PLAN NOW TO ATTEND!

4th Estate DACM-Sponsored Leadership and Talent Management Week

Leaders Building Leaders
August 2-31, 2018
At the DAU Fort Belvoir, Virginia Campus

Course Offerings (All Available for Registration in ACQTAS Now!)
- Effective Facilitator
- Acquisition Leadership Challenge Program (ALCP Level 1)
- Acquisition Leadership Challenge Program (ALCP Level 2)
- Talent Management
- Engagement & Influence

Other Symposium Features
- Breakout Sessions
- Speed Mentoring
- Overview of Acquisition Tools
- Career Development Fair
- Networking with Leadership and More

Motivational Speakers
Distinguished speakers who will energize the crowd and discuss challenges and opportunities in defense acquisition.

This New Year, Opportunity Is Knocking
U.S. ARMY DIRECTOR, ACQUISITION CAREER MANAGEMENT OFFICE (OCTOBER 2017)
Scott Greene
Chief, Leader Development Branch

The Army Director, Acquisition Career Management (DACM) Office FY18 list of centralized military and civilian education and training opportunities is now available. Our website has both a strategic command calendar view of all programs mapped across the fiscal year as well as a short, consolidated PDF document listing each program. The consolidated version includes both military and civilian programs and is broken out by tuition assistance programs, leader development programs, military education and broadening opportunities, as well as Centralized Selection List (CSL) and Centralized Selection Board announcements.

Please take some time to look through the information to see if you are eligible for any programs that interest you. If you find a program you like, add it to your Individual Development Plan and discuss it with your supervisor. We cannot emphasize enough that you are your own best career manager: Find something you are interested in and apply.

Take advantage of training. The Acquisition community is lucky to have multiple avenues for training funding: command training dollars, career program dollars for civilians, the central funding opportunities referenced above and the Defense Acquisition Workforce Development Fund.

For a full listing of program offerings, announcement dates and eligibility, go to http://asc.army.mil/web/career-development/programs/program-timeline/.

All civilian applications are submitted through the Army Acquisition Professional Development System at https://rda.altess.army.mil/camp/.

Here’s a list of programs you may be eligible for:

<table>
<thead>
<tr>
<th>Program Type</th>
<th>Program Eligible Population</th>
<th>Announcement Dates</th>
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<tbody>
<tr>
<td>Acquisition Tuition Assistance Program</td>
<td>Education/Tuition Assistance, All certified civilians &amp; MOS 51C NCOs</td>
<td>May 7-June 13, 2018</td>
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</table>
Life Cycle Logistics Functional Leader Recommends Continuous Learning Opportunities

Terrance Emmert, deputy assistant secretary of defense for Materiel Readiness and Functional Leader for the Life Cycle Logistics (LCL) career field, has issued an official memo-

DAU Cancellations & No Shows

4th Estate DACM Quota Manager
Ashlee Riggins

Every year, we try to find ways of reducing the number of No Shows for Defense Acquisition University (DAU) training courses to ensure that the 4th Estate does not lose training opportunities. Currently, there are 49 no shows for FY 2018. A few of the no shows are in high-demand courses. If a student with a reservation is unable to attend a DAU class, he/she must submit a cancellation request using the Acquisition Training Application System (ACQTAS), at least 10 working days prior to the reservation cutoff date. The 10-day timeframe allows the student’s agency to locate a potential substitute, which ensures the seat remains with the 4th Estate. If the agency is unable to find a suitable replacement, the 4th Estate Quota Manager can assist with filling the available seat. By working together, we can reduce the number of no shows and ensure students are meeting their training needs.

If the student is not cancelled before the class start date, he/she will be marked as a no show for the course. Once the no show is posted, there will be a penalty applied to the student’s account. The penalty for not showing up to a class and not cancelling in advance, is that the student is prevented from registering for any DAU resident or distance learning course (other than CL modules) for 180 days. Taking the necessary steps listed below will ensure you are properly cancelled from your class reservation:

How to Cancel your DAU Reservation
2. Select “Request Cancellations” from the menu on the left-hand side. If your reservation is eligible for a cancellation, you will see a red “C” next to the course.
3. Click on the “C” to generate a cancellation request to your agency.
4. Once submitted, you can click on the blue “P” to view the approval path it will take.

