamentals
PQM 203	Preparation of Commercial Item Descriptions for Engineering and Technical Personnel
SAM 101	Basic Software Acquisition Management
SYS 101	Fundamentals of Systems Planning, Research, Development and Engineering
SYS 202	Intermediate Systems Planning, Research, Development and Engineering, Part I
TST 102	Fundamentals of Test and Evaluation

Hybrid Courses

ACQ 201A	Intermediate Systems Acquisition, Part A
CON 260A	The Small Business Program, Part A
PMT 352A	Program Management Office Course, Part A
PQM 201A	Intermediate Production, Quality and Manufacturing, Part A

Resident Courses with Online Precourse Work

ACQ 450	Leading in the Acquisition Environment
ACQ 451	Integrated Acquisition for Decision Makers
ACQ 452	Forging Stakeholder Relationships
BCF 209	Acquisition Reporting for MDAPs and MAIS
BCF 211	Acquisition Business Management
CON 215	Intermediate Contracting for Mission Support
CON 218	Advanced Contracting for Mission Support
CON 353	Advanced Business Solutions for Mission Support
LOG 304	Advanced Life Cycle Logistics Management
SYS 302	Technical Leadership in Systems Engineering

The AT&L PLM ...

Performance Support

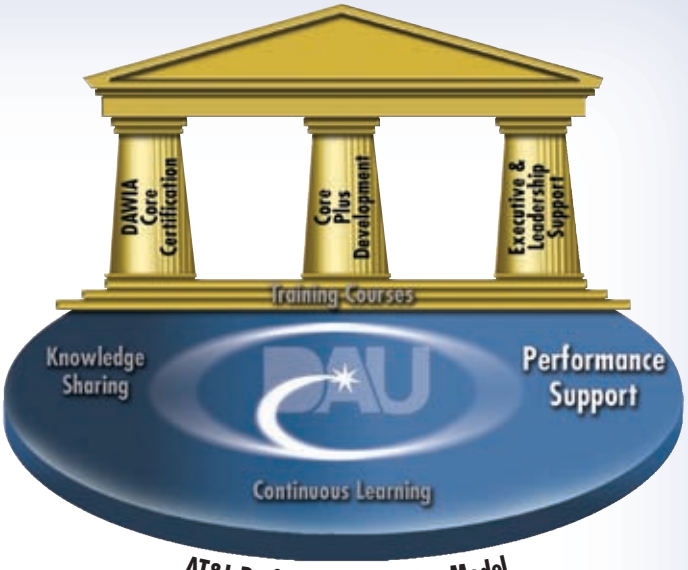
Performance Support enables DAU to provide expert resources and learning assets and may include consulting, targeted training, group facilitation, and rapid deployment training (RDT). Faculty from all disciplines and regions can consult with government acquisition organizations in integrated product teams on either a long- or short-term basis. The list and brief descriptions of developed targeted training courses are provided on the next few pages. At the customer's request and as resources allow, faculty can develop specific tailored training courses. Consulting can be scheduled to conduct content, process, or applied research consultation. Performance Support is tailored to the customer's needs and may include consulting, targeted training, group facilitation, and rapid deployment training (RDT). Faculty from all disciplines and regions can consult with government acquisition organizations in integrated product teams on either a long- or short-term basis. The list and brief descriptions of standing targeted training courses are provided on the next few pages. At the customer's request and as resources are available, faculty can develop specific targeted training courses. Experienced facilitators can be scheduled within days of release of new initiatives that affect the acquisition workforce.

Consulting

DAU offers consulting in most functional areas. Information on 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 have extensive acquisition program experience, education, and training to provide the right solutions at the right time to solve individual, field organization, 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.

DAU 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.



AT&L Performance Learning Model

For team collaboration and complex problem solving, a state-of-the-art Management Decision Center (MDC) is available at our Capital and Northeast regional campus at Fort Belvoir, Virginia. DoD and civilian agencies may reserve the MDC 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 offsite. A portable system can be used 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 established a rapid deployment training (RDT) capability. By quickly focusing attention on high-value initiatives, DAU is able to develop and deliver training to large numbers of the acquisition workforce soon after an initiative is implemented and in parallel with changes to our formal courses. RDT will be provided via all available media, including live webcasts, recorded video-on-demand and podcasts, classroom training, continuous learning modules, and local sessions.

A few notable examples of RDT include the Item Unique Identification/Radio Frequency Identification (IUID/RFID) program and the FAR Part 45 Rewrite on Government Property, which have significantly improved efficiency in moving supplies to warfighters and facilitated item tracking. Our faculty stand ready to fulfill specific requests for consulting and targeted training. Rapid deployment training will be designed and tailored for government and industry customers at the direction of DoD officials.

For more information, visit the Performance Support/Rapid Deployment Training Web site at **www.dau.mil/performance_support**.

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 **www.dau.mil/performance_support/targeted_training.asp**.

