DEFENSE ACQUISITION UNIVERSITY
9820 BELVOIR ROAD
FORT BELVOIR, VIRGINIA 22060-5565

For more information about the Defense Acquisition University,
call 888-284-4906 or visit the DAU website at www.dau.mil.

2011
Course Catalog

DAU
Defense Acquisition University

GLOBAL LEARNING ENVIRONMENT

Training Courses
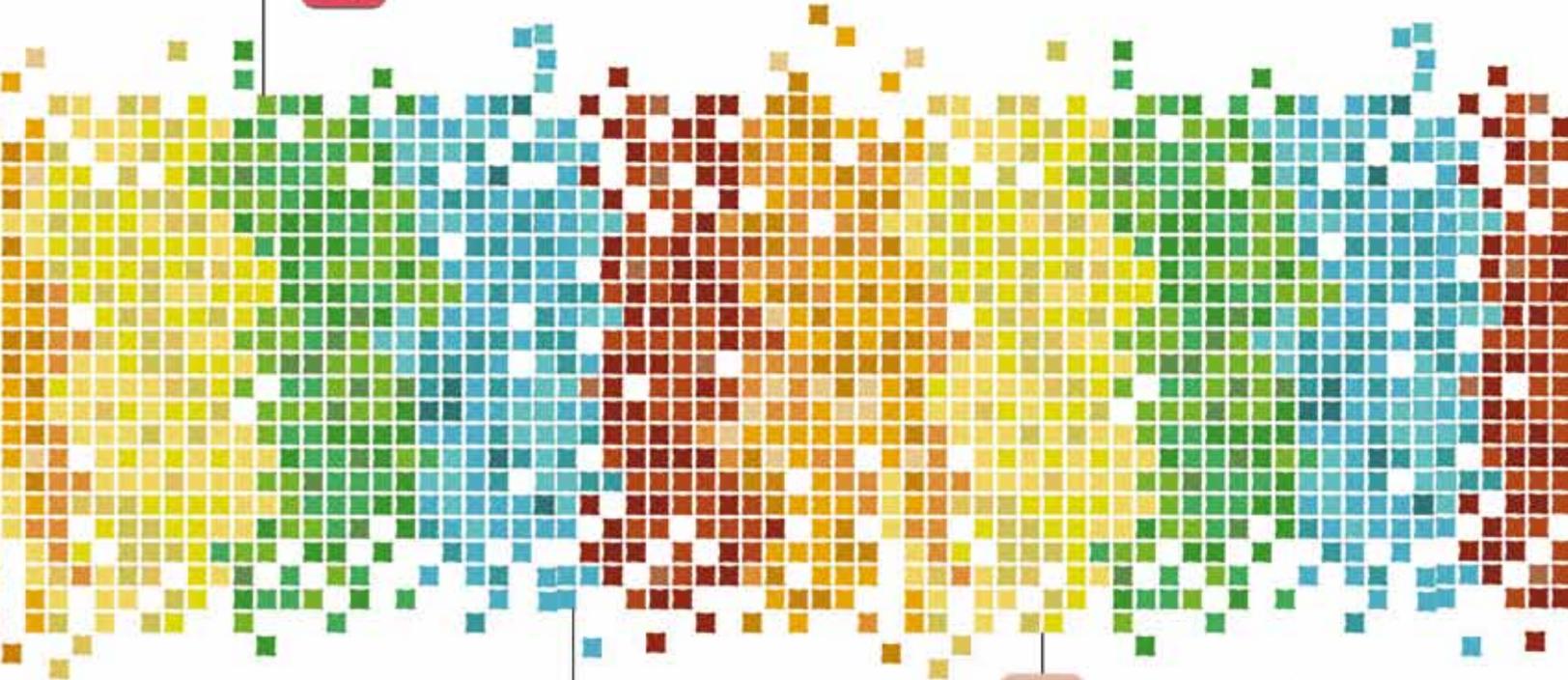Mission Assistance
Continuous Learning
Knowledge Sharing

Learn. Perform. Succeed.

Global Learning Environment

Provided 9.9 million hours of learning across the Performance Learning Model

Provided 577 performance support efforts, totaling 492,521 hours—all working with our customers in their workplaces

Provided 6.4 million hours of training

Graduated 193,967 students, a 26 percent increase—a record-breaking 154,399 online graduates and 39,568 students in the classroom

In 2009, DAU reached students from over 97 countries and graduated its 1 millionth student.

At DAU, we believe that providing high-quality training to the Defense Acquisition Workforce is the best way to make a positive impact on the warfighter.

Mission

Provide a global learning environment to support a mission-ready Defense Acquisition Workforce that develops, delivers, and sustains effective and affordable warfighting capabilities.

Impact acquisition excellence through:
- Acquisition certification and leadership training
- Mission assistance to acquisition organizations and teams
- Online knowledge-sharing resources
- Continuous learning assets

Vision

Enabling the Defense Acquisition Workforce to achieve the right acquisition outcomes.

Goals

Provide an integrated, interactive learning environment that helps Acquisition Workforce members, teams, and organizations improve acquisition outcomes.

Continuously improve our infrastructure and mission support processes to optimize use of resources.

Support congressional and DoD acquisition improvement initiatives through thought leadership, applied research, and engagement with key acquisition organizations.

Foster an environment that encourages continuous development, promotes diversity, and rewards achievement to enhance job satisfaction and performance.

Proactively engage our customers and stakeholders to understand their mission requirements and develop responsive solutions to enhance performance.

Contents

Introduction

As the global learning center for the Defense Acquisition Workforce, the Defense Acquisition University provides the knowledge you need to perform your job in ensuring our nation's warfighters are the best-equipped armed forces in the world. This catalog contains a convenient summary of DAU's learning assets, which reach you in the classroom, online, and in your workplace, whenever and wherever you need them.

Appendix A of this catalog provides a list of the numerous courses that are offered at our five regional locations, on-site at your organization, or as online offerings. These courses can be used to support your certification efforts in one of the 12 acquisition career fields. But at DAU, we recognize that learning does not end in the classroom. In Appendix B, you'll find a list of continuous learning modules that can be used to supplement your classroom training and further your professional career. In addition, DAU's faculty members are keenly attuned to the latest changes in acquisition policy and practices, and they are ready to implement rapid-deployment training within hours of the release of new policy. Appendix C discusses some of our currently offered targeted training courses.

DAU connects you with a wide array of online knowledge-sharing assets, such as the Defense Acquisition Portal, the Acquisition Community Connection, ACQuipedia, and the Best Practices Clearinghouse. The university also conducts interactive team training exercises at program startup and other major program milestones. Training courses, continuous learning modules, knowledge sharing assets, communities of practice, research, mission assistance, and consulting are just some examples of the services DAU delivers to the Defense Acquisition Workforce.

Our faculty and staff are totally dedicated to your success as an acquisition professional, and I encourage you to take advantage of our learning assets to enhance your development and to help your organization achieve mission success.

James S. McMichael
Acting President
Defense Acquisition University
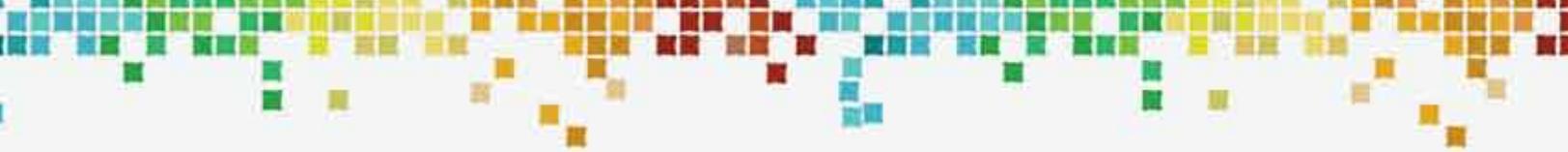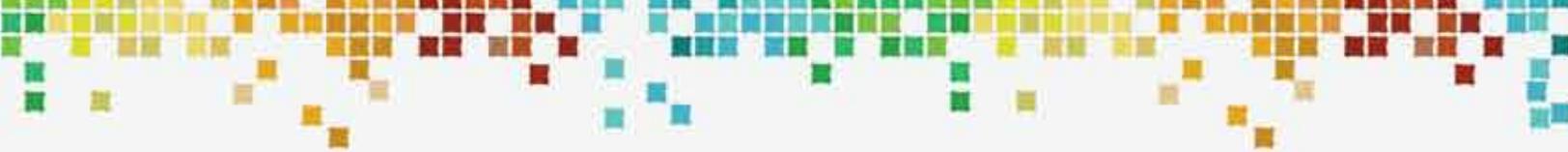
DAU Graduates its 1 Millionth Student

The Defense Acquisition University recognized its 1 millionth graduate in a ceremony held Nov. 20, 2009, at the Fort Belvoir campus. Wilfred Cruz-Camacho, team leader for the U.S. Munitions Team at the Armaments Research, Development and Engineering Center, Picatinny, NJ, completed DAU's Program Management Tools (PMT 250) course, making him the 1 millionth graduate of a DAU certification course.

DAU Revamps *Defense Acquisition Guidebook* Website

The *Defense Acquisition Guidebook* (DAG) website, located at *https://dag.dau.mil*, has been redesigned to provide the Defense Acquisition Workforce and its industry partners with a more effective, user-friendly capability to instantly access best business practices, supporting policies, and lessons learned.

The revised DAG website includes a number of new tools that link to valuable sources of acquisition information, including the guidance needed to implement the acquisition policy changes in DoD Instruction 5000.02 and information on implementing policies related to the

Weapon Systems Acquisition Reform Act of 2009. Other DAG features include:

+ A revised online presentation that improves readability and eases navigation, as users no longer need to view each individual paragraph separately.
+ An improved search feature that provides more precise search results and allows the user to search within the initial results.
+ A redesigned Integrated Defense Acquisition, Technology and Logistics Life Cycle Management Chart view that allows the user to quickly determine the information requirements for each decision event and program type.
+ A Defense Acquisition Portal Quick Links feature that places a wide array of tools at the user's fingertips.
+ More timely updates. As new statutes, policies, and direction are introduced, appropriate DAG content changes can be made quickly, providing users more up-to-date content.

Feedback is welcome and can be sent to *guidebook@dau.mil*.

New Program Managers e-Tool Kit

The new Program Managers e-Tool Kit, available at *https://pmtoolkit.dau.mil*, provides the program management community with the resources of the popular print Tool Kit version available in a dynamic format. It features continual content updates, live policy links and links to informative ACQuipedia articles and related communities of practice.

When you visit the e-Tool Kit, you'll encounter a table of contents listing all information in the handbook, and clicking on a topic will send you directly to that page in the handbook. Table of contents topics are available in the left-hand menu, and you can also use clearly labeled navigation buttons to view each individual page in the handbook.

Future e-Tool Kit developments will include tools to make policy, guidelines, and document flows more readily available and understandable.

DAU South Ribbon Cutting Ceremony

DAU South celebrated the opening of its new facility with a ribbon-cutting ceremony Feb. 16, 2010. The new facility enhances DAU's ability to meet the increased training requirements of the growing Defense Acquisition Workforce. Located just outside Gate 9 at Redstone Arsenal, the building is in a prime location to support the Army's largest buying organization.

New Advanced Contingency Contracting Officer Course

The Advanced Contingency Contracting Officer Course (CON 334) was deployed in January 2010. CON 334, developed by subject matter experts at DAU, addresses contingency contracting gaps identified by the Gansler Commission, including sustainment contracting, major source selection, cost and price analysis, and reconstruction. It will provide just-in-time training to senior-level contracting personnel deploying to management positions, ensuring they are prepared for the uncertainties they will confront in a contingency environment.

DAU Website

The DAU website has been redesigned to serve you better. As more technologies have been inserted into our learning assets, we wanted the same to be reflected in our Web presence.

The site has been enhanced with user-friendly features, additional technology, and less redundancy. Now, a tab-organized, icon-driven site incorporates many Web 2.0 technologies and a new design that provides a clean, updated page without sacrificing ready access to all the information you, our customers, need.

Listed below are some of the features and technologies of the new DAU site:

+ The DAU Ticker: centered on the homepage, the Ticker provides important up-to-date news and allows you to subscribe via an RSS feed, so you can receive alerts on new postings.
+ Using the Career Field Gateways, you can navigate directly to the career field of interest to you.

+ You can browse all DAU course material directly without charge or having to log in as a registered student. Simply select "Student Course Material" in the "Career-Long Learning" box.
+ A real-time interactive quick-look calendar gives you fast access to DAU events.
+ If you're considering a career change, the "Careers at DAU" page gives you the option to apply directly to a DAU position right on the website.
+ An updated look at the DAU regional campus location pages is designed with the student visitor in mind. The "Locations" pages offer information directly related to specific DAU locations, and include information on area hotels, eating establishments, interactive maps, and imbedded Google Maps directly to DAU facilities.

The DAU Web team recognizes that redesigning the site is an iterative process. Our work continues to make this a best-in-class site that is consistent with DAU's image, and we welcome your feedback. Use the "Contact Us" link in the lower left quadrant of the screen to contact our Webmaster.

www.dau.mil

Services Acquisition Mall Launched

On Jan. 15, 2010, DAU launched the Services Acquisition Mall, or SAM, at *https://sam.dau.mil*. SAM is a new initiative to provide training and knowledge sharing for the acquisition community involved in services acquisition. SAM uses a seven-step services acquisition process. It contains functional information based on broad service categories depicted by the stores in the mall. SAM 1.0 is the initial step in developing tools, training, and functional knowledge available through the net. DAU's goal is to include sample performance objectives and standards for various types of services that will provide acquisition teams with a good start in developing effective performance work statement requirements. Additional functional content and training will be deployed as it is developed.

Introducing Conclave

Conclave is DAU's program to assist defense acquisition program teams through the use of computer simulated experiences. With a focus on individual and team performance, critical points in the acquisition life cycle, and critical skills, Conclave is developing tools and scenarios designed to help program teams become even better.

Conclave's *Intact Team Trainer* helps program teams experience issues and tasks critical to the life cycle. Teams enter an immersive virtual environment and are challenged by team- and task-based scenarios that focus on real-life program experiences. With a focus on critical thinking and skills rehearsal, teams can choose scenarios based on the request for proposal and source selection process, integrated baseline review, or a "day in the life" team experience geared towards seasoned practitioners.

Conclave's *Acquisition Challenge* requires teams to apply their risk handling, decision making, and strategic planning skills to the development of a system from concept to production. With every decision impacting their program's potential for success, teams quickly gain an appreciation for the informed, coordinated effort necessary to bring a system to fruition.

New tools and scenarios continue to be developed. For the latest news or to set up a simulation for your program, visit *conclave.dau.mil*.

Your primary source for the latest information on courses and certification:

http://icatalog.dau.mil/

American Council on Education (ACE) Information

When you click on a course description in the iCatalog, you'll go to a course concept card (information) that will provide ACE-recommended college credits. Alternatively, you can go to *http://www.militaryguides.acenet.edu/ CourseSearch.asp* to find ACE information.

DAU Equivalency Program

Go to *http://icatalog.dau.mil/appg.aspx* for a complete listing of currently acceptable equivalencies (those acceptable for current training requirements) and former equivalencies.