Students should follow up with their agency Quota Manager if it is close to the start date and their reservation needs to be cancelled. You may find who this individual is by clicking on the “DoD Point of Contact Look-up” on the ACQTAS Main Menu at the above link.
**Spotlight on DAU Learning Resources**

Please note: Cancellations can only be submitted for classroom courses.

**Earn College Credit at DAU**
**DAU PUBLIC AFFAIRS (JAN. 16, 2018)**

Defense Acquisition University (DAU) announces five additional courses that can count toward earning your college degree. The American Council on Education (ACE) now recommends college credit for 94 DAU courses and some even qualify for graduate-level credits. Using credits you earn by completing DAU courses will help you earn your college degree faster.

The latest courses to earn credit recommendations are:
- **BCF 230 Intermediate Cost Analysis**: three upper-level baccalaureate semester hours in finance, economics, or operations management
- **BCF 250 Applied Software Cost Estimating**: three upper-level baccalaureate semester hours in information systems
- **BCF 301 Business, Cost Estimating, and Financial Management Workshop**: three upper-level baccalaureate semester hours in practicum in financial cost analysis
- **EVM 101 Fundamentals of Earned Value Management**: two lower-level baccalaureate/associate degree semester hours in business administration or purchasing
- **EVM 202 Intermediate Earned Value Management**: three upper-level baccalaureate semester hours in acquisition management, purchasing, and contract administration

A complete list of courses with descriptions and their recommended credit values is available on the ACE website at [http://www2.acenet.edu/credit/?fuseaction=browse.getOrganizationDetail&FICE=1000319](http://www2.acenet.edu/credit/?fuseaction=browse.getOrganizationDetail&FICE=1000319).

**New 4th Estate Leadership Courses Available for Acquisition Workforce Members**
**4th Estate DACM Communications Director Aaron Hutson**

On behalf of the 4th Estate DACM, we are pleased to announce our 2018 4th Estate Leadership and Talent Management Course schedule. These courses are available for registration in the Acquisition Training Application System (ACQTAS) at [https://www.atrrs.army.mil/channels/acqtas](https://www.atrrs.army.mil/channels/acqtas). Please note that the seats are restricted to coded acquisition workforce members only. The course tuition will be funded centrally by the 4th Estate DACM Office. Travel costs are also covered by the 4th Estate DACM Office based on the availability of funding. We strongly encourage attendance in the local commuting area where possible. A brief description, including the goal of each leadership program, appears below the schedule. Acquisition workforce members who desire leadership training should be encouraged to apply.

The **Acquisition Leadership Challenge Program (ALCP)** Level I focuses on individuals, with emphasis on who they are and their behavioral preferences. It presents a model for understanding the dynamics of leadership and facilitates participant understanding of how results from psychological instruments indicate the participant’s approach to leadership challenges in a variety of scenarios. The unique challenges of change, decision making, and conflict resolution in the acquisition workforce are addressed. The topics discussed and instruments used in ALCP I include Emotional Intelligence, Change Style Indicator, Myers-Briggs Type Indicator, Thomas Kilman Instrument, Decision Style Profile, Leading Diverse Generations, and the Fundamental Interpersonal Relationship Orientation–Behavior.

**ALCP II** is geared toward supervisors and team leads. It focuses on the major challenges for new organizational leaders, especially how to incorporate individual talents into a cohesive workforce. The goal of ALCP II is to increase the participant’s understanding and appreciation of different cultures and to promote a willingness to build intrinsic and extrinsic value in their organization. The seminar will help prepare individuals for developing and implementing coherent strategies to lead organizational transformation in joint, interagency, multinational, and cross-cultural environments. ALCP II addresses the topics covered in ALCP I and also facilitates a 360-degree feedback questionnaire for all students.

