



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

PRINCIPAL DEPUTY UNDER SECRETARY OF DEFENSE

3015 DEFENSE PENTAGON
WASHINGTON, DC 20301-3015

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MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
(ATTN: ACQUISITION EXECUTIVES)
COMMANDER, UNITED STATES SPECIAL OPERATIONS
COMMAND (ATTN: ACQUISITION EXECUTIVE)
COMMANDER, UNITED STATES TRANSPORTATION
COMMAND (ATTN: ACQUISITION EXECUTIVE)
DIRECTORS OF THE DEFENSE AGENCIES

SUBJECT: Improving Department of Defense Acquisition Requirements Development

Section 813 of the John Warner National Defense Authorization Act for Fiscal Year 2007 directed the Secretary of Defense to establish a "Panel on Contracting Integrity" to conduct reviews of the progress made by the Department of Defense (DoD) to eliminate areas of vulnerability of the defense contracting system that allow fraud, waste, and abuse to occur.

As part of these reviews, the Panel determined the need to address requirements development, which has been identified as a weakness in the Department and has led to cost and schedule overruns on many programs. Requirements development is paramount to successful acquisition outcomes. Properly developed requirements enhance competition, ensure sound business strategies, provide the basis for realistic Government estimates, mitigate requirements creep, and help enable the Department meet critical acquisition timelines.

The Panel on Contracting Integrity has reviewed available requirements development training and related courses, which are compiled in the attached matrix of training offered by the Defense Acquisition University (DAU). Of special note is the Service Acquisition Workshop that is tailored to address performance-based requirements for services. Additionally, the matrix provides Agency-unique training and guides. Since DAU is continually updating its course offerings, I strongly recommend regularly reviewing their website for additions to the requirements curriculum and associated courses.

I ask that all acquisition professionals take advantage of these training opportunities and am confident this additional training will help our programs to ensure more successful acquisition outcomes in the future.

A handwritten signature in black ink, appearing to read "Frank Kendall", with a long horizontal flourish extending to the right.

Frank Kendall

Attachment:
As stated

DoD Requirements Training Asset Matrix

<u>Agency</u>	<u>Course Title</u>	<u>Course #</u>	<u>Course Description</u>	<u>Format: Classroom or On-line</u>	<u>Duration of Course</u>	<u>Target Audience</u>	<u>Pre- Requisites</u>
DAU	Mission Focused Services	ACQ 265	This multifunctional intermediate course provides acquisition team members with the tools needed to analyze and apply performance-based principles when developing performance requirements documents.	Classroom	4 Days	Requirements developers, Contracting, etc.	CLM 13, CLC 13
DAU	Contracting Officer Representative Overview	CLC 012	Provides students with a general knowledge of each member's roles and responsibilities involved in the contracting process. This course is broken down into three major parts: (1) Acquisition Basics, (2) Performance Based Service Contracting, and (3) The Contracting Process.	On Line	4 hours	COR	None
DAU	Performance-Based Services Acquisition	CLC 013	Various organizations need performance based services acquisition. Currently, increasing use of performance based services acquisitions is one of the Administration's top management initiatives, which have been reinforced at several levels throughout the Federal Government.	On Line	6 hours	Anyone	None
DAU	Competition Requirements for DoD Acquisition	CLC 055	Addresses responsibilities, policies, and procedures critical for ensuring that DoD funds are properly spent to obtain the right equipment, supplies, and services at the right price and on time. Maximizing competition is vital for delivering value to the warfighter and the American taxpayer.	On Line	2 hours	Appropriate to all personnel involved in the requirements and acquisition process.	None
DAU	Contracting Officer Representative With a Mission Focus	CLC 106	Basic skill set needed to be a Contracting Officer's Representative (COR). It will provide an overview of the acquisition process, teaming, ethics and integrity, authorities, contract classification, contract types, proper file documentation, performance assessment methods, remedies for poor performance, invoice requirements, contract modifications, and contract management.	On Line	8 hours	COR	None
DAU	Contracting Officer's Representatives in a Contingency Environment	CLC 206	Contracting Officer's Representatives (CORs) course designed specifically for CORs who are deployed in a contingency environment. It covers the basics of contracting, along with the ethical situations and cultural differences a COR may experience while deployed in a contingency operation.	On Line	3 hours	COR	None