DAU Fulfillment Program

DAU provides Defense Acquisition Workforce members the opportunity to complete course prerequisite and program core and functional training requirements through its Fulfillment Program. The program permits the assessment of a workforce member's demonstrated competencies (capabilities acquired through previous training, education, and/or experience) against the learning outcomes/objectives of select DAU courses. Go to *http://icatalog.dau.mil/DAUFulfillmentPgm.aspx* for more information about the Fulfillment Program.
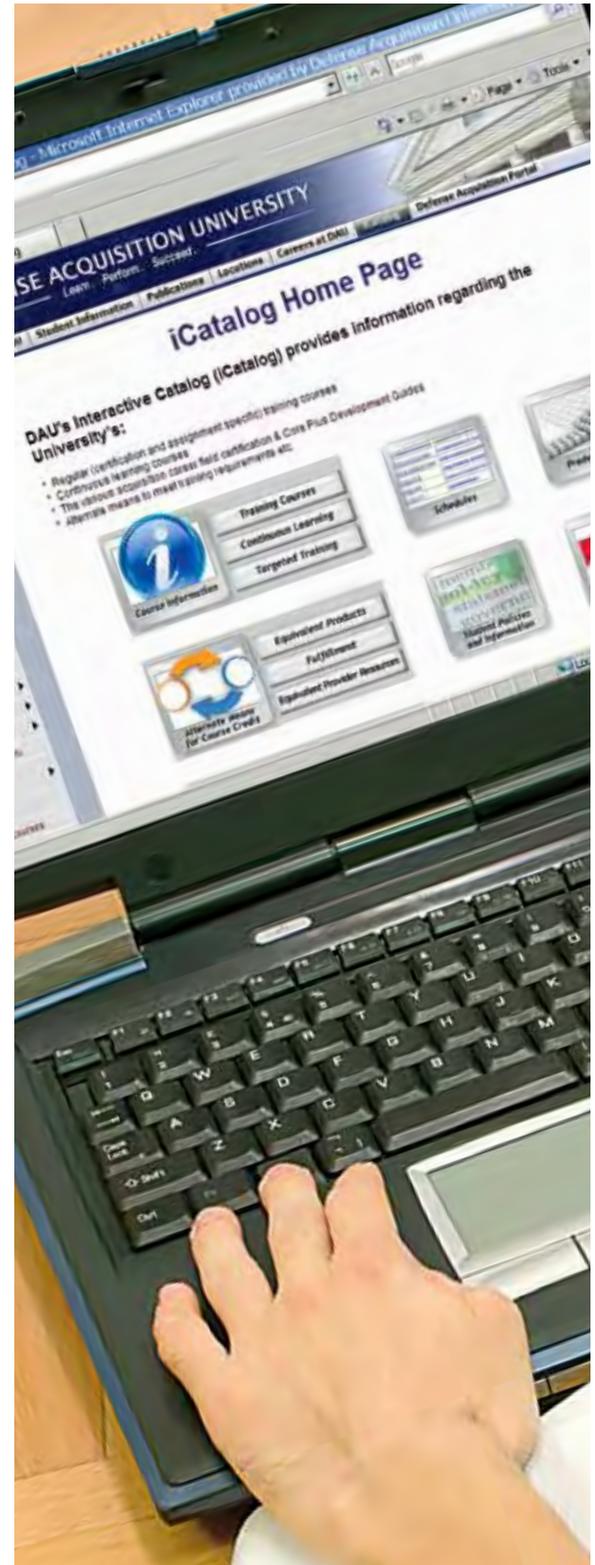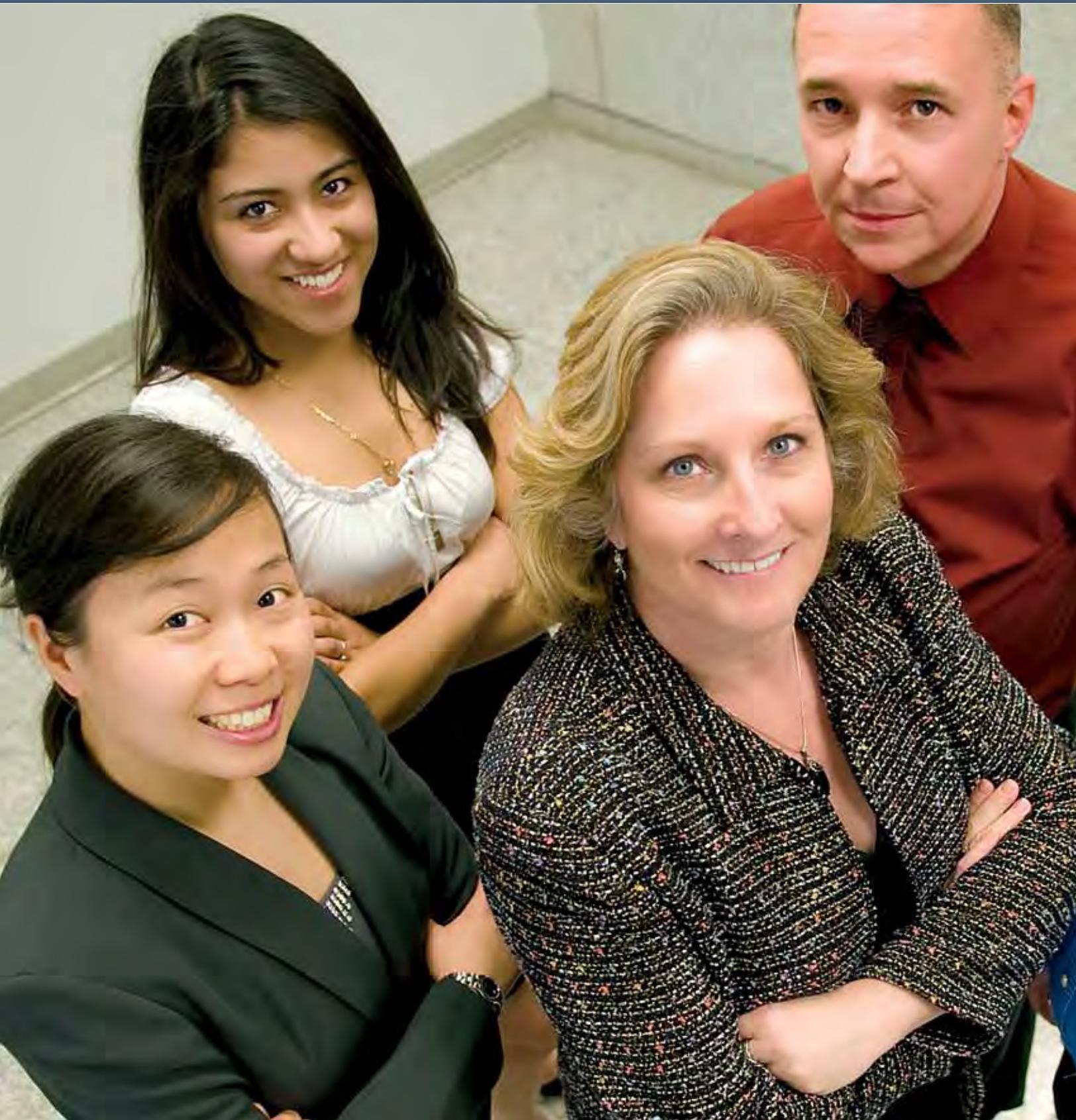
Chapter One

Our Work

The Defense Acquisition University (DAU) is the one institution that touches nearly every member of the Defense Acquisition Workforce throughout all professional career stages. The university provides a full range of basic, intermediate, and advanced certification training; assignment-specific training; mission assistance; job-relevant applied research; and continuous learning opportunities. The university also fosters professional development through consulting efforts, rapid-deployment training on emerging acquisition initiatives, online knowledge-sharing tools, and continuous learning modules.

Our Accreditation

The Defense Acquisition University is accredited by the Commission of the Council on Occupational Education.

DAU selected the Council on Occupational Education (COE) as its accrediting body because the standards and criteria established by COE correspond with the university's training certification mission and the broader view of learning and development. DAU was first awarded accreditation in 2003 and was reaffirmed in 2008.

Our History

The Defense Acquisition Workforce Improvement Act (DAWIA), Public Law 101-510, Title 10 U.S.C.1, of the Fiscal Year 1991 National Defense Authorization Act was enacted to improve the effectiveness of the personnel who manage and implement defense acquisition programs. The act required the creation of the Defense Acquisition University, and per DoD Directive 5000.57, the university was to provide for "the professional educational development and training of the acquisition workforce and perform research and publication capabilities in the area of acquisition."

Since the university's founding, it has expanded to five regional locations throughout the United States, allowing the university to provide local training to the Defense Acquisition Workforce—training at the point of need. DAU has also strategically partnered with academic institutions, professional organizations, corporations, and government agencies to provide professional development, equivalencies, academic credit toward degree programs, as well as certificates for DAU courses.

Our Organization

The university's leaders are committed to ensuring DAU provides the best learning capabilities to those who use the university's learning resources.

The DAU president is the chief executive officer of the university and directs the acquisition education, training, mission assistance, and research activities of the university. The DAU vice president is responsible for the operations and execution of the university's mission.

The DAU chief of staff coordinates the university's strategic planning process, human resources management, professional development, logistics, and other support services.

The Planning, Policy, and Leadership Support Office is responsible for strategic planning, accreditation, customer relationship management, corporate communications, outreach and communications efforts, the strategic partnership program, enterprise performance management, and faculty policy.

The Performance and Resource Management Directorate is responsible for business oversight and financial management of DAU's resources relating to its program and operations, including all resource aspects of DoD's planning, programming, budgeting, and execution process.

DAU's regional deans oversee the day-to-day functions of their respective area of responsibility, ensuring that the DAU regions properly support professional development and the DAU partnership/acquisition-related events in the area. The Defense Systems Management College–School of Program Managers provides executive-level and international acquisition management training, consulting, and research.

The Learning Capabilities Integration Center is responsible for learning asset management in support of the Acquisition, Technology and Logistics Performance
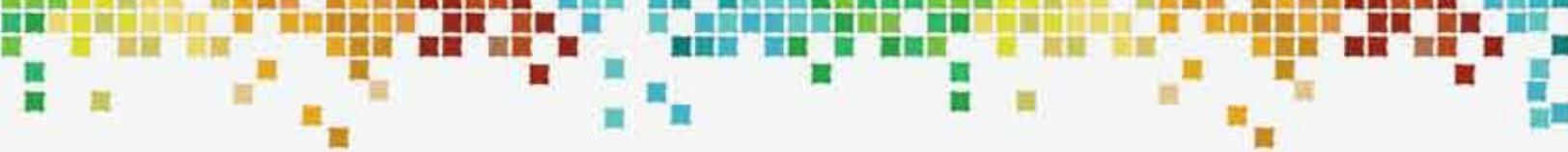
Learning Model, which consists of training, continuous learning, mission assistance, and knowledge sharing. The Global Learning and Technology Center is responsible for the technology support of DAU distance learning products and services, continuous learning modules, and knowledge-sharing platforms.

The David D. Acker Library and Knowledge Repository supports university research by providing the latest virtual learning and research opportunities afforded by technology to DAU students and alumni. The library also has an extensive collection of books, periodicals, and other research materials available to patrons.

The Operations Support Group provides public affairs, protocol, human resources, administrative and logistical services, publications, student services, and information systems support to all of DAU.

The Human Capital Management Advisor provides guidance to the DAU president on how to evaluate, design, and deploy human capital resources and processes.

The Pentagon liaison serves as a link between DAU and all elements of DoD senior staff. The liaison establishes, monitors, and closes out action items from DoD.

Co-located with DAU are:
The Director, AT&L Human Capital Initiatives, who performs Defense Acquisition Workforce strategic analysis, and human capital planning for the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics.

The Director, Acquisition Career Management (DACM) for the Defense Agencies (4th Estate), assists in managing the accession, training, education, and career development of the DoD components outside the military departments. The office also collaborates with the Service DACMs in matters relative to Defense Acquisition Workforce education, training, and career development.

The Federal Acquisition Institute (FAI), established in 1976 under the Office of Federal Procurement Policy Act, facilitates and promotes career development and strategic human capital management for the acquisition workforce. In conjunction with its partners, FAI seeks to ensure availability of exceptional training, provide compelling research, promote professionalism, and improve acquisition workforce management.

Our Faculty and Staff

DAU's faculty members have extensive experience in acquisition as well as the ability to communicate their knowledge in the classroom, online, and in the workplace during consulting efforts. Faculty members are expert practitioners who can draw upon real-world experience to relate to students in the classroom and online, and develop training products that are directly applicable to the current challenges students face. Many faculty members are drawn to DAU following high-impact careers in the military, defense industry, and the civil service because they are seeking an opportunity to share their experiences, to truly make a difference in the lives of the members of the Defense Acquisition Workforce, and to support the vitally important mission of DoD.

DAU's staff members provide the support necessary to keeping the university running efficiently, including operating and maintaining the university's automation networks; and providing audio, video, and telecommunications in support of classes and DAU/acquisition events. DAU's staff also provide services such as public affairs, protocol, human resources, administrative and logistical services, publications management and graphic design, student services, and information systems support to all of DAU. The university's staff are highly skilled at the support they provide the university, and they are essential to ensuring each student receives a positive experience at DAU.

Our Facilities

DAU's facilities reflect the university's commitment to providing a comprehensive learning environment. The university's capabilities include:

+ 87 classrooms located throughout the university's five regional sites.
+ More than 150 breakout rooms that can be used for small group discussions during classes.
+ More than 2,000 laptops available for classrooms to allow each student his or her own computer.
+ TelePresence sites, allowing professors to remotely connect to classes and students.
+ TriZenter presentation capabilities, allowing instructors to use three presentation screens simultaneously, thus better illustrating acquisition concepts and practices.
+ A 390-seat main conference center.
+ Numerous small conference rooms, seating 25-100 people.
+ Wireless hotspots that allow students to go online during class breaks.

The university has seen an unprecedented growth in the number of acquisition students it serves, and in response, DAU has increased its number of classrooms and continues to grow. Additionally, the university has established a teaching and learning lab, which will allow professors to test out new technologies that will aid in the delivery of course materials.

Dr. James McMichael
Acting President

Mr. Joseph Johnson
Chief of Staff and
Acting Director, Planning, Policy,
and Leadership Support

Mr. Mark Whiteside
Director, Performance and
Resource Management

**Rear Adm. Lenn
Vincent, USN (Ret.)**
Industry Chair

**Mr. Richard
Hoeferkamp**
Pentagon Liaison

Mr. Andy Zaleski
Dean, West Region

Mr. Travis Stewart
Dean, Midwest Region

**Mr. James L.
McCullough II**
Dean, South Region

Ms. Barbara Smith
Dean, Mid-Atlantic Region

Mr. Robert Daugherty
Dean, Capital and Northeast
Region

Dr. Roy Wood
Dean, DSMC- School of Program
Managers

Mr. Tim Shannon
Director, Learning Capabilities
Integration Center

Dr. Chris Hardy
Director, Global Learning and
Technology Center

Dr. Craig Lush
Director, Library and Knowledge
Repository

Mr. Dave Scibetta
Director, Operations Support
Group

Ms. Meg Hogan-Roy
Human Capital Management
Advisor

DAU Board of Visitors

Since its inception as an academic institution, DAU has received guidance from the DAU Board of Visitors. The Board of Visitors consists of individuals selected for their preeminence in academia, business, and industry. The members advise the Under Secretary of Defense for Acquisition, Technology and Logistics and the DAU president on matters such as the university's organizational management, curricula, methods of instruction, and facilities. All Board of Visitors members, past and present, have been invaluable to the foresight, planning, and progress of DAU as an institution.

GEN William G.T. Tuttle, Jr., USA (Ret.)
Chairperson

Ms. Karen Barley
President, Corporate University Enterprise, Inc.

Ms. Susan Coté
VP of Corporate Contracts, Pricing and Supply Chain, Northrop Grumman Corporation

Mr. Curtis Gray
Senior VP, Human Resources, BAE SYSTEMS

Mr. Michael Joyce
Senior VP of Operations and Program Management, Lockheed Martin

Mr. Norman B. Kamikow
President and Editor in Chief, MediaTec Publishing, Inc.

Gen. Bernard Randolph, USAF (Ret.)
Consultant

Mr. Carl Salzano
VP, Acquisition, Booz Allen Hamiltion

RDML Michael Sharp, USN (Ret.)
Director, Maritime Advanced Technology, Raytheon Company

RADM Lenn Vincent, USN (Ret.)
Industry Advisor, National Defense Industrial Association

Mr. John C. Wilson, Jr.
President, BizDynamics, LLC

Gen. Ronald W. Yates, USAF (Ret.)
Consultant

The DAU West Region is the primary acquisition learning location for professionals located in the Pacific Rim. The headquarters of DAU West Region is strategically located in San Diego to support a large contingent of the Defense Acquisition Workforce. From an ideal location on the Pacific Rim, San Diego is the anchor for a region poised for success in an era of growing needs for acquisition learning. The region also has satellite locations in Colorado Springs, CO; Los Angeles, CA; Port Hueneme, CA; and Pearl Harbor, HI.

The region's primary customers are Navy Region Southwest, the Space and Naval Warfare Center, Naval Base Ventura County, and Los Angeles Air Force Base.

DAU has numerous partnerships with colleges and organizations in the DAU West Region. A listing of all DAU partnerships can be found at *http://www.dau.mil/ aboutdau/pages/partnerships.aspx*.

LOCATIONS

DAU West Region
San Diego, CA
33000 Nixie Way, Bldg. 50,
Suite 345
San Diego, CA 92147-5117
619-524-4814, DSN 524
Fax: 619-524-4794

Training Centers:
Colorado Springs, CO
7150 Campus Drive
Colorado Springs, CO 80920
719-593-8794, ext 342

Los Angeles, CA
222 N. Sepulveda Boulevard
Suite 1220
El Segundo, CA 90245
310-606-5914

Port Hueneme, CA
3502 Goodspeed Street
Bldg. 1444, Suite 5
Port Hueneme, CA 93043-4425
805-982-2151, DSN 551
Fax: 805-982-4843

Pearl Harbor, HI
Ford Island
Bldg. 39, Room 106
239 Lexington Boulevard
Pearl Harbor, HI 96860
808-472-1937

The DAU Midwest Region campus is located in Kettering, OH, just south of Wright-Patterson Air Force Base near the city of Dayton. There are three satellite campuses within the region, located in Columbus, OH; Rock Island, IL; and Sterling Heights, MI.