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**

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**

Alternative Dispute Resolution (ADR) covers such topics 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**

Contracting Officer's Representative (COR) Course 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**

Crucial Conversations provides high-level skills for individuals, teams, and organizations needing to more effectively communicate, share information, and act with unity and conviction. **2 days**

Design of Experiments—Industrial Strength (DOE-IS) is designed for those looking for a genuine understanding of both the design of an experiment and the analysis of the data that emanate from the experiment(s). The course requires statistical thinking but is not heavily oriented in mathematics. It does provide the necessary tools for application. **5 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 William "Ned" Herrmann. Students learn to understand their own thinking styles as well as the styles of others. It clearly shows how 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**

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

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**

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, 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 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**

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**

Integrated Baseline Review Workshop is tailored to the participant's particular project and provides instructions on how to best conduct an Integrated Baseline Review (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**

Lean Value Stream Mapping provides students the opportunity to learn to see the flow of information and material throughout the value stream. It emphasizes the techniques of value stream mapping. Students will apply these techniques to their work environment, drawing current and future state maps. **2 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**

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 Logistics (PBL) Overview explores the basics of PBL as the DoD preferred weapon system product support strategy, including information from the DoD 12-Step PBL Implementation Strategy contained in the DoD PBL guidebook, *Performance Based Logistics: A Program Manager's Product Support Guide*. **1 day**

Performance Based Service Acquisition (PBSA) provides an overview of performance-based methods and how to determine when they are appropriate. The course 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 Attorney's Acquisition Overview Course provides program attorneys with insights regarding program management office functions, challenges, and processes involved in fielding needed capabilities to their customers within budget and schedule constraints. **5 days**

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

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

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**

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**

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**

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	619-584-4811
Midwest Region	937-781-1029
South Region	256-722-1014
Mid-Atlantic Region	240-895-7324
Capital & Northeast Region	703-805-4978
DSMC–School of Program Managers	703-805-4368
DAU Headquarters	703-805-4993

The AT&L PLM ...

Continuous Learning

The DAU Continuous Learning Center (CLC) 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. Also, several easy-to-use online modules sponsored by Harvard ManageMentor® 10 provide information on topics fundamental to managerial success. These topics range from running an effective meeting or managing a project to negotiating skills. Information regarding these opportunities is available at the CLC Web site at **http://clc.dau.mil**.

DAU continually develops and adds new offerings to the CLC site. To see what's new, check the CLC Web site frequently. The following list provides the continuous learning points (CLPs) for DAU continuous learning opportunities available at the time of this printing:

Business Modules

Acquisition Reporting Concepts and Policy Requirements for APB, DAES, and SAR (CLB 014) provides information on the terminology, concepts, and policies pertaining to required acquisition reports generated using the Consolidated Acquisition Reporting System (CARS) software. **3 CLPs**

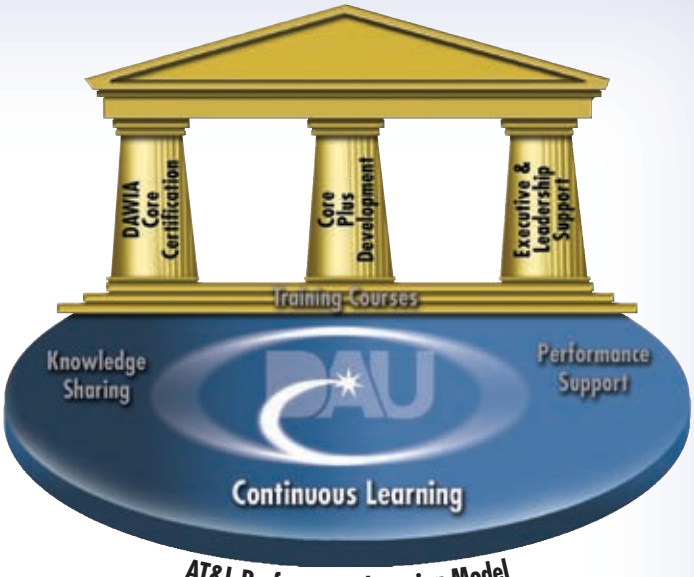
Baseline Maintenance (CLB 020) reviews the concepts associated with performance measurement baseline maintenance. **1 CLP**

Budget Policy (CLB 011) focuses on appropriations and the funding policies associated with each appropriation. It relates a defense acquisition program's cost estimate to its programming and budgeting requirements. **4.5 CLPs**

Congressional Enactment (CLB 010) focuses on the congressional processes that lead to a budget resolution, an Authorization Act, and an Appropriation Act and the implications of those process outcomes to defense acquisition programs. **3.5 CLPs**

Cost Analysis (CLB 007) focuses on the basic cost analysis process that is one of the fundamental building blocks of any acquisition program. **3.5 CLPs**

Cost As an Independent Variable (CAIV) (CLB 012) is designed to help develop a well-planned and informative CAIV plan. **1 CLP**