DAU	Contracting Officer's Representative Course	CLC 222	This course is specifically designed for Contracting Officer's Representatives (CORs) who are responsible for assuring that contractors are performing the technical portion of their job. Provides CORs the breadth of knowledge required to perform their role, including knowledge related to COR roles and responsibilities, as well as fundamentals of contracting regulations, types, phases, and other elements; awareness of ethical, legal, and cultural factors that impact COR responsibilities..	On Line	32 hours	COR	None
DAU	Contracting for the Rest of Us	CLC011	Provides those 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 to satisfy mission requirements. It is not meant to be all-inclusive treatment of the subject.	On Line	2 hours	Anyone	None
DAU	Contracting Overview	CLM 024	An overview of 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.	On Line	8 hours	Anyone	None
DAU	Developing Requirements	CLR 252	Explains how to develop Key Performance Parameters (KPPs) and Key System Attributes (KSAs). CLR 252 examines the relationship of KPPs and KSAs to technical requirements.	On Line	5 hours	Anyone	None
DAU	Contracting Officer's Representatives in a Contingency Environment	COR 206	Contracting Officer's Representatives (CORs) course designed specifically for CORs who are deployed in a contingency environment. It covers the basics of contracting, along with the ethical situations and cultural differences a COR may experience while deployed in a contingency operation.	Classroom	3 hours	COR	None
DAU	Contracting Officer's Representative Course	COR 222	This course is specifically designed for Contracting Officer's Representatives (CORs) who are responsible for assuring that contractors are performing the technical portion of their job. Provides CORs the breadth of knowledge required to perform their role, including knowledge related to COR roles and responsibilities, as well as fundamentals of contracting regulations, types, phases, and other elements; awareness of ethical, legal, and cultural factors that impact COR responsibilities; and information necessary to effectively evaluate situations, apply knowledge gained, and make correct decisions to carry out COR responsibilities.	Classroom	32 hours	COR	None

DAU	Core Concepts For Requirements Management	RQM 110	Allows professionals to study the role of both the requirements manager and requirements management within the "Big A" acquisition construct.	On Line	60 days	ACAT requirements developers	CLM 041
DAU	Requirements Management Executive Overview	RQM 403	This course provides general officers, flag officers, and members of the Senior Executive Service with an executive-level understanding of the role of the requirements manager and of requirements management within the "Big A" acquisition construct.	Resident	1 day	Senior Leadership for ACAT programs and requirements development	None
DAU	Service Acquisition Workshop	SAW	Assists in developing the a performance-based requirements document for Services	Workshop	4 Days	Service requirements developers	None
SPAWAR Policy (POC: Space and Naval Warfare Command 4301 Pacific Highway Attn: Contracts 2.0 San Diego, CA 92110-3127 619-524-7014)	Contract Management Process Guide (CMPG)	N/A	Provides guidance on all aspects of Acquisition Planning, Solicitation, Evaluation, Award, Post Award. Guide is written in a style suitable for other than acquisition personnel and speaks to requirement development. This guide is used for JIT training to orientate new personnel, interns and contract specialists.	On Line	Unknown	For PMs to use in developing their contracting documents.	None
NAVSUP2, Code 216 (POC: NAVAL Supply Systems Command Contracting Management Directorate 5450 Carlisle Pike P.O. Box 2050 Mechanicsburg, PA 17055-0791 717-605-7293)	In-House Course in Performance-Based Acquisition	Combination of AGU Course 551, 553, and 534	In-house course was prepared by the American Graduate University for FISC DET, Singapore, U.S. Navy. Course (modular design) can be tailored usually at no additional charge. NOTE: This vendor provided training is an example of the numerous sources available.	Classroom	5 days	Anyone involved in performance-based acquisitions.	None

DPAP/AF	Contingency Acquisition Support Model	N/A	<p>cASM is a web based, simple to use, application designed to assist those individuals responsible for initiating contracting requirements in an expeditionary environment. The application will identify the documents required to initiate a contract, provide templates for the documents, prompt the user for the information required to complete the documents, and will route the documents to the appropriate reviewers and approvers. cASM will also alert individuals when it is their responsibility to take action on the requirements package. cASM's output will be a completed, approved contract requirements package for a forward deployed contracting office to take action</p>	On Line	N/A	Contingency Requirement Generators	None
JKDDC	Operational Contract Support (OCS) Flag Officer/General Officer (FOGO) Essentials Course	J4ST-US429	<p>The purpose of this course is to provide commanders and their staffs with an overview of the principles and concepts of OCS. This course presents a high-level overview on OCS planning, OCS oversight, and fraud, waste, and abuse.</p>	On Line	1 hour	Contingency Commanders	None