The DAU Midwest Region faculty and staff members focus on teaching, research, and mission assistance (targeted training, consulting, and partnering with agencies). Their agenda includes working with organizations within the region and staying current on major issues and needs of the Defense Acquisition Workforce.

Highly knowledgeable and experienced faculty members teach resident Defense Acquisition Workforce Improvement Act certification classes in various functional disciplines at the Kettering and satellite campuses; as needed at DAU regional campuses nationwide; and at customer sites across the United States and worldwide when required. Additionally, the region's faculty support distance learning courses taught over the Internet.

Responsible for mission assistance (consulting and other non-certification training) for the Defense Acquisition Workforce within the entire U.S. midwest area, the DAU Midwest Region serves multiple Department of Defense and other federal organizations. DAU has numerous partnerships with colleges and organizations in the DAU Midwest Region. A listing of all DAU partnerships can be found at *http://www.dau.mil/aboutdau/pages/partnerships.aspx*.

LOCATIONS

DAU Midwest Region
Kettering, OH
3100 Research Boulevard
Pod 3, 3rd Floor
Kettering, OH 45420
937-781-1025
Fax: 937-781-1026

Training Centers:
Columbus, OH
Bldg. 10, Section 10
3990 E. Broad Street
Columbus, OH 43216
614-692-1559, DSN 850
Fax: 614-692-1552

Sterling Heights, MI
38219 Mound Road, 2nd Floor
Sterling Heights, MI 48310
586-276-2167
Fax: 586-276-0069

Rock Island, IL
Bldg. 56, 2nd Floor, Room 222
1 Rock Island Arsenal
Rock Island, IL 61299-7640
309-782-0454, DSN 793
Fax: 309-782-0518

With its headquarters in the dynamic community of Huntsville, AL, DAU South Region is now in its eighth year of operation. In that time, DAU South has supported the goals and objectives of the Defense Acquisition Workforce by providing products and services to the acquisition community at the point of need. The faculty and staff members of the DAU South Region provide teaching, research, and mission assistance (targeted training, consulting, and partnering with agencies). They focus on working with their customers and staying current on major issues and needs of the acquisition workforce throughout the region.

The region recently opened a facility of approximately 68,000 square feet and state-of-the-art equipment in Huntsville. DAU South can accommodate a diversity of student needs, providing classrooms furnished to enhance the overall learning experience and with an extensive e-Learning set of capabilities. The building also offers a fitness center, convenient parking, and convenient access to nearby shopping, a wide variety of dining facilities, and hotel accommodations.

In addition to its Huntsville campus, DAU South has three satellite facilities to further facilitate the needs of its customers, located at Eglin Air Force Base, FL; MacDill Air Force Base, FL, and Robins Air Force Base, GA.

DAU has numerous partnerships with colleges and organizations in the DAU South Region. A listing of all DAU partnerships can be found at *http://www.dau.mil/aboutdau/pages/partnerships.aspx*.

LOCATIONS

DAU South Region
Huntsville, AL
7115 Old Madison Pike
Huntsville, AL 35806
256-922-8020

Training Centers:
Eglin AFB, FL
AAC/EN
102 West D Avenue, 1st Floor
Eglin AFB, FL 32542-6807
850-882-8785
Fax: 850-883-3085

MacDill AFB, FL
Special Operations Command
ATTN: SOAL-M
7701 Tampa Point Boulevard
MacDill AFB, FL 33621
813-826-9426
Fax: 813-826-9434

Warner Robins, GA
WRLC/PKP
235 Byron Street
Bldg. 300, West Wing
Door 23A
Robins AFB, GA 31098
478-222-1508, DSN 468
Fax: 478-327-4829
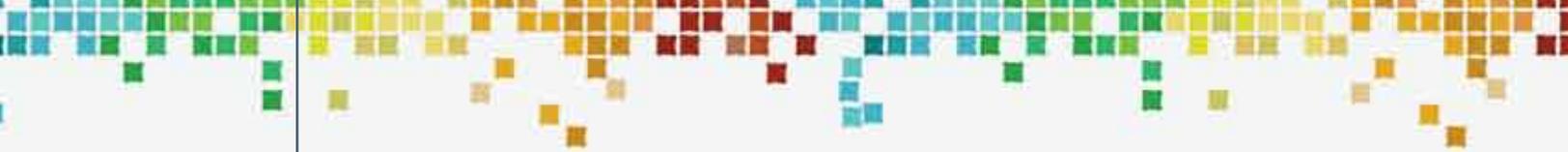
Huntsville, Alabama
HAVE QUESTIONS? CONTACT dausouth@dau.mil

DAU Mid-Atlantic Region is strategically located in the town of California, MD, just 7 minutes away from nearby Patuxent River Naval Air Station. The California, MD, site offers a state-of-the-art training facility, located among a large and growing Defense Acquisition Workforce. The Mid-Atlantic Region also has three additional training site locations: Chester, VA; Norfolk, VA; and Kaiserslautern, Germany.

The Mid-Atlantic Region's employees serve a Defense Acquisition Workforce of approximately 23,000 members.

The region's largest customers are Naval Air Systems Command, the Defense Commissary Agency, Langley Air Force Base, U.S. Army Training and Doctrine Command, Joint Forces Command, U.S. Army Europe, U.S. Air Forces in Europe, and the Naval Surface Warfare Center Dahlgren.

In addition, the Mid-Atlantic Region has learning organization agreements with the Navy Test Pilot School and the Marine Aviation Detachment.

DAU has numerous partnerships with colleges and organizations in the DAU Mid-Atlantic Region. A listing of all DAU partnerships can be found *http://www.dau.mil/aboutdau/pages/partnerships.aspx*.

LOCATIONS

DAU Mid-Atlantic Region
California, MD
23330 Cottonwood Parkway
Suite 200
California, MD 20619
240-895-7344
Fax: 240-895-7333

Training Centers:
Pax River, MD
23330 Cottonwood Parkway
Suite 200
California, MD 20619
240-895-7323
Fax: 240-895-7333

Chester, VA
3600 Festival Park Plaza
Chester, VA 23831
804-425-2946
Fax: 804-425-2947

Norfolk, VA
1968 Gilbert Street, Suite 660
Norfolk, VA 23511
757-443-2350
DSN 564
Fax: 757-443-2343

Kaiserslautern, Germany
Bldg. 164, Room 114
Rhine Ordnance Barracks
67663 Kaiserslautern, Germany
(49) 631-536-6332
Fax: (49) 631-536-7056,
       (49) 631-536-8507

The DAU Capital and Northeast Region provides acquisition training and mission assistance services to customers both internationally and regionally. The regional area covers the states of Maine, Vermont, New Hampshire, Connecticut, Massachusetts, Rhode Island, New York, Pennsylvania, New Jersey, Delaware, parts of Maryland, and in Virginia north of the Rappahannock River, including the District of Columbia. Due to its location in the nation's capital area, the region has a multitude of key customers, including the Army, Navy, Air Force, Marines, and defense agencies along with numerous federal agencies.

The DAU Capital and Northeast Region campus is co-located with DAU Headquarters at Fort Belvoir, VA. The post provides a full array of services such as a commissary, a post exchange, library, a fitness facility, and other services. The DAU Capital and Northeast campus itself provides fitness facilities, a library, and a cafeteria. Student parking is conveniently located nearby. The area surrounding the post offers a wide variety of dining establishments and hotel accommodations.

DAU has numerous partnerships with colleges and organizations in the DAU Capital and Northeast Region. A listing of all DAU partnerships can be found at *http://www.dau.mil/aboutdau/pages/partnerships.aspx*.

LOCATIONS

DAU Capital and Northeast Region
Fort Belvoir, VA
9820 Belvoir Road
Fort Belvoir, VA 22060-5565
703-805-2764, DSN 655
Fax: 703-805-2877

Aberdeen Proving Ground
Edgewood Area, Bldg. E5027
5027 Black Hawk Road
Aberdeen Proving Ground,
MD 21010
410-436-7257 Director's Office
410-436-5761 Coordinator's Office
410-436-6041 Fax

Hanscom Education and Training Center
29 Chennault Street, Bldg. 1728
Hanscom AFB, MA 01731
781-377-3583
Fax: 781-377-8577

Defense Supply Center - Philadelphia
700 Robbins Avenue, Bldg. 5
Philadelphia, PA 19111-5092
215-737-0409

Fort Belvoir, Virginia
HAVE QUESTIONS? CONTACT daucne@dau.mil

Co-located with DAU Headquarters at Fort Belvoir, VA, the Defense Systems Management College (DSMC)—School of Program Managers is chartered to provide executive-level and international acquisition management training, consulting, and research.

A core faculty of former DoD and industry program managers and other senior acquisition practitioners, manage a dynamic curricula and mentors course participants both during and after their DSMC residency. Executive-level courses are tailored to the responsibilities and needs of diverse leadership positions in the DoD and related industry partners. International offerings include courses and seminars that promote excellence in the structuring, negotiation, and execution of international programs.

LOCATION

DSMC—School of Program Managers
Fort Belvoir, VA
9820 Belvoir Road
Fort Belvoir, VA 22060-5565
703-805-2436, DSN 655
Fax: 703-805-3201

Chapter Two

The Performance Learning Model

The Acquisition, Technology, and Logistics (AT&L) Performance Learning Model (PLM) is a visual representation of how the Defense Acquisition University (DAU) fulfills its mission in providing practitioner training, career management, and mission assistance services to enable the Defense Acquisition Workforce to make smart business decisions and deliver timely and affordable capabilities to the warfighter.

Three Pillars of Workforce Development

The PLM's three pillars identify the primary types of acquisition training and development DAU provides to the acquisition professional—career development, job performance, and executive and leadership support. The pillars represent DAU's commitment to supporting the workforce throughout a professional's career, from entry level to senior leadership. They also represent the university's drive to ensure learning does not end in the classroom, and that acquisition professionals continue to develop their skills and knowledge while on the job.

Foundational Structure of Workforce Development

Underlying the foundation for the three pillars of training and development are DAU's services: training courses, knowledge sharing, continuous learning, and mission assistance.

As the Defense Acquisition Workforce's premier learning and development center, DAU aligns its training with the specific career field requirements as outlined by the Defense Acquisition Workforce Improvement Act (DAWIA). In addition, the university has taken innovative measures to ensure that learning and acquisition support are available beyond DAWIA certification, creating a total learning environment for career-long solutions at the point of need. The PLM depicts this versatile and encompassing learning environment; the overview that follows summarizes DAU's numerous services

Training and Continuous Learning Courses

DAU delivers training courses in support of the DAWIA requirements, allowing a member of the Defense Acquisition Workforce to be certified at Levels I, II, or III. The Directors, Acquisition Career Management

(DACMs) for the Services and DoD agencies manage attendance at these courses. Normally, the DACMs give priority to Defense Acquisition Workforce members who are pursuing certification in an acquisition career field, but non-acquisition professionals can take courses as well. For updates to these course descriptions during the training year, consult the online version of the catalog at http://icatalog.dau.mil.

DAU also delivers online learning assets designed to help members of the Defense Acquisition Workforce continue to learn about vital acquisition topics for personal awareness. The DAU Continuous Learning Center (CLC) provides those continuous learning modules. 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 on these opportunities is available at http://www.dau.mil/clc. DAU continually develops and adds new offerings to the CLC site. To see what's new, check the CLC website frequently.

Mission Assistance

Through its mission assistance efforts, DAU provides rapidly delivered expert resources and learning assets to the Defense Acquisition Workforce, providing the right people and the right products and services at the right time in response to requests for support.

Consulting Services are offered by DAU in most functional areas. Seasoned faculty members from all disciplines and regions can consult with government acquisition organizations and integrated product teams on either a long- or a short-term basis. Faculty members 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. DAU applies systems thinking and other problem-solving methods to identify, evaluate, and develop timely and appropriate solutions to your acquisition and organizational challenges. In addition, consulting and facilitation services are offered

AT&L Performance Learning Model
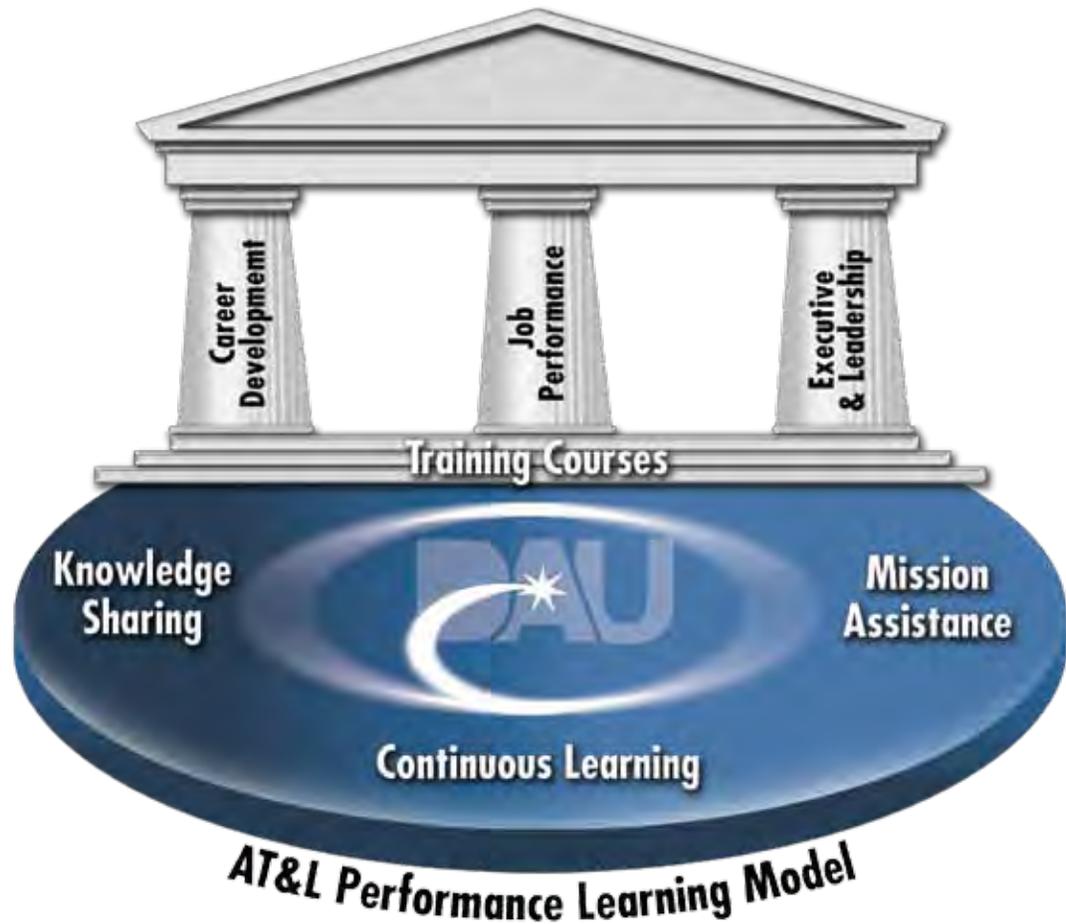
in areas such as strategic planning, group consensus problem solving, and planning of all types.

DAU offers a **Program Startup 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 startup activities and creates an environment of teamwork, communication, and trust.

DAU also offers **Group Consensus Problem Solving** to assist in group deliberation, collaborative decision making, and teamwork of all types. As an integral part of those processes, teams use networked computers to

share information, develop plans, examine alternatives, and address complex problems. The university's facilitated decision-making services use ThinkTank® electronic meeting software for strategic planning, problem solving, team building, brainstorming, and other facilitated interventions. ThinkTank® and other facilitation services can be provided at all DAU campuses using portable computers, or at your location using Web-enabled computers.

Rapid-Deployment Training is a capability that DAU established in response to the accelerated rate of change to acquisition policies, procedures, and best practices. By quickly focusing attention on high-value initiatives, DAU is able to develop and deliver training to large numbers of the Defense Acquisition Workforce soon after an initiative is implemented and in parallel with changes

to our formal courses. Rapid-deployment training can be provided via multiple available media, including live webcasts, recorded video-on-demand and podcasts, classroom training, continuous learning modules, and local sessions. Experienced facilitators can be scheduled within days of release of new initiatives that affect the Defense Acquisition Workforce. Rapid-deployment training can be designed and tailored for government and industry customers at the direction of DoD officials.

Targeted Training workshops and mini-courses are developed by DAU to meet specific, targeted needs of DoD acquisition organizations and program offices. DAU faculty members continually meet with acquisition professionals and organizations to understand their requirements; faculty can then tailor existing learning assets, such as DAWIA core courses, to meet the learning needs of the professionals or organizations. See Appendix C for a list of targeted training courses currently available.