AT&L Performance Learning Model

Earned Value and Financial Management Reports (CLB 018) reviews the most common DoD data reports associated with earned value management (EVM), cost estimating, and financial management. **1 CLP**

Estimate at Completion (CLB 019) reviews the process for computing an estimate at completion range when given EVM data. **1 CLP**

Introduction to Earned Value Management (CLB 016) provides the basics of EVM as they relate to acquisition program management. **1 CLP**

Performance Measurement Baseline (CLB 017) introduces the EVM language and processes associated with development of the performance measurement baseline. **1 CLP**

Planning, Programming, Budgeting and Execution (PPBE) and Budget Exhibits (CLB 009) explains the PPBE process, including the legal concerns and potential impact of poor budget execution. **3 CLPs**

Program Execution (CLB 008) describes the budget execution process, including the legal concerns and potential impact of poor budget execution. **3 CLPs**

Software Cost Estimating (CLB 023) explains DoD's policy, guidance, and application of SCE and enables the business or program manager to determine if an estimate is realistic and defendable. **2 CLPs**

Contracting Modules

A-76 Competitive Sourcing Overview (CLC 037) provides an introduction to the Office of Management and Budget Circular A-76 that implements the President's Management Agenda for Competitive Sourcing. **1.5 CLPs**

Administration of Other Transactions (CLC 102) focuses on other transactions (OT) from contracts, grants, and cooperative agreements, governing regulations, management responsibilities, financial implications, intellectual property, data and real property rights, and modification and termination issues. **1.5 CLPs**

Analyzing Profit or Fee (CLC 104) explains the structured approach the Federal Acquisition Regulation (FAR) provides for developing a reasonable profit/fee position. **1 CLP**

Basic Math Tutorial (CLC 024) provides a refresher of basic math skills that may be required when performing calculations without the aid of a performance-support tool or calculator. (Briefing) **0 CLPs***

Berry Amendment (CLC 125) covers the necessary statutory requirements to be applied during the acquisition process in order to comply with the provisions of the Berry Amendment. **1 CLP**

Buy American Act (CLC 027) demystifies Federal Acquisition Regulation (FAR), Part 25, and DFARS (Defense Federal Acquisition Regulation Supplement) 225 with materials and practical examples. **3 CLPs**

Commercial Acquisition (CLC 015) 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. (Briefing) **0 CLPs***

Commercial Item Determination (CLC 020) explores the commercial item determination process as outlined in the *Commercial Item Determination Handbook*. **3.5 CLPs**

Commercial Item Determination: Executive Overview (CLC 023) reviews the process outlined in the *Commercial Item Determination Handbook*. **.5 CLP**

Commercial Item Pricing (CLC 131) covers the new Procedures, Guidance, and Information concerning sole-source commercial items and elaboration on the requirements of FAR 15.4. **1 CLP**

Contingency Contracting Officer Refresher (CLC 114) explains how to apply sound procurement techniques and effectively administer your contracts and provides an understanding of the funding implications. **2 CLPs**

Contract Source Selection (CLC 007) provides Federal procurement and acquisition professionals with a better understanding of the source selection process and its goals. **1 CLP**

Contract Terminations (CLC 006) addresses the appropriate ways of determining how to prepare and process a termination notice. **2 CLPs**

Contracting for the Rest of Us (CLC 011) provides people who do not work in the Contracting field with a basic knowledge of some of the essential processes and considerations that DoD contracting professionals encounter in order to satisfy customers' requirements. **2 CLPs**

Contracting Officer's Representative (COR) Overview (CLC 012) provides students with a general knowledge of roles and responsibilities as individuals involved in the contracting process. **4 CLPs**

Contracting Officer's Representative (COR) with a Mission Focus (CLC 106) provides students a basic understanding of contract types, processes, ethics and integrity, and authorities relevant to their positions. **8 CLPs**

Contracting with Canada (CLC 050), developed with the assistance of the Canadian Commercial Corporation, demonstrates the efficiency and effectiveness of contracting with Canadian companies. **1 CLP**

Contractors Accompanying the Force (CLC 112) introduces basic acquisition and contract management requirements related to implementation of DoDI 3020.41, Contractor Personnel Authorized to Accompany the U.S. Armed Forces. **1 CLP**

Contractual Incentives (CLC 018) 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**

*No CLPs are awarded for briefings.