**ALCP III** offers an opportunity for further sequential development of leadership skills in areas not included in ALCP I or II. It focuses on mentoring, coaching, and feedback skill development. The program also instructs individuals on how to measure and assess their decision-making style, and how to create work engagement profiles. Participants in ALCP III receive instruction on specific goal-setting, an analysis of individual integrated self-assessment results, and an examination of improvements made in their leadership style and effectiveness as measured by the Campbell Leadership Index (360). ALCP III aims to help those who must coach/mentor others, and/or set a vision and strategies for the organization.

The **Talent Management (TM 101)** seminar provides an understanding of, and steps for implementing, effective talent management to create an environment for success in any organization. Participants will gain insight into the need for accountability, the means of leveraging diversity of thought, the best ways to develop others, and the art of mentoring and planning for succession.
Participants in the **Engagement & Influence (EI 101)** course will learn the common factors affecting employee engagement, identify how interdependence drives employee engagement, and discover the impact that both have on team cohesion and effectiveness. By reflecting on their individual level of engagement, participants will understand how their personal contributions enhance or detract from the dynamics of the team and organizational climate. Additionally, increased self-awareness will shift participants’ focus to greater mission effectiveness and efficiency, enabling them to articulate individual behavioral changes that will revitalize and deepen their workplace engagement.

Find out how your organization really works and gain insight into tackling workplace issues through the **Systems Thinking (ST 101)** course. Students taking this course will learn to develop systems-thinking skills for everyday use. Participants will be able to assist teams working on complex problems and design appropriate interventions by learning the system’s vocabulary, casual diagramming techniques, and the use of systems archetypes in practical settings.

Unlike other facilitation courses, The **Effective Facilitator (EF 101)** devotes 80 percent of its curriculum to facilitation practice—the participants learn and practice the group techniques that separate great facilitators from just good ones. The course focuses on crucial skills such as keeping the group focused, generating energy, managing dysfunction, and building consensus.

Already taken The Effective Facilitator? Ready to move to the next level? In this exciting follow-on, learn new facilitating techniques, receive expert feedback, and get more practice, practice, practice in the **Advanced Facilitator (AF 201)** course. Take your expertise to the next level and enhance your ability to create a vision that motivates people to action, engage groups in developing solutions, and generate ownership that leads to results. With three intense exercises and immediate instructor feedback, this course accelerates you to the next level in facilitation.

Effective leaders come in all shapes and sizes, but a common characteristic is a high degree of what psychologists call “emotional intelligence.” Research indicates that emotional intelligence is not only more important than technical skills or traditional cognitive skills in shaping leadership effectiveness, but that an organization’s success is directly related to the emotional intelligence of its leaders. As the working environment continues to change, emotional intelligence skills become increasingly important in determining who succeeds and who fails. In the **Emotionally Intelligent Leaders (EIL 101)** course, learn how to assess, develop, and apply the emotional intelligence competencies required for a leadership position.

The American Society of Military Comptrollers (ASMC) offers the **Certified Defense Financial Manager (CDFM)** educational program and certification designation to those persons desiring to demonstrate proficiency in the core aspects of defense financial management. The DoD Authorization Act of FY2012 empowers the Secretary of Defense to “prescribe professional certification and credential standards” for the defense financial management community. The CDFM is one of the DoD-approved, test-based certifications recommended for Certification Levels 2 and 3 of the DoD FM Certification Program.

These courses are excellent development opportunities for acquisition workforce members in the 4th Estate. Additional information about them and other 4th Estate centralized programs can be found on our website at [http://www.doddacm.mil](http://www.doddacm.mil) under the “Talent Management” section. If you have any questions concerning any of these programs, please feel free to contact aaron.hutson@doddacm.mil or hina.munir@doddacm.mil.

### 4th Estate DACM Centralized Leadership Schedule For CY2018

<table>
<thead>
<tr>
<th>Course ID</th>
<th>Class</th>
<th>Start Date</th>
<th>End Date</th>
<th>Reservation Cut-off</th>
<th>City &amp; State</th>
<th>FY</th>
<th>Capacity</th>
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<tr>
<td>ALCP I</td>
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<td>02/06/18</td>
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**Blue = 4th Estate DACM-Sponsored Leadership Week**

**Gold = Shared Course with Army, Air Force**

**NOTE:** Courses are available for registration in ACQTAS for coded acquisition workforce members only.