Knowledge Sharing

Knowledge sharing—achieved by the blending of people, processes, and information technology—improves organizational performance through increased efficiency, effectiveness, and innovation. As a corporate learning institution, DAU has been sharing knowledge in the classroom and through research and consulting activities, and supporting its customers' learning and job support needs outside the formal classroom. Leveraging advanced portal and collaboration technologies, DAU supports the Defense Acquisition Workforce at their point of need for informal learning and job performance support. The Defense Acquisition Workforce can take advantage of online resources and interactive venues that facilitate the sharing of documented knowledge, experiences, and lessons learned among individuals and organizations. DAU's primary components of knowledge sharing are the AT&L Knowledge Management System (AKMS)—composed of the Defense Acquisition Portal (DAP), the Acquisition Community Connection (ACC), the DoD Acquisition Best Practices Clearinghouse (BPCh), the DoD Acquisition Encyclopedia (ACQuipedia), and the ACQuire search and discovery system—as well as the David D. Acker Library and Knowledge Repository.

Users can view short videos and get additional details on all elements of the AKMS at *https://acc.dau.mil/at&lkm*.

Defense Acquisition Portal (DAP)
The DAP supersedes the Acquisition, Technology, and Logistics Knowledge Sharing System (AKSS) as the central repository for acquisition policy and reference materials. Where AKSS focused on "little A" processes—describing the documents and procedures required for a program or project manager to obtain the necessary approvals for proceeding successfully through milestones—the DAP expands the focus to "Big A" processes—describing all phases of the acquisition process, from requirements generation and budget development, through overall management of the acquisition process.

Using the DAP, the acquisition professional can quickly access necessary information to accomplish specific tasks directly related to program and project support. The DAP is organized as a series of pages under tabbed labels, making it easy for the user to locate information. The DAP provides the Defense Acquisition Workforce with information on and links to:

+ The DAU Home page
+ The *Defense Acquisition Guidebook*
+ The Web-Enabled Integrated Defense Acquisition, Technology, and Logistics Life Cycle Management Chart
+ Ask A Professor (AAP) Program
+ FAR, DFARS, and other FAR supplements
+ Acquisition processes
+ Defense Acquisition Policy Center
+ Education and professional development
+ Career management and DoD human capital initiatives
+ Community areas
+ Overview of industry's role in DoD processes
+ Glossaries and acronyms
+ Software tools
+ News, publications, and events
+ AT&L websites
+ Guidebooks and handbooks
+ DAU video library
+ Rapid-deployment training
+ Forms
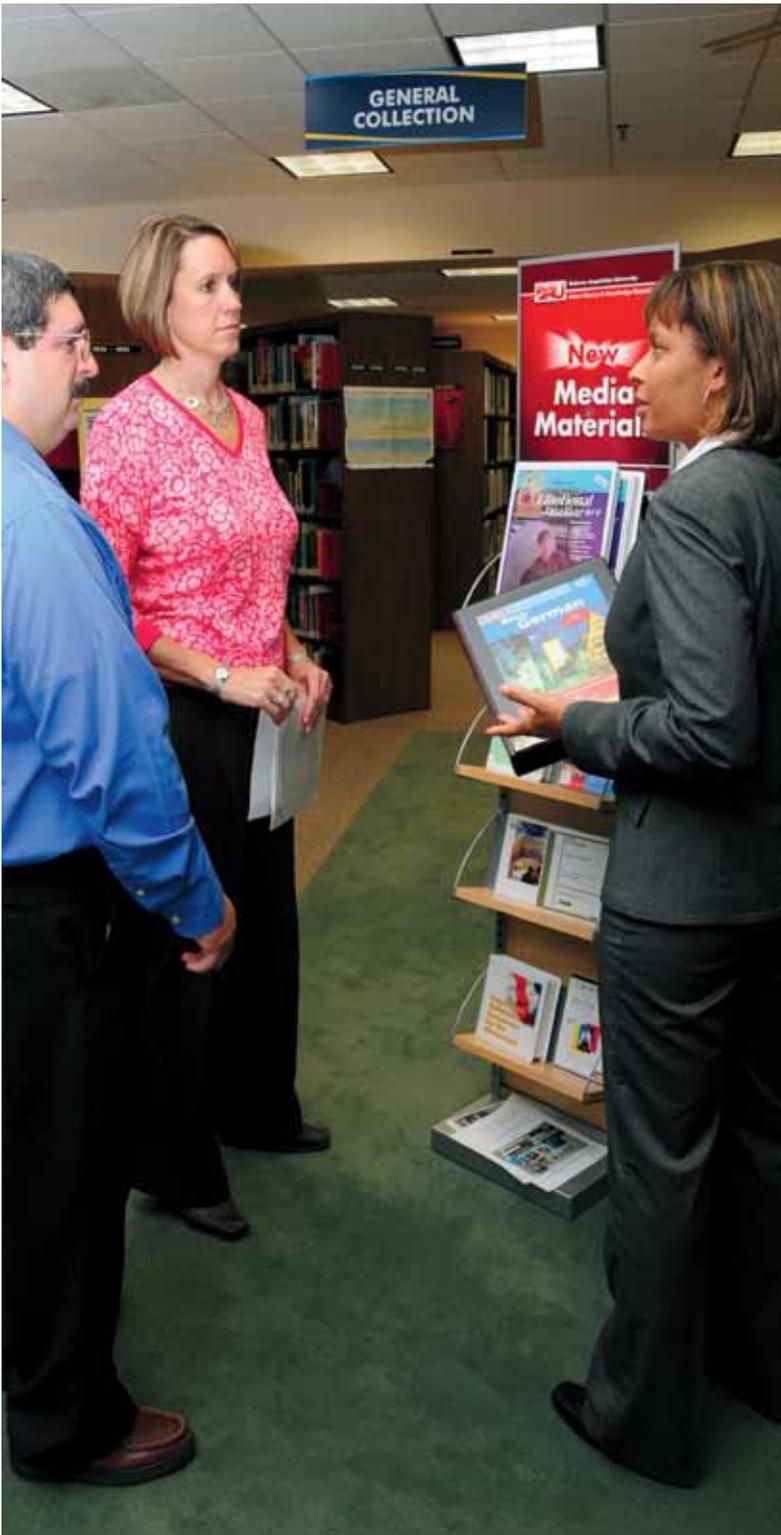
The DAP is currently in the first phase of a five-phase evolutionary development project. Future enhancements include additional Web capabilities, MyDAP personalization capability, exportable and selectable Web parts and services, reduced sign-on and log-on for DAU- and Service-related portals, and additional RSS services for notification of new and amended content. Users can access the DAP at *https://dap.dau.mil*.

Acquisition Community Connection (ACC)
The ACC is an online forum that includes communities of practice, special interest areas, and collaborative workspaces centered on acquisition-specific topics. ACC is available to the Defense Acquisition Workforce 24/7 to collaborate, share, and connect with one another in an online environment. Community members are able to interact and share lessons learned and experiences to support job performance, avoid the duplication of effort, and advance the connection of people and ideas. The ACC now includes a number of Web 2.0 features to enhance collaboration, participation, and discovery, among them a robust personal networking feature and profile feature that integrates a Facebook-like functionality, tag clouds that give users the ability to add to a user-contributed discovery capability, and personal blogs; along with many other features to ensure that knowledge sharing continues to keep pace with the potential of evolving collaborative technologies. Communities play a central role in helping the workforce stay connected to expertise and in providing the tools, resources, and connections that help people improve performance; and the ACC software serves as the backbone for performance learning tools, such as ACQuipedia at *https://acquipedia.dau.mil*, the *Defense Acquisition Guidebook* at *https://dag.dau.mil*, and the Web-Enabled Integrated Defense Acquisition, Technology and Logistics Life Cycle Management Chart at *https://ilc.dau.mil*. Users can access the ACC at *https://acc.dau.mil*.

Best Practices Clearinghouse (BPCh)
The BPCh is designed to help improve DoD's systems acquisition processes by allowing users to select and implement proven acquisition, development, and systems engineering practices appropriate to their individual program needs. Rather than recreate or repost information, BPCh is designed to link to as many existing resources as possible that not only identify practices but explain how to implement them. BPCh

In its first year, the DAP had 696,701 contact hours.
The ACC had 540,270 contact hours in fiscal year 2009.

adopts an evidence-based approach in which supporting evidence and practices for programs undergo a system of recommendations and vetting by government, industrial, and academic members comprising a "practice providers network." The value BPCh provides is that stored evidence is contextualized—guiding users to lessons and practices relevant to their program, type of problem, or specific environment—which helps them learn from practical results that may be applied in their environment. Planned future improvements will bring additional integration between the BPCh and DAU's Multimedia Library, so video and audio assets can be used as supporting evidence more effectively. Users can access BPCh at *https://bpch.dau.mil*.

ACQuipedia
ACQuipedia is an online encyclopedia of common defense acquisition topics and was developed as a collaborative project to create content around acquisition-related topics. ACQuipedia provides the Defense Acquisition Workforce with quick access to

information in a succinct and digestible format. Article content aggregates the most relevant references and learning assets to narrowly focus users and quickly provide high-value content. Each topic is identified as an article, and each article contains a definition; a brief narrative that provides context; and links to the most pertinent policy, guidance, tools, practices, and training on the subject. Articles are maintained as a shared effort of subject matter experts throughout DAU. Future growth may expand the collaboration of subject matter experts beyond DAU. ACQuipedia articles will support the Web-enabled Integrated Defense Acquisition, Technology, and Logistics Life Cycle Management Chart, community of practice libraries, and course material; and will significantly enhance search results in the next release of ACQuire. Users can access ACQuipedia at *https://acquipedia.dau.mil*.

Program Managers e-Tool Kit

DAU has converted the popular *Program Managers Tool Kit* into a Web version that is easy to update with the latest information; and key text and diagrams now link directly to cited policy, related communities of practice, and comprehensive ACQuipedia articles. When you visit the e-Tool Kit, you will encounter a table of contents listing all information in the handbook, and clicking on a topic will send you directly to that page in the handbook. Table of contents topics are available in the left-hand menu, and clearly labeled navigation buttons allow you to view each individual page in the handbook. Users can access the Program Managers e-Tool Kit at *https://pmtoolkit.dau.mil*.

ACQuire Enterprise Search

ACQuire is the enterprise search engine for DAU educational and knowledge content. It allows users to select the information source—DAP, ACC, AAP, BPCh, the *Defense Acquisition Guidebook*, the DAU Home page, DAU continuous and distance learning modules, and ACQuipedia—and search for exact terms, phrases, multiple terms, acronyms, or numerical references. The recently improved ACQuire search engine has several features that are designed to enhance the user's search and discovery experience. As you enter the search query, ACQuire will offer suggested searches pulled from the DAU taxonomy, recent search history, and controlled vocabulary. The suggested search query will also be dynamically filtered based on your input. The results will be displayed with the best results presented first and faceted results that are pre-grouped into functional categories. Each of the categorized search results can be selected and will display details as primary search result. Statistics showing the number of search results can be viewed in each category.

Users seeking additional information outside of the AKMS suite also have the option of selecting from a variety of commercial search engines, which will automatically use the same search query terms. ACQuire still maintains the search-within-search feature, allowing the user to refine the results based on additional search criteria and discriminators. Finally, ACQuire integrates the search results with ACQuipedia for pre-populated and matched terms and queries. Users can access ACQuire at *https://acquire.dau.mil*.

iTunes University

The first corporate university to appear on Apple's iTunes University, DAU provides users with access to videos on a variety of topics for all Defense Acquisition Workforce career fields, and the university continues to add new videos. All content is free to the public, but you must first establish an account with iTunes and have iTunes installed on your computer. Once you've done this, you can access the videos by going to *https://deimos.apple.com/WebObjects/Core.woa/Browse/dau.mil* or by opening iTunes, clicking on the iTunes Store link, clicking on the Universities & Colleges link, and looking for Defense Acquisition University. iTunesU Media can also be accessed via iTunes-enabled mobile devices such as the iPhone, iTouch, or iPad.

Library and Knowledge Repository

The David D. Acker Library and Knowledge Repository supports the university's curricula and its defense acquisition research. Full borrowing privileges are available to current DAU 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 website, *http://www.dau.mil/pubscats/Pages/Acker%20Library.aspx*, offers extensive online research capabilities for DAU students, including an online library catalog. The online catalog provides easy searches by author, title, subject terms, keywords, date, and format. If a publication is available on the Web, the online catalog will provide a link.

Other Services

Strategic Partnerships

DAU has established strategic partnerships with universities and colleges so that Defense Acquisition Workforce members can transfer DAU coursework toward college and university degrees and certificates. While each partnership is unique in what it offers, the objective of the partnership program is to provide workforce members with opportunities to maximize academic accomplishments by receiving credit for DAU courses toward a graduate, undergraduate, or certificate program offered by a strategic partner.

To help you find a program that suits your needs, DAU has developed an interactive Web-based Strategic

Partnership Database in which you can search for partners offering degree or certificate credits for DAU classes. The database allows you to narrow your search by career field, geographic area, or type of program desired.

To search the Strategic Partnership Database or to view a comprehensive list of DAU's partners and links to their respective websites, visit *http://www.dau.mil/aboutdau/pages/partnerships.aspx*.

Excelerate

Through the Excelerate program, DAU has established agreements that allow Defense Acquisition Workforce members to obtain credit toward master's degrees for Level II DAWIA certification.

For a current list of partners participating in the Excelerate program, go to *http://www.dau.mil/aboutdau/aboutdocs/excelerate.aspx*.

Equivalency Program

DAU has partnered with other education and training providers that offer or desire to offer courses, programs of instruction, or assessment processes that are substantially similar to the learning outcomes addressed in specific DAU courses. Equivalency courses can be used in lieu of a DAU course when seeking certification in an acquisition career field.

For current and potential providers of equivalency courses, go to *http://www.dau.mil/studentinfo/learning/appg.aspx*.

Senior Service College Fellowship

The Senior Service College Fellowship (SSCF) program at DAU conducts offerings in Huntsville, AL; Warren, MI; and Aberdeen Proving Ground, MD. This 10-month, in-resident leadership education program is a partnership between the Army and DAU designed to provide senior-level civilians equivalent training to their military counterparts in preparation for senior-level leadership responsibilities.

Target Attendees: Civilians at the GS-14 or 15 level (or equivalent pay band) in all acquisition career fields who are members of the Army Acquisition Corps and seek to develop and apply leadership skills and competencies.

Prerequisite(s): Level III certification in primary acquisition career field; commander's letter of endorsement.

Participants in this program are selected by a central selection board convened annually by the Army Acquisition Corps in Washington, DC.

Upon completion of the program, participants will receive credit for SSCF attendance and credit for the Program Manager's Course (PMT 401). This program also offers the opportunity to secure a master's degree in leadership.

The program contains the following core areas: leadership, mentoring, research, national speakers, university courses, national security module, PMT 401, tours, and a number of DAU classes related to leadership. The SSCF program assistance is funded by each Fellow's sending command. The program is intense and provides time to think and reflect without the distractions of the typical government workplace.

Applied Research

The fundamental purpose of DAU's research program is to improve the DoD acquisition process and its management. The scope of applied research topics encompasses policy, process, education, management, leadership, and functional area initiatives generated by the Defense Acquisition Workforce.

Research projects are conducted by the DAU faculty in partnership with acquisition practitioners, universities, nonprofit organizations, and private industry. Utility is determined by direct application of a viable product that supports DoD goals and priorities. Selected participants from within the Services, DAU strategic partners, and DAU faculty develop new and innovative concepts for systems acquisition.

Learn more about research products and join in research discussions in the Acquisition Research Community of Practice at *http://acc.dau.mil* (under Special Interest Areas, select Acquisition Research); or contact Dr. Larrie D. Ferreiro, Director of Research, at *larrie.ferreiro@dau.mil*.
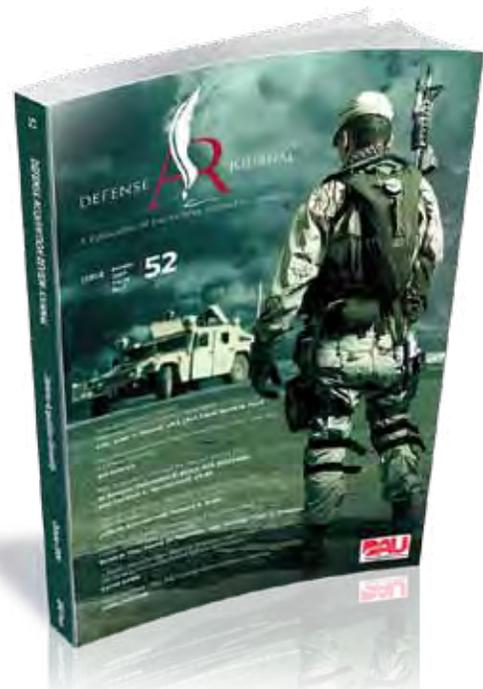
Periodicals

To obtain a free subscription to *Defense AT&L* magazine and/or the *Defense Acquisition Review Journal*, go to *http://www.dau.mil/pubscats/ATL%20Docs/subscribe_form.pdf*. Download the subscription form, which is valid for both publications.