DCMA Intern Training (CLC 105) provides introductory information for new members of the Defense Contract Management Agency. **2 CLPs**

Defense Subcontract Management (CLC 001) addresses subcontracting activities from the perspective of the staff of a defense acquisition program office. The module also addresses the activities of supporting government offices and agencies, issues faced by prime contractors employing subcontractors, and issues faced by subcontractors themselves. ***4 CLPs***

Essentials of Interagency Acquisitions/Fair Opportunity (CLC 030) provides acquisition professionals with a better understanding of the need to ensure that non-DoD contracting instruments are appropriately used by DoD. ***2.5 CLP***

Facilities Capital Cost of Money (CLC 103) provides points to consider as you develop a prenegotiation position for facilities capital cost of money that is fair and reasonable, given market research and proposed information from the offeror. **1.5 CLPs**

Implementing Price-Based Acquisition (CLC 016) examines how the contracting officer or contracting specialist can use price-based acquisition as a tool to streamline the source selection process. (Briefing) **0 CLPs***

Indirect Costs (CLC 008) serves as a primer for those who are unfamiliar with indirect costs associated with pricing of contracts, interim contract billing, and determination of actual contract costs. **1 CLP**

Leveraging DCMA for Program Success (CLC 019) details Defense Contract Management Agency (DCMA) products and services that can be utilized to reduce program risk. **2 CLPs**

Market Research (CLC 004) explains market research and its importance in acquiring weapons and combat system capabilities better, faster, and more cheaply. **3 CLPs**

OPSEC Contract Requirements (CLC 107) outlines the basic elements of operations security (OPSEC), identifies the role of OPSEC within the Department of Defense, and defines the OPSEC responsibilities of program managers and contracting officers. **1 CLP**

Organizational Conflicts of Interest (OCI) (CLC 132) provides an overview of the increasing risk of OCIs in federal procurement, elements of an OCI, situations that lead to an OCI, and the roles and responsibilities of government agencies and contracting officers in identifying and mitigating actual or potential OCI situations **1.5 CLPs**

Other Transactions Authority (OTA) for Prototype Projects: Comprehensive Coverage (CLC 035) 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 (CLC 036) summarizes the mandatory requirements and other guidelines to consider when using OTA for prototype projects. **.5 CLP**

Past Performance Information (CLC 028) explains the rationale behind collecting past performance information, why it should be used, and how its use improves contractor performance. **3 CLPs**

Performance Based Payments (PBPs) Overview (CLC 026) 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 CLP**

Performance Based Services Acquisition (PBSA) (CLC 013) explains how PBSA strategies adapt best commercial practices and maximize performance, innovation, and competition. **6 CLPs**

Predictive Analysis and Quality Assurance (CLC 042) provides an overview of quality assurance activities and how they relate to the use of predictive analysis as a tool to form assumptions of future events. **1 CLP**

Predictive Analysis and Scheduling (CLC 040) provides an overview of the various types of schedules used by DCMA personnel and a background of how predictive analysis is utilized to determine and maintain schedules. **1 CLP**

Predictive Analysis and Systems Engineering (CLC 041) provides an overview of how predictive analysis plays a role in systems engineering. Various systems engineering tools are also discussed. **1 CLP**

Procedures, Guidance, and Information (CLC 113) presents basic information about the Defense Federal Acquisition Regulation Supplement (DFARS) procedures, guidance, and information. **1 CLP**

Profit Policy Revisions (CLC 022) addresses changes to DoD's profit policy as a result of DFARS Cases 2000-D300 and 2000-D018. **1 CLP**

Provisional Award Fee Awareness (CLC 034) explains the DFARS guidance, effective January 13, 2004, for the use of provisional award fee payments in cost-plus-award-fee contracts. **1 CLP**

Reverse Auctioning (CLC 031) introduces a new Internet-based contracting technique used by the DoD acquisition community to achieve significant cost savings through e-commerce capabilities. **1 CLP**

*No CLPs are awarded for briefings.

Sealed Bidding (CLC 003) provides the Federal procurement professional a better understanding of contracting for supplies and services using the sealed bidding process. **2 CLPs**

Section 803 Competition Requirements (CLC 017) 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**

Service-Disabled Veteran-Owned Small Business Program (CLC 009) explains the basic requirements of the Service-Disabled Veteran-Owned Small Business Program. **1 CLP**

Simplified Acquisition Procedures Overview (CLC 005) aims at providing Federal procurement and acquisition professionals with a better understanding of contracting for supplies and services using Simplified Acquisition Procedures. **2 CLPs**

Spend Analysis Strategies (CLC 110) explains the means by which spend analysis contributes to the "commodity fact base" for identifying valuable strategic sourcing improvement opportunities. **2.5 CLPs**

Strategic Sourcing Overview (CLC 108) introduces strategic sourcing concepts and techniques for helping organizations shift from tactical to strategic purchasing. **4.5 CLPs**

Structuring Contracts for the Emerging DoD Environment (CLC 033) identifies the problems associated with poor contract structure, differentiates among special contract structures, and identifies elements of effective contract line items structure. **2 CLPs**

Time and Materials Contracts (CLC 060) includes an overview of the new policies, with links to the Federal Acquisition Regulation and Defense Federal Acquisition Regulation Supplement changes, and examples of applications. **1 CLP**