Subscription or address change requests can be mailed to Defense Acquisition University, ATTN: DAU Press, Suite 3, 9820 Belvoir Road, Fort Belvoir, VA 22060-5565. Requests can also be faxed to 703-805-2917, or e-mailed to *subscriptions@dau.mil*.

Publications

The DAU Press offers a wide range of publications to the Defense Acquisition Workforce. Current publications can be viewed at *http://www.dau.mil/pubscats/default.aspx*.

DAU students and government employees can obtain a free single copy of any publication from the DAU Publications Distribution Center in Bldg. 231, Room 9, at the DAU Capital and Northeast Region. To receive a free copy by mail, send your request to DAU, ATTN: Ms. Yudi Ramos, 9820 Belvoir Road, Suite 3, Fort Belvoir, VA 22060-5565; call 703-805-4923; or fax requests to 703-805-3726. If you do not qualify for a free single copy from the DAU Press or if you need multiple copies, you can buy copies directly from the DAU Publications Distribution Center by using an Inter-Agency/Military Interdepartmental Purchase Request or by writing a check payable to the U.S. Treasury.

Chapter Three

The certification standards published in this Catalog are in effect as of Sep. 1, 2010. Updates are posted in the DAU iCatalog at www.icatalog.dau.mil as they occur. Check the iCatalog for current information on certification standards and courses.

Overview

The functional leaders are senior leaders who specialize in a functional area of acquisition, technology, and logistics. Requirements for career fields may change as a result of new technologies, mission requirements, or servicemember needs; and it is the job of the functional leaders to ensure that their respective career fields maintain relevancy. Functional leaders are involved in chairing integrated product teams to address career development issues and to identify training, education, and experience requirements. The results from the integrated product teams help provide course relevance and direction of course content to curricula developers and course authors, as well as a rigorous, ongoing quality assessment of DAU course offerings.

An overview of each functional leader's area of responsibility as well as the certification and core plus table for the functional area are provided on the following pages. All statistics are current as of May 17, 2010.

+ **Acquisition & Program Management**

Mr. Dave Ahern
Director, Portfolio Systems Acquisition, OASD(A)

+ **Contracting, Purchasing, and Industrial/Contract Property Management**

Mr. Shay Assad
Director, Defense Procurement and Acquisition Policy

+ **Facilities Engineering**

Mr. James Dalton,
P.E. Chief, Engineering and Construction, U.S. Army Corps of Engineers

+ **Science & Technology**

Dr. John Fischer
Director, Laboratory Office, ODDR&E

+ **Auditing**

Mr. Patrick Fitzgerald
Director, Defense Contract Audit Agency

+ **Life Cycle Logistics**

Mr. Randy Fowler
Assistant Deputy Under Secretary of Defense (Materiel Readiness)

+ **Information Technology and Software Acquisition Management**

Ms. Joyce France
Director, DoD Chief Information Officer Management Services

+ **Test and Evaluation**

Mr. Edward Greer
Director, Developmental Test and Evaluation, ODDR&E

+ **Business**

Dr. Nancy L. Spruill
Director, Acquisition Resources and Analysis, OUSD(AT&L)

+ **International Acquisition**

Mr. Alfred Volkman
Director, International Cooperation, OUSD(AT&L)

+ **Engineering & Technical Management**

Mr. Stephen Welby
Director, Systems Engineering, ODDR&E
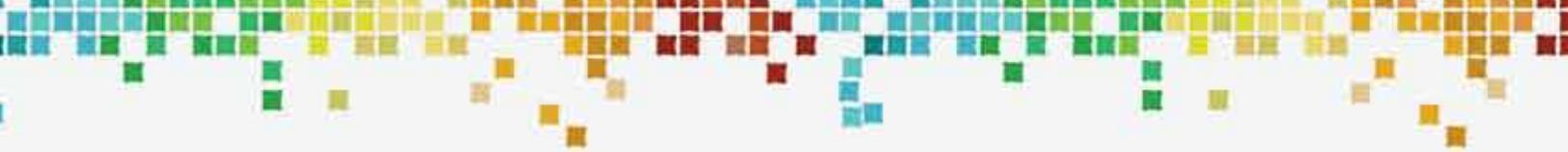
+ Mr. Dave Ahern
  Director, Portfolio Systems
  Acquisition, OASD(A)

+ Mr. Alfred Volkman
  Director, International
  Cooperation, OUSD(AT&L)

Acquisition and Program Management Functional Community

Acquisition professionals in the Program Management career field are concerned with all of the functions of a program management office (PMO) or a program executive office (PEO). Program management professionals serve in a wide range of PMO and PEO positions, including program integrators and analysts, program managers, PEOs, and their deputies. They may also serve in a number of support and management positions throughout the workforce. The fundamental responsibilities of the program manager are to balance the many factors that influence cost, schedule, and performance; to interpret and tailor application of the DoD 5000 Series regulations; and to ensure that high-quality, affordable, supportable, and effective defense systems are delivered to the warfighter as quickly as possible.

Total Workforce Size: 14,047
Level I or higher: 74%
Level II or higher: 61%
Level III: 40%

International Acquisition Functional Community

International Acquisition is a new career path created by the Under Secretary of Defense for Acquisition, Technology and Logistics. Initial execution of the career path began in fiscal year 2009, aligning it with the Program Management career field. The initial alignment with Level III program managers will expand to include Level II program managers in fiscal year 2011. International Acquisition establishes a formal career path within the overall Program Management career field. Formalizing the career path systematically with the personnel systems enables two important actions. First, specific manpower billets can be coded as international program management positions requiring individuals possessing both core and international acquisition qualifications to fill the respective positions. Second, the existing personnel management infrastructure will record each Defense Acquisition Workforce member's achievement toward both core and core plus certifications. This information will ultimately provide visibility to senior management, enabling them to identify and select appropriately and internationally qualified persons to lead international programs.

PROGRAM MANAGEMENT LEVEL I

Type of Assignment	Representative Activities
+ Weapon Systems	• Participates in an Integrated Product Team (IPT) delivering a weapon system, Command and Control (C2)/network-centric system, or space system. • Performs financial and status reporting, and basic logistics activities. • Supports pre-award contract activities and workload planning and scheduling.
+ Services	Assists in acquisition planning, assessing risk (technical, cost and schedule), and contract tracking and performance evaluation.
+ Business Management Systems/IT	Participates in a business process IPT, fundamentals of enterprise integration, and outcome-based performance measures.
+ International Acquisition	Participates in a variety of international-related programs/tasks, either cooperative or security assistance in nature.

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	**ACQ 101** Fundamentals of Systems Acquisition Management
+ Functional Training	• **SYS 101** Fundamentals of Systems Planning, Research, Development, and Engineering • **CLB 007** Cost Analysis • **CLB 016** Introduction to Earned Value Management
+ Education	Formal education not required for certification
+ Experience	1 year of acquisition experience

Core Plus Development Guide[2]
(Desired training, education, and experience)

Type of Assignment

Training	Weapon Systems	Services	Business Mgmt/IT	International Acq
BCF 103 Fundamentals of Business Financial Management	+	+	+	
CLC 011 Contracting for the Rest of Us	+	+	+	
CLE 025 Information Assurance (IA) for Acquisition Professionals	+	+	+	+
CLI 001 International Armaments Cooperation (IAC), Part 1				+
CLI 002 International Armaments Cooperation (IAC), Part 2				+
CLI 003 International Armaments Cooperation (IAC), Part 3				+
CLL 008 Designing for Supportability in DoD Systems	+	+		
CLL 011 Performance-Based Logistics	+	+		
CLM 017 Risk Management	+	+	+	
CLM 029 Net-Ready Key Performance Parameter (NR-KPP)	+		+	
IRM 101 Basic Information Systems Acquisition	+	+	+	
LOG 101 Acquisition Logistics Fundamentals	+	+		
PQM 101 Production, Quality, and Manufacturing Fundamentals	+	+		
SAM 101 Basic Software Acquisition Management	+		+	
TST 102 Fundamentals of Test and Evaluation	+			

EDUCATION: Baccalaureate degree, preferably with a major in engineering, systems management, or business administration

EXPERIENCE: 1 year of acquisition experience (in addition to core certification experience)

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTES:
• "(R)" following a course title indicates the course is delivered as resident-based instruction.
• Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the "Notes" section o f the CL course description and the course can be substituted to meet the certification standard.

PROGRAM MANAGEMENT LEVEL II

Type of Assignment	Representative Activities
+ Weapon Systems	• Structures and guides systems engineering activities. • Establishes a risk/opportunity program; structures and conducts technical reviews. • Works with contracting personnel. • Maintains configuration control. • Leads IPTs in support of developing and delivering a weapon system, C2 network-centric system, or space system.
+ Services	• Structures incentives tied to desired outcomes for service contracts, prepares plans for mitigating risks, provides contract tracking and oversight. • Performs most acquisition planning tasks as established in Attachment 1 to AT&L Services Memo of Oct. 2, 2006.
+ Business Management Systems/IT	Leads IPTs, identifies and manages enterprise-level business systems and issues, and applies performance measures within the acquisition community and program office context that directly impact systems under development.
+ International Acquisition	Participates in successful cooperative development, production partnership, or system modification/transfer during pre-system acquisition or system acquisition with allied and friendly nations, either cooperative or security assistance in nature.

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	• **ACQ 201A** Intermediate Systems Acquisition, Part A • **ACQ 201B** Intermediate Systems Acquisition, Part B **(R)**

+ Functional Training	• **PMT 251** Program Management Tools Course, Part I
	• **PMT 256** Program Management Tools Course, Part II
	• **CON 110** Mission-Support Planning and either of the following completed on or after Nov. 15, 2005:
	  • **SAM 101** Basic Software Acquisition Management **or**
	  • **IRM 101** Basic Information Systems Acquisition

+ Education	Formal education not required for certification
+ Experience	2 years of acquisition experience; at least 1 year of this experience must be in program management

Unique Position Training Standards[2]

+ International Acquisition (EFFECTIVE OCT. 1, 2010)	• **PMT 202** Multinational Program Management **(R)** • **PMT 203** International Security and Technology Transfer/Control **(R)**

Core Plus Development Guide[3]
(Desired training, education, and experience)

Type of Assignment

Training	Weapon Systems	Services	Business Mgmt/IT	International Acq
ACQ 265 Mission-Focused Services Acquisition **(R)**	+	+	+	
ACQ 370 Acquisition Law **(R)**	+	+	+	
BCF 102 Fundamentals of Earned Value Management	+	+	+	+
BCF 215 Operating and Support Cost Analysis **(R)**				+
CLE 004 Introduction to Lean Enterprise Concepts				+
CLE 006 Enterprise Integration Overview				+
CLE 022 Program Manager Introduction to Anti-Tamper	+	+		
CLI 004 Information Exchange Program (IEP), DoD Generic Research, Development, Test, and Evaluation (RDT&E)	+	+		
CLL 002 Defense Logistics Agency Support to the PM	+	+	+	

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] Workforce members assigned to these positions MUST met these training standard(s) within 24 months of assignment.
[3] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

PROGRAM MANAGEMENT LEVEL II				
Type of Assignment	**Representative Activities**			
CLL 006 Depot Maintenance Partnering	+	+	+	
CLM 025 Commercial-Off-The-Shelf (COTS) Acquisition for Program Managers	+	+		
CLM 031 Improved Statement of Work	+	+		
CLM 036 Technology Transfer and Export Control Fundamentals	+		+	
LOG 102 Systems Sustainment Management Fundamentals	+			
PQM 101 Production, Quality, and Manufacturing Fundamentals				
EDUCATION: Master's degree, preferably with a major in engineering, systems management, business administration, or a related field				
EXPERIENCE: 2 additional years' acquisition experience, preferably in a systems program office or similar organization				

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] Workforce members assigned to these positions MUST met these training standard(s) within 24 months of assignment.
[3] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

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PROGRAM MANAGEMENT LEVEL III

Type of Assignment	Representative Activities
+ Weapon Systems	• Leads and provides oversight of IPTs delivering a weapon system, C2/net-centric system, or space system. • Leads tasks supporting pre-award contracts, financial management, risk management, systems engineering, total ownership cost determination, contract coordination, and communications.
+ Services	• Organizes and leads DoD professional, administrative, and management support service contracting relating to developing clearly stated and actionable requirements packages. • Coordinates with local procurement contracting officers, and ensures opportunities for socio-economic business concerns. • Performs all acquisition strategy requirements actions noted in Attachment 1 to AT&L Services Memo of Oct. 2, 2006.
+ Business Management Systems/IT	Oversees transformation integration, planning and performance, and investment management applicable to the acquisition community, program office(s), and system(s) under development.

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	None required
+ Functional Training	• **PMT 352A** Program Management Office Course, Part A • **PMT 352B** Program Management Office Course, Part B **(R)** • **SYS 202** Intermediate Systems Planning, Research, Development, and Engineering, Part I
+ Education	Formal education not required for certification
+ Experience	4 years' acquisition experience with at least: —2 years in a program office/similar organization (dedicated matrix support to a PM, PEO, DCMA program integrator, or supervisor of shipbuilding) —1 year in a program management position with cost, schedule, and performance responsibilities

Unique Position Training Standards

+ International Acquisition[2]	• **PMT 304** Advanced International Management Workshop **(R)** • **PMT 202** Multinational Program Management **(R)** • **PMT 203** International Security and Technology Transfer/Control **(R)**
+ PEOs; PM/DPM of MDAP/MAIS; PM/DPM of significant non-major programs[3]	• **PMT 401** Program Manager's Course **(R)** • **PMT 402** Executive Program Manager's Course **(R)**

Core Plus Development Guide[4]
(Desired training, education, and experience)

Training	Weapon Systems	Services	Business Mgmt/IT
ACQ 452 Forging Stakeholder Relationships **(R)**	+	+	+
BCF 207 Economic Analysis **(R)**	+	+	+
BCF 209 Acquisition Reporting for MDAPs and MAIS **(R)**	+	+	+
CLE 008 Six Sigma: Concepts and Processes			
CLE 301 Reliability and Maintainability			
CLL 022 Title 10 Depot Maintenance Statute Overview			
CLL 201 Diminishing Manufacturing Sources and Material Shortages (DMSMS) Fundamentals	+	+	
LOG 200 Intermediate Acquisition Logistics, Part A	+	+	
LOG 201 Intermediate Acquisition Logistics, Part B **(R)**	+	+	+

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] Workforce members assigned to these positions MUST met these training standard(s) within 6 months of assignment.
[3] Workforce members assigned to these positions MUST met these training standard(s) within 24 months of assignment.
[4] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

PROGRAM MANAGEMENT LEVEL III			
Type of Assignment	**Representative Activities**		
LOG 204 Configuration Management	+	+	+
LOG 235 Performance-Based Logistics, Part A	+	+	
LOG 236 Performance-Based Logistics, Part B **(R)**	+	+	
PMT 403 Program Manager's Skills **(R)**	+		+
PQM 201A Intermediate Production, Quality, and Manufacturing, Part A	+		
SAM 301 Advanced Software Acquisition Management **(R)**			
EDUCATION: Master's degree, preferably with a major in engineering, systems management, business administration, or a related field			
EXPERIENCE: 2 additional years' acquisition experience, preferably in a systems program office or similar organization			

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] Workforce members assigned to these positions MUST met these training standard(s) within 6 months of assignment.
[3] Workforce members assigned to these positions MUST met these training standard(s) within 24 months of assignment.
[4] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

Auditing Functional Community

Total Workforce Size: 3,840
Level I or higher: 86%   Level II or higher: 76%   Level III: 25%

+ Mr. Patrick Fitzgerald
  Director, Defense Contract
  Audit Agency

Persons in this career field perform contract auditing, accounting, and financial advisory services to DoD and other government agencies in negotiation, administration, and settlement of contracts and subcontracts. Duties include evaluating information about contractor economic assertions, comparing those assertions to established criteria, and reporting the results to interested third parties. Some reasons for audits include proposal submissions, incurred cost, compliance with the Truth in Negotiations Act, compliance with cost accounting standards, contract terminations, claims for abnormal conditions, contractor financial condition, and contractor systems and operations.

AUDITING LEVEL I	
Type of Assignment	**Representative Activities**
+ Auditor	Audits financial records, reports, management controls, policies, and practices affecting or reflecting the financial condition and operation of Department of Defense and other federal agency contractors.
Core Certification Standards[1] (Required for DAWIA certification)	
+ Acquisition Training	None required
+ Functional Training	• **AUD 1130** Technical Indoctrination **(R)**
+ Education	• A baccalaureate degree in accounting; or • A baccalaureate degree in a business-related field with at least 24 semester credit hours in accounting; or • 4 years of experience in accounting; or • An equivalent combination of accounting experience, college education, and training
+ Experience	1 year of contract auditing experience

Core Plus Development Guide[2] (Desired training, education, and experience)	**Type of Assignment**
Training	**Auditor**
AUD 1113 Orientation to DCAA	+
AUD 1114 Orientation to Federal Procurement Regulations	+
AUD 1115 Orientation to Contract Auditing Procedures	+
AUD 1116 Orientation to DCAA Audits	+
AUD 1261 Scanning Guidance	+
AUD 1265 APPS Performance Support Manual	+
AUD 1601 FAR 31, Allowable and Unallowable Costs	+
AUD 1602 Allowable Costs with Restrictions (Non-Employee)	+
AUD 1603 Allowable Costs with Restrictions (Employee)	+
AUD 8445 PWT Basics	+
AUD 9201 New Employee Ethics	+
EDUCATION: None specified	
EXPERIENCE: None specified	

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTES:
• For information on AUD courses, contact the Defense Contract Audit Institute at 901-325-6100.
• **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

Auditing Level II

Type of Assignment	Representative Activities
+ Auditor	Audits financial records, reports, management controls, policies and practices affecting or reflecting the financial condition and operation of Department of Defense and other federal agency contractors.

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	None required
+ Functional Training	Complete one of the following: • **AUD 1320** Intermediate Contract Auditing **(R)** • **AUD 4120** Statistical Sampling **(R)**
+ Education	Entry below GS-9: Same as Level I Entry at GS-9: Same as Level I AND — 2 full years of graduate education leading to a master's degree in accounting, auditing, or related field such as business administration or finance; or — 1 full year of professional accounting, auditing, or related experience
+ Experience	2 years of contract auditing experience of increasing complexity and responsibility

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment
Training	**Auditor**
AUD 1121 Briefing Contracts	+
AUD 1122 Accounting System Survey	+
AUD 1126 Adequacy of Proposals	+
AUD 1142 Progress Payments	+
AUD 1170 Financial Capability	+
AUD 1221 Basic Flowcharting	+
AUD 1232 Internal Control Assessment	+
AUD 1239 Risk and Materiality Assessment	+
AUD 1249 Agreed-Upon Procedures	+
AUD 1269 Working Paper Documentation	+
AUD 1271 Permanent Files	+
AUD 1283 Fraud Awareness	+
AUD 1325 Internal Control Systems: Planning	+
AUD 1326 Internal Control Systems: Writing the Audit Report	+
AUD 1338 Internal Control Systems: Compensation	+
AUD 1541 Cost Accounting Standards	+
AUD 5614 Fundamentals of Auditing Information Systems	+
AUD 5651 Retrieving and Analyzing Electronic Data Using SAS	+
AUD 5653 Computer-Assisted Audit Techniques	+
AUD 6115 Effective Report Writing	+
AUD 6220 Auditor Interview and Interpersonal Reactions	+

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
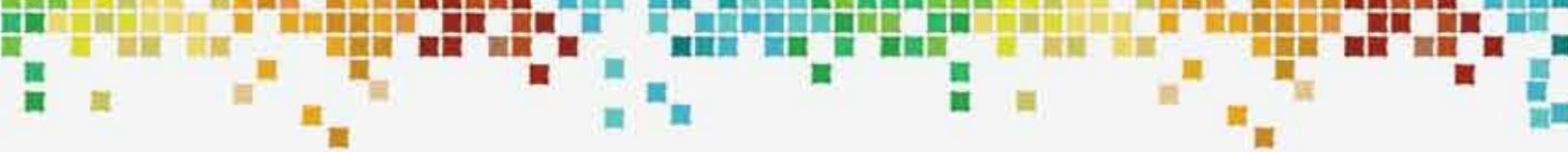[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTES:
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Auditing Level II

Type of Assignment	Representative Activities
AUD 6240 Oral Presentation Workshop	+

EDUCATION:	• Begin graduate studies leading to a master's degree in accounting or business • Professional certification—CPA, CMA, CIA, CISA

EXPERIENCE:	Experience in performing increasingly complex audits for normal position progression and with increasing independence

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTES:
• For information on AUD courses, contact the Defense Contract Audit Institute at 901-325-6100.
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Auditing Level III

Type of Assignment	Representative Activities
+ Auditor	Supervises those performing contract audits; or acts as the subject matter expert in technical audit areas (technical specialist); or acts as the liaison between DCAA and buying commands.

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	None required
+ Functional Training	None required
+ Education	Same as Level II
+ Experience	3 years of contract auditing experience and attainment of position beyond senior auditor

Unique Position Training Standards[2]

+ Financial Liaison Auditor	• **ACQ 101** Fundamentals of Systems Acquisition Management • **AUD 6240** Oral Presentation Workshop • **AUD 6510** Instructor Workshop • **AUD 8414** DDI Leadership Skills
+ Supervisory Auditor	**AUD 8562** DCAA Personnel Management Policy **(R)**
+ Technical Specialist	• **AUD 1431** Accounting and Auditing Refresher • **AUD 1541** Cost Accounting Standards • **AUD 2311** Defective Pricing • **AUD 4035** Quantitative Methods Refresher **(R)** • **AUD 5651** Retrieving and Analyzing Electronic Data Using SAS

Core Plus Development Guide[3] (Desired training, education, and experience)	Type of Assignment
Training	**Auditor**
ACQ 101 Fundamentals of Systems Acquisition Management	+
AUD 1431 Accounting and Auditing Refresher	+
AUD 1570 CAS—Administration and Coverage	+
AUD 1571 CAS 401, 402, and 405	+
AUD 1572 CAS 403, 410, 418, and 420	+
AUD 1573 CAS 404 and 409	+
AUD 1574 CAS 414 and 417	+
AUD 1575 CAS 406—Cost Accounting Period	+
AUD 1576 CAS 408 and 415	+
AUD 1577 CAS 407	+
AUD 1578 CAS 416	+
AUD 1579 CAS 411	+
AUD 1580 CASB Disclosure Statements	+
AUD 2311 Defective Pricing	+
AUD 8414 DDI Leadership Skills	+

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] Workforce members assigned to the position(s) listed in the Unique Position Training Standards section MUST met these training standard(s) within 6 months of assignment.
[3] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTES:
• For information on AUD courses, contact the Defense Contract Audit Institute at 901-325-6100.
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Auditing Level III

Type of Assignment	Representative Activities
AUD 8564 Administration and Management of Audits for Supervisors	+
AUD S6000 Conflict Resolution Techniques	+
EDUCATION: None specified	
EXPERIENCE: None specified	

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] Workforce members assigned to the position(s) listed in the Unique Position Training Standards section MUST met these training standard(s) within 6 months of assignment.
[3] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTES:
• For information on AUD courses, contact the Defense Contract Audit Institute at 901-325-6100.
• **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

Business Functional Community

Business—Cost Estimating and Business—Financial Management

Total Workforce Size: 7,667
Level I or higher: 55% Level II or higher: 39% Level III: 26%

+ Dr. Nancy L. Spruill, Director, Acquisition
Resources and Analysis, OUSD(AT&L)

These career fields encompass all aspects of business and financial management. They include cost estimating and analysis, financial planning, formulating financial programs and budgets, budget analysis and execution, and earned value management. As advisors to commanders, program executive officers, program managers, and other acquisition decision makers, members of these career fields are responsible for business–financial management of defense acquisition programs in direct support of the defense acquisition process.

Cost Estimating Level 1

Type of Assignment	Representative Activities
+ Cost Estimator	Relates the processes of life cycle cost estimating within the context of materiel system acquisition in the Department of Defense

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	**ACQ 101** Fundamentals of Systems Acquisition Management
+ Functional Training	• **BCF 102** Fundamentals of Earned Value Management • **BCF 103** Fundamentals of Business Financial Management • **BCF 106** Fundamentals of Cost Analysis • **BCF 107** Applied Cost Analysis **(R)**
+ Education	• Baccalaureate degree (any field of study) • 3 semester credit hours from a calculus course • 21 semester credit hours in any combination of the following fields of study: operations research, economics, mathematics, chemistry, physics or other sciences where the student utilized of advanced mathematical skills in geometry, trigonometry, statistics, probability, and/or quantitative analysis
+ Experience	2 years of acquisition experience in Cost Estimating

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment
Training	**Cost Estimator**
CLB 014 Acquisition Reporting Concepts and Policy Requirements for APB, DAES, and SAR	+
CLB 016 Introduction to Earned Value Management	+
CLB 017 Performance Measurement Baseline	+
CLB 018 Earned Value and Financial Management Reports	+
CLB 019 Estimate at Completion	+
CLB 020 Baseline Maintenance	+
CLC 005 Simplified Acquisition Procedures	+
CLM 016 Cost Estimating	+
EDUCATION: Baccalaureate degree in engineering, statistics, or other math-intensive field of study	
EXPERIENCE: 2 years of acquisition experience in Cost Estimating	

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

Cost Estimating Level II

Type of Assignment	Representative Activities
+ Cost Estimator	Applies the cost-estimating process in the construction of a cost estimate

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	• **ACQ 201A** Intermediate Systems Acquisition, Part A • **ACQ 201B** Intermediate Systems Acquisition, Part B **(R)**
+ Functional Training	• **BCF 204** Intermediate Cost Analysis **(R)** • **BCF 206** Cost/Risk Analysis **(R)** • **BCF 211** Acquisition Business Management **(R)** • **BCF 215** Operating and Support Cost Analysis **(R)** • **CLB 026** Forecasting Techniques • **CLB 030** Data Collection and Sources
+ Education	• Baccalaureate degree (any field of study) • 3 semester credit hours from a calculus course • 21 semester credit hours in any combination of the following fields of study: operations research, economics, mathematics, chemistry, physics or other sciences where the student utilizes advanced mathematical skills in geometry, trigonometry, statistics, probability, and/or quantitative analysis
+ Experience	4 years of acquisition experience in Cost Estimating

Core Plus Development Guide[2] (Desired training, education, and experience)

Training	Cost Estimator
ACQ 265 Mission-Focused Services Acquisition **(R)**	+
BCF 207 Economic Analysis **(R)**	+
BCF 208 Software Cost Estimating **(R)**	+
BCF 262 EVMS Validation and Surveillance **(R)**	+
BCF 263 Principles of Schedule Management **(R)**	+
CLC 007 Contract Source Selection	+
CLC 008 Indirect Costs	+
CLC 104 Analyzing Profit or Fee	+
CLL 015 Business Case Analysis	+
CLL 017 Introduction to Defense Distribution	+
CLM 012 Scheduling	+
CLM 014 IPT Management and Leadership	+
CLM 024 Contracting Overview	+

EDUCATION: Baccalaureate degree in engineering, statistics, or other math-intensive field of study

EXPERIENCE: 4 years of acquisition experience in Cost Estimating

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
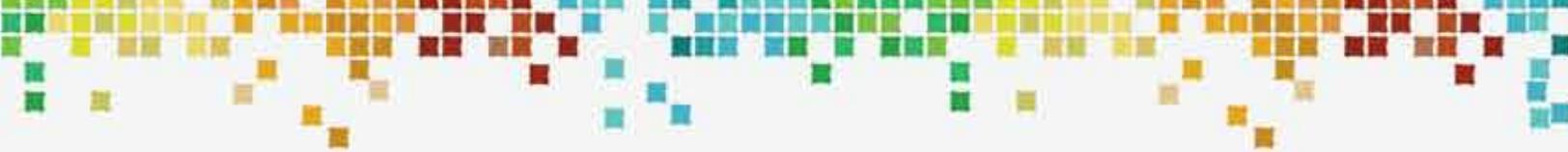[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

COST ESTIMATING LEVEL III

Type of Assignment	Representative Activities
+ Cost Estimator	Performs analyses and estimates for a variety of programs and takes on management activities to ensure cost analysis is conducted properly

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	Acquisition Training identified at Level II must have been completed
+ Functional Training	Functional Training identified at Level II must have been completed • **BCF 302** Advanced Cost Estimating **(R)** (TO BE DEPLOYED) • **CLB 023** Software Cost Estimating • **CLB 029** Rates
+ Education	• Baccalaureate degree (any field of study) • 3 semester credit hours from a calculus course • 21 semester credit hours in any combination of the following fields of study: operations research, economics, mathematics, chemistry, physics or other sciences where the student utilizes advanced mathematical skills in geometry, trigonometry, statistics, probability, and/or quantitative analysis
+ Experience	7 years of acquisition experience in Cost Estimating

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment
Training	Cost Estimator
ACQ 450 Leading in the Acquisition Environment **(R)**	+
ACQ 451 Integrated Acquisition for Decision Makers **(R)**	+
ACQ 452 Forging Stakeholder Relationships **(R)**	+
PMT 352A Program Management Office Course, Part A	+
PMT 352B Program Management Office Course, Part B **(R)**	+
EDUCATION: Graduate degree in engineering, statistics, or other math-intensive field of study	
EXPERIENCE: 7 years of acquisition experience in Cost Estimating	

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

FINANCIAL MANAGEMENT LEVEL I

Type of Assignment	Representative Activities
+ Budget/Program FM Analyst	• Applies basic concepts of budget and program principles, policies, procedures, concepts, standards, terminology, and a general knowledge of the financial management and business operation systems • Possesses a basic knowledge of acquisition; recognizes the life-cycle process of an acquisition program • Reviews, allocates, or manages acquisition resources and programs
+ EVM Analyst	Relates earned value management to acquisition and financial management associated processes, identifies DoD and DFARS earned value contractual requirements, calculates simple EVM metrics from EVM data

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	**ACQ 101** Fundamentals of Systems Acquisition Management
+ Functional Training	• **BCF 102** Fundamentals of Earned Value Management • **BCF 103** Fundamentals of Business Financial Management • **BCF 106** Fundamentals of Cost Analysis
+ Education	Formal education not required for certification
+ Experience	2 years of acquisition experience in Budgeting, Financial and/or Earned Value Management

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment	
Training	**Bgt/Prg FM Analyst**	**EVM Analyst**
BCF 107 Applied Cost Analysis **(R)**	+	+
CLB 014 Acquisition Reporting Concepts and Policy Requirements for APB, DAES, and SAR	+	+
CLB 017 Performance Measurement Baseline	+	+
CLB 018 Earned Value and Financial Management Reports	+	+
CLB 019 Estimate at Completion	+	+
CLB 020 Baseline Maintenance	+	+
CLC 008 Indirect Costs	+	
CLC 024 Basic Math Tutorial	+	+
CLC 102 Administration of Other Transactions	+	+
CLM 016 Cost Estimating	+	+
CLM 021 Introduction to Reducing Total Ownership Costs (R-TOC)	+	+
CLM 032 Evolutionary Acquisition	+	+

EDUCATION: Associate in Applied Science (A.A.S.) or equivalent in business or a business-related field

EXPERIENCE: 2 years of acquisition experience in Budgeting, Financial and/or Earned Value Management in support of an acquisition program

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

FINANCIAL MANAGEMENT LEVEL II

Type of Assignment	Representative Activities
+ Budget/Program FM Analyst	• Applies general knowledge of budget and program principles, policies, procedures, concepts, standards, terminology, and financial management and business operation systems • Applies knowledge of acquisition life-cycle process and supports development and preparation of acquisition documents • Prepares and/or reviews acquisition and financial management documents • Reviews, allocates, or manages acquisition resources and programs
+ EVM Analyst	• Interprets program status and predicts trends by analyzing earned value cost and schedule data as an element of integrated program management • Applies EVM concepts as principal EVM member of an IBR review IPT • Interprets ANSI EVM standard as entry-level EVMS review team evaluator • Completes EVM requirements for acquisition solicitation packages

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	• **ACQ 201A** Intermediate Systems Acquisition, Part A • **ACQ 201B** Intermediate Systems Acquisition, Part B **(R)**
+ Functional Training	• **BCF 106** Fundamentals of Cost Analysis If not already completed (as required) at Level I, AND • **BCF 203** Intermediate Earned Value Management **(R)** • **BCF 205** Contractor Business Strategies **(R)** • **BCF 211** Acquisition Business Management **(R)** • **CLM 017** Risk Management • **CLM 024** Contracting Overview
+ Education	Formal education not required for certification
+ Experience	4 years of acquisition experience in Budgeting, Financial and/or Earned Value Management

Core Plus Development Guide[2]
(Desired training, education, and experience)

Training	Bgt/Prg FM Analyst	EVM Analyst
BCF 204 Intermediate Cost Analysis **(R)**	+	
BCF 206 Cost/Risk Analysis **(R)**	+	+
BCF 207 Economic Analysis **(R)**	+	+
BCF 208 Software Cost Estimating **(R)**	+	+
BCF 215 Operating and Support Cost Analysis **(R)**	+	+
BCF 262 EVMS Validation and Surveillance **(R)**		+
BCF 263 Principles of Schedule Management **(R)**	+	+
CLC 005 Simplified Acquisition Procedures	+	+
CLC 007 Contract Source Selection	+	+
CLC 010 Proper Use of Non-DoD Contracts	+	+
CLC 011 Contracting for the Rest of Us	+	
CLC 106 Contracting Officer's Representative with a Mission Focus	+	+
CLG 001 DoD Government Purchase Card	+	
CLM 012 Scheduling	+	+
CLM 040 Proper Financial Accounting Treatments for Military Equipment	+	