Utilities Privatization Contract Administration (CLC 120) is designed for the DoD professional involved in the contract administration, or post-award, stage of utilities privatization services contracts. **2 CLPs**

Engineering and Technology Modules

Continuous Process Improvement Familiarization (CLE 015) provides basic information concerning various CPI methodologies and tools and how their implementation can improve organizational performance to better support the warfighter. **1.5 CLPs**

DTEPI (Defense Test and Evaluation Professional Institute) Introduction to Probability and Statistics (CLE 035) covers the basics of probability and statistics for test and evaluation. **2 CLPs**

E3 and Spectrum Supportability for Acquisition Professionals (CLE 018) introduces program office and acquisition management personnel to the proper ways to consider E3 and SS concerns in the DoD systems acquisition process. **2 CLPs**

Enterprise Architecture (CLE 020) is for acquisition and sustainment professionals with an interest in the systems, activities, and organizations of Air Force Materiel Command (AFMC) program management. **2 CLPs**

Enterprise Integration Overview (CLE 006) introduces fundamental Enterprise Integration (EI) concepts, defines EI implementation strategies, and describes suggested EI best practices. **3.5 CLPs**

Information Assurance for Acquisition Professionals (CLE 025) identifies key information assurance (IA) attributes, statutory and regulatory requirements for IA, IA strategies for acquisition programs, and steps for successfully implementing IA; explains the IA certification and accreditation process; and enables program managers and other acquisition professionals to integrate IA into acquisition programs. **4 CLPs**

Introduction to Lean Enterprise Concepts (CLE 004) explains lean enterprise concepts and techniques, the key to success for many corporations around the world in the 21st century. **3.5 CLPs**

ISO 9000:2000 (CLE 201) teaches the basic elements of ISO 9000:2000 and lessons learned regarding its implementation and use. **3 CLPs**

Lean Six Sigma (CLE 007) is a continuation of the "Introduction to Lean Enterprise Concepts" and "Six Sigma: Concepts and Process" modules. **6 CLPs**

Modeling and Simulation for Systems Engineering (CLE 011) explains how modeling and sumilation (M&S) can be a benefit over the entire life cycle of a project, supports systems engineering, and can be planned and shared along with data and results. **3 CLPs**

Modeling and Simulation for Test and Evaluation (CLE 023) explains the requirements, benefits, and challenges of modeling and simulation planning and execution to support test and evaluation. **3 CLPs**

Naval Open Architecture (CLE 012) defines open architecture (OA), summarizes DoD and Navy OA policy and guidance, explains the need to transform the systems design approach, and identifies the Modular Open Systems Approach principles and benefits. **2 CLPs**

Outcome-based Performance Measures (CLE 016) defines measurement terminology related to DoD policy and provides guidance on formulating effective outcome-based performance measures for IT investments. **3 CLPs**

Privacy Protection (CLE 010) describes the general scope, guidance and laws, potential risks, and procedures necessary in understanding and promoting privacy protection. **1 CLP**

Program Manager Introduction to Anti-Tamper (AT) (CLE 022) discusses DoD critical technology and how AT fits within the spectrum of DoD activities focused on protecting critical program information. **3 CLPs**

Reliability and Maintainability (CLE 301) defines reliability, availability, and maintainability; explores the significant influence of reliability and maintainability (R&M) on key issues; and provides practical application techniques. **4 CLPs**

Six Sigma: Concepts and Process (CLE 008) 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**

System Safety in Systems Engineering (CLE 009) shows how the MIL-STD-882D methodology is integrated into the DoD systems engineering process for eliminating environment, safety, and occupational health hazards or minimizing the associated risk. **3.5 CLPs**

Technical Planning (CLE 017) provides guidance for integrating program management tools with systems engineering tools into an effective approach for managing the overall program. **3 CLPs**

Technical Reviews (CLE 003) presents essential practical guidelines for integrating several different technical reviews into the systems engineering process and DoD acquisition life cycle based on best engineering practices. **3 CLPs**

Technology Readiness Assessments (TRA) (CLE 021) explains critical technology elements, technology readiness levels, technology maturation plans, and technology readiness assessment reports. **3 CLPs**

Value Engineering (VE) (CLE 001) 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**

Government Purchase Card Modules

DoD Government Purchase Card (CLG 001) presents the mandatory requirements and other guidelines to consider when using the Government Purchase Card. **3.5 CLPs**

DoD Government Purchase Card Refresher Training (CLG 004) presents the mandatory requirements and other guidelines to consider and apply when utilizing the Government Purchase Card. It was developed to provide refresher training for Government Purchase Card holders and approving officials. **3.5 CLPs**

*No CLPs are awarded for briefings.

DTRA Government Purchase Card (CLG 003) presents the mandatory requirements and other guidelines to consider and apply when DTRA personnel utilize the Government Purchase Card. **4 CLPs**

International Modules

International Armaments Cooperation, Part 1*, *(CLI 001) introduces the history and functioning of International Armaments Cooperation. **2 CLPs**

International Armaments Cooperation, Part 2*, *(CLI 002) explains the International Agreement Process and the Defense Data Exchange Program. **2 CLPs**

International Armaments Cooperation, Part 3*, *(CLI 003) discusses foreign participation in systems acquisition and production, cooperative logistics, and international environmental cooperation. **2 CLPs**

Logistics Modules

Business Case Analysis (CLL 015) provides an overview of DoD policy, guidance, and application of business case analysis, with a primary focus on structure, format, process, and methodology. **3 CLPs**

Defense Logistics Agency Support to the PM (CLL 002) introduces the capabilities of the Defense Logistics Agency in delivering tailored support to the program manager, operational unit, Service inventory control points, etc. **3 CLPs**

Depot Maintenance Interservice Support Agreements (DMISA) (CLL 025) explains the process for creating the DMISA and the duties involved. **5 CLPs**

Depot Maintenance Partnering (DMP) (CLL 006) introduces ways in which DMP serves as a cost-effective technique for applying a performance-based logistics philosophy in the real world. **2 CLPs**

Designing for Supportability in DoD Systems (CLL 008) provides a comprehensive overview and introduction to incorporating the principles of systems engineering throughout the system life cycle to design, develop, produce, and sustain operationally reliable, supportable, and effective systems. **3 CLPs**

Diminishing Manufacturing Sources and Material Shortages (DMSMS) Case Studies (CLL 204) provides a basic understanding of the DMSMS issues, tying together basic concepts, tools information, and skills. **2 CLPs**

Diminishing Manufacturing Sources and Material Shortages (DMSMS) Essentials (CLL 203) addresses electronics, mechanical and materials initiatives; introduces the Defense Logistics Agency's DMSMS programs and capabilities; and reviews basic techniques for component research. **2 CLPs**

Diminishing Manufacturing Sources and Material Shortages (DMSMS) Executive Overview (CLL 202) offers the executive a perspective of management/supervisory actions necessary to enable effective Diminishing Manufacturing Sources and Material Shortages (DMSMS) mitigation and thereby enhancing mission readiness, efficiency, and cost effectiveness. **1 CLP**

Diminishing Manufacturing Sources and Material Shortages (DMSMS) Fundamentals (CLL 201) introduces a working-level overview of DMSMS history, issues, tools, current initiatives, and real-life examples of successful programs. **3 CLPs**

Independent Logistics Assessments (CLL 020) introduces the formal review of the state of a program's logistics planning and documentation. **3 CLPs**

Introduction to Defense Distribution (CLL 017) introduces the organizations, processes, and tools instrumental in deployment and sustainment as well as customer service transformational efforts **2 CLPs**

Joint Systems Integrated Support Strategies (CLL 014) addresses the importance of integrated support strategies to a joint acquisition program as well as guidance and policy relevant to the development of joint strategies. **3 CLPs**

Performance Based Logistics (PBL) (CLL 011) presents PBL as the strategy of choice for product support. **3 CLPs**

Title 10 Depot Maintenance Statute Overview (CLL 022) introduces the variety of statutory requirements governing depot-level maintenance and public/private partnering agreements. **2 CLPs**

Title 10 Limitations on the Performance of Depot-Level Maintenance (50/50) (CLL 024) reviews Section 2466 of Title 10 U.S. Code, which mandates that no more than 50 percent of depot maintenance may be performed by non-DoD personnel. **3 CLPs**

Title 10 U.S.C. 2464 Core Statute Implementation (CLL 023) reviews the capabilities, methodology, policy, roles, and responsibilities required for services. **3 CLPs**

Acquisition Management & Program Management Modules

Analysis of Alternatives (AoA)—USAF Process (CLM 101) presents the process used to conduct an AoA in support of requirements development and systems acquisition. **2 CLPs**

Common Supplier Engagement (CLM 030) explains the changes resulting from the transition to an electronic acquisition model that follows e-business practices. **2 CLPs**

Contracting Overview (CLM 024) introduces the market research process, the process for developing criteria or factors that teams will use to evaluate contractors during source selection, and the use of the uniform contract format. **8 CLPs**

Corrosion Prevention and Control Overview (CLM 038) guides you through your Corrosion Prevention and Control Overview training and serves as a readily accessible reference guide to answer future questions. **8 CLPs**

Cost Estimating (CLM 016) focuses on basic cost-estimating tools and techniques that are fundamental building blocks of the acquisition process. **8 CLPs**

COTS Acquisitions for Program Managers (CLM 025) summarizes fundamental challenges organizations face when integrating commercial items into a system. **3 CLPs**

Defense Acquisition Workforce Improvement Act (DAWIA) II (CLM 033) explains the transformation from DAWIA and the amendments that enable DoD to more effectively develop and manage its AT&L workforce. **3 CLPs**