EDUCATION: Baccalaureate degree in business or a business-related field

EXPERIENCE: 4 years of acquisition experience in Budgeting, Financial and/or Earned Value Management in support of an acquisition program

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

Financial Management Level III

Type of Assignment	Representative Activities
+ Budget/Program FM Analyst	• Manages development and evaluation of budget and program improvement plans and resolves complex issues, identifies options, and negotiates with internal and external stakeholders for implementation • Advises senior management on fiscal aspects of program management, ensures fiscal integrity, supports integration of acquisition disciplines • Manages all aspects of the business financial management process for defense acquisition programs • Reviews, allocates, or manages acquisition resources and programs
+ EVM Analyst	• Plans and manages the IBR process as program manager's principal earned value advisor • Leads EVMS validation reviews as review director or principal deputy • Analyzes and applies EVM data to determine root causes of existing cost and schedule problems, to forecast potential cost and schedule problems, and to forecast final project costs

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	Acquisition Training identifed at Level II must have been completed
+ Functional Training	• Functional Training identified at Level II must have been completed • **BCF 301** Business, Cost Estimating, and Financial Management Workshop **(R)** • **CLM 013** Work-Breakdown Structure • **CLM 031** Improved Statement of Work
+ Education	Formal education not required for certification
+ Experience	6 years of acquisition experience in Budgeting, Financial and/or Earned Value Management

Core Plus Development Guide[2]
(Desired training, education, and experience)

Training	Budget/Program FM Analyst	EVM Analyst
ACQ 450 Leading in the Acquisition Environment **(R)**	+	+
ACQ 451 Integrated Acquisition for Decision Makers **(R)**	+	+
ACQ 452 Forging Stakeholder Relationships **(R)**	+	+
CLL 015 Business Case Analysis	+	+
CLM 014 IPT Management and Leadership	+	+
CLM 101 Analysis of Alternatives (AoA) (USAF Process)	+	
CLM 200 Item-Unique Identification	+	
CON 110 Mission-Support Planning	+	
CON 111 Mission Strategy Execution	+	
CON 112 Mission-Performance Assessment	+	
PMT 251 Program Management Tools Course, Part I	+	+
PMT 256 Program Management Tools Course, Part II	+	+
PMT 352A Program Management Office Course, Part A	+	+
PMT 352B Program Management Office Course, Part B **(R)**	+	+

EDUCATION: Graduate degree in business, related field

EXPERIENCE: 6 years of acquisition experience in Budgeting, Financial and/or Earned Value Management in support of an acquisition program

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.
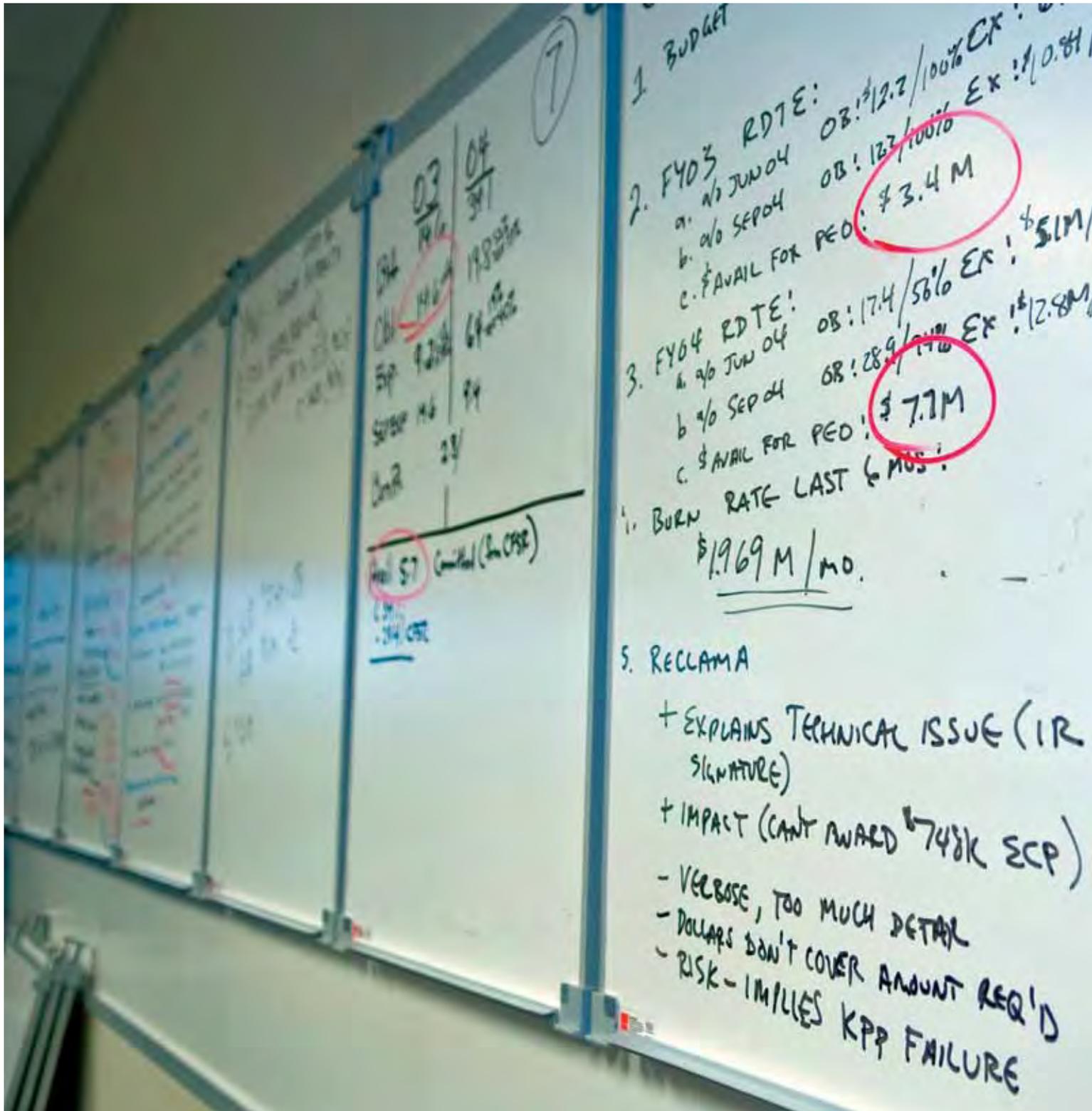
Contracting, Purchasing, and Industrial/Contract Property Management Functional Communities

+ Mr. Shay Assad
  Director, Defense Procurement and Acquisition Policy

Contracting

Contracting specialists create effective, efficient, and proper business arrangements, have a strategic focus on acquisition, and leverage DoD spending to use taxpayers' money prudently based upon customers' needs. The Contracting career field includes the positions of contract negotiator, contract specialist, contract administrator, contract termination specialist, contract price and/or cost analyst, procuring contracting officer, administrative contracting officer, termination contracting officer, small business specialist, and procurement analyst. These individuals develop, manage, supervise, or perform procedures involving the procurement of supplies and services (including construction and research and development); acquisition planning; cost and price analysis; solicitation packages; competitive source selections; preparation, negotiation, and award of contracts through sealed bidding or negotiation procedures; all phases of contract administration; and termination or closeout of contracts. Individuals are required to have knowledge of the legislation, policies, regulations, and methods used in contracting, as well as knowledge of business and industry practices, sources of supply, cost factors, cost and price analysis techniques, negotiation techniques, and general requirements characteristics.

Total Workforce Size: 28,616
Level I or higher: 77%
Level II or higher: 65%
Level III: 33%

Industrial/Contract Property Management

The Property career field includes the industrial property management specialist and industrial property clearance specialist, which includes the property administrator and plant clearance officer. It can also include contract and industrial specialists, if assigned contract property management responsibilities. Individuals in this career field oversee and manage life cycle processes for government-owned property being utilized by contractors; provide advice and assistance on property-related matters during the acquisition planning, contract formation, and contract management; review contractor's purchasing system as it pertains to property; audit the contractor's property management system; coordinate and process contract property disposal actions; perform investigations of instances of loss, theft, damage, or destruction of government property and grant relief or recommend liability; and develop policies and procedures for government property management.

Total Workforce Size: 470
Level I or higher: 75%
Level II or higher: 67%
Level III: 15%

Purchasing

Individuals in the Purchasing career field are typically purchasing agents or supervisory purchasing agents. This function requires the individuals to purchase, rent, or lease supplies, services, and equipment through either simplified acquisition procedures or placement of orders against pre-established contractual instruments to support operational requirements. It requires knowledge of legislation, policies, and regulations pertaining to these methods of acquisition, as well as knowledge of commercial supply sources and of common business practices for roles, prices, discounts, deliveries, stocks, and shipments.

Total Workforce Size: 1,261
Level I or higher: 52%
Level II or higher: 35%
Level III: 14%

Contracting Level I

Type of Assignment	Representative Activities
+ **1** Operational Contracting	Contracting functions in support of post, camp, station, or base
+ **2** Research and Development	Contracting functions in support of research and development
+ **3** Systems Acquisition	Contracting functions in support of systems acquisition to including all ACAT programs
+ **4** Logistics and Sustainment	Contracting functions performed by the Defense Logistics Agency or by other offices to sustain weapon systems
+ **5** Construction/A&E	Contracting functions in support of construction and/or architect and engineering services
+ **6** Contingency/Combat Operations	Contracting functions performed in a contingency or combat environment
+ **7** Contract Administration Office	Contracting functions primarily focused on contract administration
+ **8** Contract Cost/Price Analyst	Contracting functions primarily focused on advanced cost/price analysis
+ **9** Small Business Specialist	Contracting functions primarily focused on advising small businesses or on strategies for maximizing use of small businesses
+ **10** Other	Contracting functions that perform a variety of assignments or are at a headquarters, secretariat, or OSD

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	None required
+ Functional Training	• **CON 100** Shaping Smart Business Arrangements • **CON 110** Mission-Support Planning • **CON 111** Mission Strategy Execution • **CON 112** Mission-Performance Assessment • **CON 120** Mission-Focused Contracting **(R)** • **CLC 033** Contract Format and Structure for DoD eBusiness Environment **Effective Oct. 1, 2010**, the following course is also required: • **CON 090** Federal Acquisition Regulation (FAR) Fundamentals **(R)** Personnel serving in a Contracting-coded position on Sept. 30, 2010, are exempt from CON 090 through Sept. 30, 2012.
+ Education[2]	• At least 24 semester hours in accounting, law, business, finance, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management • Baccalaureate degree (any field of study)
+ Experience	1 year of contracting experience

Unique Position Training Standards[3]

+ Level I Contracting personnel assigned to support an MDAP/MAIS program	**ACQ 101** Fundamentals of Systems Acquisition Management

Core Plus Development Guide[4] (Desired training, education, and experience)	Type of Assignment
Training	**All**
See Contracting Matrix on the following page	+
EDUCATION: None specified	
EXPERIENCE: None specified	

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] See 10 U.S.C. 1724 (provides for limited exceptions).
[3] Workforce members assigned to the position(s) listed in the Unique Position Training Standards section should meet the training standard(s) identified within 1 year of assignment.
[4] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTES:
• **"(R)"** following a course title indicates the course is delivered as resident-based instruction.
• Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the "Notes" section o f the CL course description and the course can be substituted to meet the certification standard.

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment									
Training	1	2	3	4	5	6	7	8	9	10
CLC 003 Sealed Bidding	+			+	+					
CLC 004 Market Research	+	+	+	+	+	+	+	+	+	+
CLC 005 Simplified Acquisition Procedures	+	+	+	+	+	+	+		+	+
CLC 009 Service-Disabled, Veteran-Owned Small Business Program	+	+	+	+	+	+	+		+	+
CLC 020 Commercial Item Determination	+	+	+	+	+	+	+	+	+	+
CLC 024 Basic Math Tutorial	+	+	+	+	+	+	+	+		+
CLC 028 Past Performance Information	+	+	+	+	+	+	+		+	+
CLC 030 Essentials of Interagency Acquisitions/Fair Opportunity	+	+	+	+	+	+	+	+	+	+
CLC 043 Defense Priorities and Allocations System	+	+	+	+	+	+	+		+	+
CLC 045 Partnering	+	+	+	+	+	+	+			+
CLC 046 Green Procurement	+	+	+	+	+	+	+	+	+	+
CLC 054 Electronic Subcontracting Reporting System (eSRS)	+	+	+	+	+	+	+	+	+	+
CLC 055 Competition Requirements	+	+	+	+	+	+	+	+	+	+
CLC 060 Time and Materials Contracts	+	+	+	+	+	+	+	+	+	+
CLC 061 Online Representations & Certifications Application (OCRA)	+	+	+	+	+	+	+	+	+	+
CLC 062 Intra-Governmental Transactions	+	+	+	+	+	+	+	+	+	+
CLC 105 DCMA Intern Training							+			
CLC 113 Procedures, Guidance, and Information	+	+	+	+	+	+	+	+	+	+
CLC 131 Commercial Item Pricing	+	+	+	+			+	+		+
CLC 132 Organizational Conflicts of Interest	+	+	+	+	+	+	+	+	+	+
CLC 133 Contract Payment Instructions	+	+	+	+	+	+	+	+	+	+
CLG 001 DoD Government Purchase Card	+	+	+	+	+	+	+	+	+	+
CLG 004 DoD Government Purchase Card Refresher Training	+	+	+	+	+	+	+	+	+	+
CLG 005 Purchase Card Online System (PCOLS)	+	+	+	+	+	+	+	+	+	+
CLM 023 Javits-Wagner-O'Day (JWOD) Tutorial	+	+	+	+	+	+	+		+	+
CON 237 Simplified Acquisition Procedures	+	+	+	+	+	+	+		+	+
CON 243 Architect-Engineer Contracting **(R)**					+					
CON 244 Construction Contracting **(R)**					+					
FAC 007 Certificate of Competency Program	+	+	+	+	+	+	+		+	+
SPS 101 Standard Procurement System and Federal Procurement Data System—Next Generation User	+	+	+	+	+	+	+	+	+	+

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] See 10 U.S.C. 1724 (provides for limited exceptions).
[3] Workforce members assigned to the position(s) listed in the Unique Position Training Standards section should meet the training standard(s) identified within 1 year of assignment.
[4] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTES:
• **"(R)"** following a course title indicates the course is delivered as resident-based instruction.
• Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the "Notes" section o f the CL course description and the course can be substituted to meet the certification standard.