Environmental Safety and Occupational Health—Lesson from PMT 352A (CLM 035) helps program managers ensure their programs comply with ESOH statutory and regulatory requirements. **4 CLPs**

Ethics Training for AT&L Workforce (CLM 003) reinforces the most important legal ethics standards governing interaction between government personnel and contractors. **2 CLPs**

Evolutionary Acquisition (CLM 032) introduces the ideas and principles of Evolutionary Acquisition and how to apply them in a rapidly changing environment. **2 CLPs**

Technology Transfer and Export Control Fundamentals (CLM 036) explains international security and program protection, planning processes, and the role of the program manager. **2 CLPs**

Improved Statement of Work (CLM 031) explains the purpose, preparation, and evaluation and provides an understanding and appreciation of the critical role of requirements development in the acquisition process. **4 CLPs**

Information Assurance (CLM 010) describes the importance of information assurance (IA), the program manager's responsibilities, and steps for integrating IA into an acquisition program. **3 CLPs**

Information Exchange Program (IEP), Army Specific RDT&E (CLI 005) ensures that all required acquisition workforce personnel comprehend Army-specific IEP annex development, coordination, negotiation, and execution changes in policy and procedures. **1 CLP**

Information Exchange Program (IEP), DoD Generic (CLI 004) describes the procedures for implementing the DoD's IEP, why all required AT&L workforce personnel should participate in the IEP, and how to execute IEP information exchanges. **2 CLPs**

Information Exchange Program (IEP), Navy Specific RDT&E (CLI 006) describes the Navy-specific procedures for implementing the DoD's IEP, reasons for participating in the IEP, and procedures for execution of IEP information exchanges. **1 CLP**

Introduction to Interoperability (CLM 022) provides an overview of the requirements generation system, then focuses on interoperability as a key performance parameter in both Capstone and Operational Requirements Documents. (Briefing) **0 CLPs***

Introduction to Reducing Total Ownership Costs (R-TOC) (CLM 021) provides an orientation to the R-TOC requirement, defines key R-TOC concepts, describes best practices, emphasizing R-TOC from a systems perspective. **3 CLPs**

IPT Management and Leadership (CLM 014) introduces management and leadership concepts used to organize, manage, and lead an integrated product team (IPT). **8 CLPs**

Item Unique Identification (IUID) (CLM 200) enables item tracking in DoD business systems and provides reliable and accurate data for management, financial accountability, and asset management purposes. **3 CLPs**

Javits-Wagner-O'Day (JWOD) Tutorial (CLM 023) provides a better understanding of the JWOD program, which helps people with disabilities obtain or maintain employment. **1 CLP**

Net-Ready Key Performance Parameter (NR-KPP) (CLM 029) exposes program managers to the NR-KPP development resources with the ultimate goal of ensuring the necessary program interoperability and supportability (I&S) and joint interoperability test certifications. **3 CLPs**

Physical Inventories (CLM 037) explains the duties and responsibilities of an accountable property officer or property custodian. **CLPs - TBD**

Proper Financial Accounting Treatments for Military Equipment (CLM 040) addresses changes in the acquisition business process which affect how DoD values military equipment and reports these values on financial statements. **1.5 CLPs**

Quality Assurance Auditing (CLM 103) describes the distinct phases of three general types of audits: system, process, and product. **2 CLPs**

Risk Management (CLM 017) focuses on tools and processes that can be used to manage risk on a defense acquisition project. **8 CLPs**

Scheduling (CLM 012) focuses on scheduling processes and tools that can be used to develop schedules on a defense systems acquisition project. **12 CLPs**

Science and Technology—Lesson from PMT 352A (CLM 034) explains the importance of the science and technology (S&T) role in the systems acquisition process and identifies sources of S&T information. **4 CLPs**

Space Acquisition (CLM 028) explains the space acquisition process outlined in National Security Space Acquisition Policy 03-01 (NSS 03-01), which streamlines the acquisition oversight process with emphasis on the earlier phases of space program development. **4 CLPs**

Work Breakdown Structure (WBS) (CLM 013) addresses two fundamental and interrelated types of work breakdown structures—the Program WBS developed by the Performance Management Office and the contract WBS developed by the contractor. **6 CLPs**

Standard Procurement System (SPS) Modules

SPS FPDS-NG System Administrator (SPS 100) explains how to use the Standard Procurement System (SPS) and Federal Procurement Data System Next Generation (FPDS-NG) Integration at a system administrator level. **1 CLP**

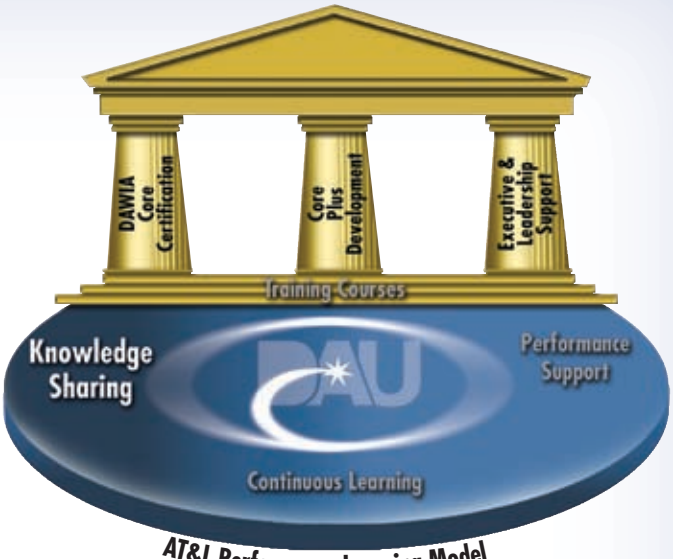
SPS FPDS-NG User (SPS 101) teaches SPS users the way SPS interfaces with FPDS-NG and the various types of contract action reports that can be created in FPDS-NG through SPS. **2.5 CLPs**

*No CLPs are awarded for briefings.

The AT&L PLM…

Knowledge Sharing

Knowledge Sharing—the blending of people, processes, and information technology—improves organizational performance through increased efficiency, effectiveness, and innovation. 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 primary components of Knowledge Sharing include the AT&L Knowledge Management System (AKMS) and the David D. Acker Virtual Library.



AT&L Performance Learning Model

AT&L Knowledge Management System

DAU provides access to online acquisition resources and learning assets via the AT&L Knowledge Management System (AKMS). The AKMS consists of the AT&L Knowledge Sharing System (AKSS), the Acquisition Community Connection (ACC), and the ACQuire search capability. The AKMS is accessible 24 hours a day, 7 days a week, and extends the concept of learning beyond the classroom and into the workplace to fully engage and support the AT&L workforce at the point of need.

AT&L Knowledge Sharing System (AKSS)

The AKSS is the central repository for acquisition policy and reference materials that leverages valued sources of knowledge developed and continuously

maintained by the Office of the Secretary of Defense, the Services, and agencies. The *Defense Acquisition Guidebook* and the *Integrated Defense Acquisition, Technology, & Logistics Life Cycle Management Framework* chart are two Acquisition Knowledge Gateways that allow users to quickly focus on elements of specific knowledge resources.

AKSS is the central gateway for AT&L resources and information, and a central source for current information on acquisition initiatives. As the primary reference tool for the Defense AT&L workforce, it provides a means to link sources of information and reference assets from various disciplines into a single integrated, centralized information source. Information available from the AKSS menu includes:

- Policy Documents
- FAR, DFARS, and other FAR Supplements
- Defense Procurement and Acquisition Policy
- Communities of Practice
- Glossaries and Acronyms
- Education and Training
- Software Tools
- Defense Acquisition Policy Center
- Video Library
- Rapid Deployment Training
- AT&L Web sites
- News and Publications
- Ask a Professor (AAP)
- Forms
- Events
- Guidebooks and Handbooks
- Ethics

Two additional Knowledge Gateways are featured on the AKSS home page:

The *Defense Acquisition Guidebook* is an interactive Web-based tool. Users can navigate through key terms and requirements in DoD Directive 5000.1, DoD Instruction 5000.2, and discretionary guidance. An on-site tutorial is available to assist users.

The *Integrated Defense Acquisition, Technology, & Logistics Life Cycle Management Framework* chart represents a new gateway to policy, guides, and other knowledge resources. The IFC is a graphical representation of the entire AT&L decision, management, and budget process. Tasks and requirements are presented as they relate to each other in both functional and time-phased views.

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

Acquisition Community Connection

Acquisition Community Connection—where the AT&L workforce meets to share knowledge—is an online forum that includes Communities of Practice, Special Interest Areas, and Workspaces. The ACC provides a collaborative environment for accessing important acquisition resources, connecting with professionals in your field, sharing information and knowledge, joining in discussion areas, and creating private workspaces.

DAU makes Communities of Practice available as an extension of its learning environment. As a best-in-class corporate university, DAU enables the acquisition workforce to make better and faster business decisions by broadening the collection of tools and learning resources. The ability to access critical pieces of information and to interface with other knowledgeable workforce members is at the heart of the DAU Knowledge Sharing strategy.

For current information and access to the valuable tools listed above, visit the ACC Web site at **https://acc.dau.mil/CommunityBrowser.aspx**.

ACQuire

ACQuire is the enterprise search engine for DAU information repositories. ACQuire allows the user to select the information source—AKSS, ACC, DAG, AAP, Distance Learning courses, Continuous Learning courses, and the virtual DAU library—and search for exact terms, phrases, multiple terms, acronyms, or numerical references. ACQuire searches can also be expanded to popular DoD and commercial search engines.

Find the information you need through ACQuire at **http://acquire.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 David D. Acker Library maintains an online presence at **www.dau.mil/library**. 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.