Contracting Level II

Type of Assignment	Representative Activities
+ **1** Operational Contracting	Contracting functions in support of post, camp, station, or base
+ **2** Research and Development	Contracting functions in support of research and development
+ **3** Systems Acquisition	Contracting functions in support of systems acquisition including all ACAT programs
+ **4** Logistics and Sustainment	Contracting functions performed by the Defense Logistics Agency or by other offices to sustain weapon systems
+ **5** Construction/A&E	Contracting functions in support of construction and/or architect and engineering services
+ **6** Contingency/Combat Operations	Contracting functions performed in a contingency or combat environment
+ **7** Contract Administration Office	Contracting functions primarily focused on contract administration
+ **8** Contract Cost/Price Analyst	Contracting functions primarily focused on advanced cost/price analysis
+ **9** Small Business Specialist	Contracting functions primarily focused on advising small businesses or on strategies for maximizing use of small businesses
+ **10** Other	Contracting functions that perform a variety of assignments or are at a headquarters, secretariat, or OSD

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	**ACQ 101** Fundamentals of Systems Acquisition Management
+ Functional Training	• **CON 214** Business Decisions for Contracting • **CON 215** Intermediate Contracting for Mission Support **(R)** • **CON 216** Legal Considerations in Contracting • **CON 217** Cost Analysis and Negotiation Techniques **(R)** • **CON 218** Advanced Contracting for Mission Support **(R)**
+ Education[2]	• At least 24 semester hours in accounting, law, business, finance, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management • Baccalaureate degree (any field of study)
+ Experience	2 years of contracting experience

Unique Position Training Standards[3]

+ Level II Contracting personnel assigned to support an MDAP/MAIS program	**ACQ 201A** Intermediate Systems Acquisition, Part A **ACQ 201B** Intermediate Systems Acquisition, Part B **(R)**

Core Plus Development Guide[4] (Desired training, education, and experience)	Type of Assignment
Training	**All**
See Contracting Matrix on the following page	+

EDUCATION: Graduate studies in business administration or procurement

EXPERIENCE: 2 additional years of contracting experience

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] See 10 U.S.C. 1724 (provides for limited exceptions).
[3] Workforce members assigned to the position(s) identified in the Unique Position Training Standards section should meet the training standard(s) identified within 6 months of assignment.
[4] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment									
Training	1	2	3	4	5	6	7	8	9	10
ACQ 265 Mission-Focused Services Acquisition **(R)**	+	+	+	+	+	+	+	+		+
CLC 001 Defense Subcontract Management	+	+	+	+	+	+	+		+	+
CLC 006 Contract Terminations	+	+	+	+	+	+	+			+
CLC 007 Contract Source Selection	+	+	+	+	+	+	+	+	+	+
CLC 008 Indirect Costs		+	+				+	+		+
CLC 013 Performance-Based Services Acquisition	+	+	+	+	+	+	+	+		+
CLC 019 Leveraging DCMA for Program Success			+				+			+
CLC 022 Profit Policy Revisions	+	+	+	+	+	+	+	+	+	+
CLC 026 Performance-Based Payments Overview	+	+	+	+	+	+	+	+	+	+
CLC 027 Buy American Act	+	+	+	+	+	+	+	+	+	+
CLC 031 Reverse Auctioning	+			+						
CLC 034 Provisional Award Fee	+	+	+				+			
CLC 035 Other Transaction Authority for Prototype Projects: Comprehensive Coverage		+	+				+			
CLC 036 Other Transaction Authority for Prototype Projects Overview	+	+	+	+	+	+	+	+	+	+
CLC 037 A-76 Competitive Sourcing Overview	+									+
CLC 039 Contingency Contracting Simulation: Barda Bridge						+				
CLC 040 Predictive Analysis and Scheduling			+				+			+
CLC 041 Predictive Analysis and Systems Engineering		+	+				+			+
CLC 042 Predictive Analysis and Quality Assurance			+				+			+
CLC 044 Alternative Dispute Resolution	+	+	+	+	+	+	+			+
CLC 047 Contract Negotiation Techniques	+	+	+	+	+	+	+	+	+	+
CLC 050 Contracting with Canada	+	+	+	+	+	+	+	+	+	+
CLC 102 Administration of Other Transactions		+	+				+			
CLC 103 Facilities Capital Cost of Money	+	+	+	+	+	+	+	+		+
CLC 104 Analyzing Profit or Fee	+	+	+	+	+	+	+	+		+
CLC 107 OPSEC Contract Requirements	+	+	+	+	+	+	+			+
CLC 108 Strategic Sourcing Overview	+	+	+	+	+	+	+	+	+	+
CLC 110 Spend Analysis Strategies	+	+	+	+	+	+	+	+	+	+
CLC 112 Contractors Accompanying the Force	+	+	+	+	+	+	+			+
CLC 114 Contingency Contracting Officer Refresher						+				
CLC 120 Utilities Privatization Contract Administration							+			
CLC 125 Berry Amendment	+		+	+	+	+	+			+
CLM 013 Work-Breakdown Structure			+				+	+		
CLM 031 Improved Statement of Work	+	+	+	+	+	+				
CLM 032 Evolutionary Acquisition			+				+			

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] See 10 U.S.C. 1724 (provides for limited exceptions).
[3] Workforce members assigned to the position(s) identified in the Unique Position Training Standards section should meet the training standard(s) identified within 6 months of assignment.
[4] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment									
Training	1	2	3	4	5	6	7	8	9	10
CLM 038 Corrosion Prevention and Control Overview	+	+	+	+	+	+	+			+
CLM 040 Proper Financial Accounting Treatments for Military Equipment	+	+	+	+	+	+	+	+		+
CLM 200 Item-Unique Identification	+	+	+	+	+	+	+	+	+	+
CON 232 Overhead Management of Defense Contracts **(R)**		+	+				+	+		
CON 234 Joint Contingency Contracting **(R)**						+				
CON 235 Advanced Contract Pricing **(R)**			+	+				+		+
CON 250 Fundamentals of Cost Accounting Standards—Part I **(R)**		+	+				+	+		
CON 251 Fundamentals of Cost Accounting Standards—Part II **(R)**		+	+				+	+		
CON 260A The Small Business Program, Part A									+	
CON 260B The Small Business Program, Part B **(R)**									+	
GRT 201 Grants and Agreements Management **(R)**		+					+			
HBS 221 Negotiating	+	+	+	+	+	+	+	+	+	+
HBS 223 Presentation Skills	+	+	+	+	+	+	+	+	+	+
HBS 229 Team Leadership	+	+	+	+	+	+	+	+	+	+
HBS 239 Team Management	+	+	+	+	+	+	+	+	+	+
IND 100 Contract Property Administration and Disposition Fundamentals **(R)**		+	+	+			+			

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.

[2] See 10 U.S.C. 1724 (provides for limited exceptions).

[3] Workforce members assigned to the position(s) identified in the Unique Position Training Standards section should meet the training standard(s) identified within 6 months of assignment.

[4] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

Contracting Level III

Type of Assignment	Representative Activities
+ **1** Operational Contracting	Contracting functions in support of post, camp, station, or base
+ **2** Research and Development	Contracting functions in support of research and development
+ **3** Systems Acquisition	Contracting functions in support of systems acquisition including all ACAT programs
+ **4** Logistics and Sustainment	Contracting functions performed by the Defense Logistics Agency or by other offices to sustain weapon systems
+ **5** Construction/A&E	Contracting functions in support of construction and/or architect and engineering services
+ **6** Contingency/Combat Operations	Contracting functions performed in a contingency or combat environment
+ **7** Contract Administration Office	Contracting functions primarily focused on contract administration
+ **8** Contract Cost/Price Analyst	Contracting functions primarily focused on advanced cost/price analysis
+ **9** Small Business Specialist	Contracting functions primarily focused on advising small businesses or on strategies for maximizing use of small businesses
+ **10** Other	Contracting functions that perform a variety of assignments or are at a headquarters, secretariat, or OSD

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	**ACQ 201A** Intermediate Systems Acquisition, Part A
+ Functional Training	• **CON 353** Advanced Business Solutions for Mission Support **(R)** • 1 additional course from the Harvard Business Management Modules
+ Education[2]	• At least 24 semester hours in accounting, law, business, finance, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management • Baccalaureate degree (any field of study)
+ Experience	4 years of contracting experience

Unique Position Training Standards[3]

+ Level III Contracting personnel assigned to or devoting at least 50 percent of their time in support of an MDAP/MAIS program	**ACQ 201B** Intermediate Systems Acquisition, Part B **(R)**

Core Plus Development Guide[4]
(Desired training, education, and experience)

Training	All
See Contracting Matrix on the following page	+

EDUCATION: Master's degree in business administration or procurement

EXPERIENCE: 4 additional years of contracting experience

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] See 10 U.S.C. 1724 (provides for limited exceptions).
[3] Workforce members assigned to the position(s) identified in the Unique Position Training Standards section should meet the training standard(s) identified within 6 months of assignment.
[4] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTES:
• **"(R)"** following a course title indicates the course is delivered as resident-based instruction.
• Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the "Notes" section o f the CL course description and the course can be substituted to meet the certification standard.

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment									
Training	1	2	3	4	5	6	7	8	9	10
ACQ 201B Intermediate Systems Acquisition, Part B **(R)**	+	+	+	+	+	+	+	+	+	+
ACQ 370 Acquisition Law **(R)**	+	+	+	+	+	+	+			+
BCF 102 Fundamentals of Earned Value Management			+				+			
CLB 007 Cost Analysis	+	+	+	+	+	+	+	+		+
CLB 011 Budget Policy			+							
CLB 016 Introduction to Earned Value Management			+		+		+			
CLC 023 Commercial Item Determination Executive Overview	+	+	+	+	+	+	+	+	+	+

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] See 10 U.S.C. 1724 (provides for limited exceptions).
[3] Workforce members assigned to the position(s) identified in the Unique Position Training Standards section should meet the training standard(s) identified within 6 months of assignment.
[4] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTES:
• **"(R)"** following a course title indicates the course is delivered as resident-based instruction.
• Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the "Notes" section o f the CL course description and the course can be substituted to meet the certification standard.

INDUSTRIAL/CONTRACT PROPERTY MANAGEMENT LEVEL I

Type of Assignment	Representative Activities
+ Industrial and/or Contract Property Management	• Oversees and manages life cycle processes for government-owned property being utilized by contractors (i.e., government property in the possession of contractors and, in some instances, government-owned contractor-operated plants) • Provides advice and assistance on property-related matters during acquisition planning, contract formation, and contract management • Reviews contractor's purchasing system as it pertains to property management • Performs investigations of instances of lost, stolen, damaged, or destroyed government property and either grants relief or recommends liability

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	None required
+ Functional Training	• **CON 100** Shaping Smart Business Arrangements • **CON 110** Mission-Support Planning • **CON 111** Mission Strategy Execution • **CON 112** Mission-Performance Assessment • **IND 100** Contract Property Administration and Disposition Fundamentals **(R)** • **IND 103** Contract Property Systems Analysis Fundamentals
+ Education	Formal education not required for certification
+ Experience	1 year of property management experience

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment
Training	**Industrial and/or Contract Property Management**
ACQ 101 Fundamentals of Systems Acquisition Management	+

Education: Baccalaureate degree or at least 24 semester hours in accounting, law, business, finance, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management

Experience: None specified

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

INDUSTRIAL/CONTRACT PROPERTY MANAGEMENT LEVEL II

Type of Assignment	Representative Activities
+ Industrial and/or Contract Property Management	• Develops policy and procedures for government property management • Oversees and manages life cycle processes for government-owned property being utilized by contractors (i.e., government property in the possession of contractors and, in some instances, government-owned contractor-operated plants) • Provides advice and assistance on property-related matters during acquisition planning, contract formation, and contract management • Reviews contractor's purchasing system as it pertains to property management • Performs investigations of instances of lost, stolen, damaged, or destroyed government property and either grants relief or recommends liability

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	**ACQ 101** Fundamentals of Systems Acquisition Management
+ Functional Training	• **CON 214** Business Decisions for Contracting • **CON 216** Legal Considerations in Contracting • **IND 200** Intermediate Contract Property Administration and Disposition **(R)**
+ Education	Formal education not required for certification
+ Experience	2 years of industrial property management experience

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment
Training	**Industrial and/or Contract Property Management**
ACQ 201A Intermediate Systems Acquisition, Part A	+
CLM 040 Proper Financial Accounting Treatments for Military Equipment	+
CLM 200 Item-Unique Identification	+
HBS 210 Process Improvement	+
HBS 213 Change Management	+
HBS 227 Strategic Thinking	+

EDUCATION: Baccalaureate degree or at least 24 semester hours in accounting, law, business, finance, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management

EXPERIENCE: None specified

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

INDUSTRIAL/CONTRACT PROPERTY MANAGEMENT LEVEL III

Type of Assignment	Representative Activities
+ Industrial and/or Contract Property Management	• Develops policy and procedures for government property management • Oversees and manages life cycle processes for government-owned property being utilized by contractors (i.e., government property in the possession of contractors and, in some instances, government-owned contractor-operated plants) • Provides advice and assistance on property-related matters during acquisition planning, contract formation, and contract management • Reviews contractor's purchasing system as it pertains to property management • Performs investigations of instances of lost, stolen, damaged, or destroyed government property and either grants relief or recommends liability

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	**ACQ 201A** Intermediate Systems Acquisition, Part A
+ Functional Training	• **CON 353** Advanced Business Solutions for Mission Support **(R)** • 1 additional course from the Harvard Business Management Modules identified in the Core Plus Developmental Guide below.
+ Education	Formal education not required for certification
+ Experience	4 years of experience in industrial property management positions of increasing responsibility and complexity

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment
Training	**Industrial and/or Contract Property Management**
ACQ 201B Intermediate Systems Acquisition, Part B **(R)**	+
CLE 015 Continuous Process Improvement Familiarization	+
HBS 228 Leading and Motivating	+
HBS 230 Coaching	+

EDUCATION: Baccalaureate degree or at least 24 semester hours in accounting, law, business, finance, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management

EXPERIENCE: 4 additional years of experience in industrial property management

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

PURCHASING LEVEL I	
Type of Assignment	**Representative Activities**
+ Purchasing Agent or Supervisory Purchasing Agent	Purchases, rents, or leases supplies, services and equipment through either simplified acquisition procedures or placement of orders against pre-established contractual instruments to support operational requirements
Core Certification Standards[1] (Required for DAWIA certification)	
+ Acquisition Training	None required
+ Functional Training	• **CON 100** Shaping Smart Business Arrangements • **CON 237** Simplified Acquisition Procedures • **CLG 001** DoD Government Purchase Card • **CLC 030** Essentials of Interagency Acquisitions/Fair Opportunity
+ Education	Formal education not required for certification
+ Experience	1 year of purchasing experience

Core Plus Development Guide[2] (Desired training, education, and experience)	**Type of Assignment**
Training	**Supervisory/Purchasing Agent**
CLC 003 Sealed Bidding	+
CLC 004 Market Research	+
CLC 009 Service-Disabled, Veteran-Owned Small Business Program	+
CLC 046 Green Procurement	+
CLC 054 Electronic Subcontracting Reporting System (eSRS)	+
CLC 055 Competition Requirements	+
CLC 061 Online Representations & Certifications Application (OCRA)	+
CLC 062 Intra-Governmental Transactions	+
CLC 113 Procedures, Guidance, and Information	+
CLG 001 DoD Government Purchase Card	+
CLG 005 Purchase Card Online System (PCOLS)	+
CLM 023 Javits-Wagner-O'Day (JWOD) Tutorial	+
SPS 101 Standard Procurement System and Federal Procurement Data System—Next Generation User	+
EDUCATION: 16 semester hours of undergraduate work with emphasis in business	
EXPERIENCE: None specified	

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTES:
• **"(R)"** following a course title indicates the course is delivered as resident-based instruction.
• Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the "Notes" section o f the CL course description and the course can be substituted to meet the certification standard.

Purchasing Level II[1]

Type of Assignment	Representative Activities
+ Purchasing Agent or Supervisory Purchasing Agent	Purchases, rents, or leases supplies, services, and equipment through either simplified acquisition procedures or placement of orders against pre-established contractual instruments to support operational requirements

Core Certification Standards[2] (Required for DAWIA certification)

+ Acquisition Training	None required
+ Functional Training	• **CON 110** Mission-Support Planning • **CON 111** Mission Strategy Execution • **CON 112** Mission-Performance Assessment • **CON 120** Mission-Focused Contracting **(R)**
+ Education	Formal education not required for certification
+ Experience	2 years of experience in purchasing

Core Plus Development Guide[3] (Desired training, education, and experience)	Type of Assignment
Training	**Supervisory/Purchasing Agent**
ACQ 101 Fundamentals of Systems Acquisition Management	+
CLC 020 Commercial Item Determination	+
CLC 022 Profit Policy Revisions	+
CLC 023 Commercial Item Determination Executive Overview	+
CLC 027 Buy American Act	+
CLC 060 Time and Materials Contracts	+
CLC 104 Analyzing Profit or Fee	+
CLC 131 Commercial Item Pricing	+
CLG 004 DoD Government Purchase Card Refresher Training	+
CON 214 Business Decisions for Contracting	+
CON 215 Intermediate Contracting for Mission Support **(R)**	+
CON 216 Legal Considerations in Contracting	+
CON 217 Cost Analysis and Negotiation Techniques **(R)**	+
CON 218 Advanced Contracting for Mission Support **(R)**	+

EDUCATION: 32 semester hours of undergraduate work with emphasis in business.

EXPERIENCE: None specified

[1] Level II is the highest certification level for this career field.
[2] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level. To attain certification at Level II, workforce members must also possess a Level 1 certification in Purchasing.
[3] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTES:
• **"(R)"** following a course title indicates the course is delivered as resident-based instruction.
• Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the "Notes" section o f the CL course description and the course can be substituted to meet the certification standard.

Facilities Engineering Functional Community

Total Workforce Size: 6,738
Level I or higher: 47%   Level II or higher: 40%   Level III: 2%

+ Mr. James Dalton, P.E.
Chief, Engineering and Construction,
U.S. Army Corps of Engineers

The Facilities Engineering career field encompasses a variety of professional individuals with diverse skills focused on the design, construction, and life cycle maintenance of military installations, facilities, civil works projects, airfields, roadways, and oceanic facilities. It involves all facets of life cycle management from planning through disposal, including design, construction, environmental protection, base operations and support, housing, real estate, and real property maintenance. Additional duties include advising or assisting commanders and acting as, or advising, program managers and other officials as necessary in executing all aspects of their responsibilities for facility management and the mitigation/elimination of environmental impact in direct support of the defense acquisition process.

FACILITIES ENGINEERING LEVEL I	
Type of Assignment	**Representative Activities**
+ Facilities Engineer	• Conducts actions that support one or more facets of facilities engineering - planning; design; construction; environmental management; base operations, support, and housing; real estate; and real property maintenance. • May serve as an IPT member, representing a specific FE functional area.
Core Certification Standards[1] (Required for DAWIA certification)	
+ Acquisition Training	**ACQ 101** Fundamentals of Systems Acquisition Management
+ Functional Training	**None required**
+ Education	**Formal education not required for certification**
+ Experience	**1 year of acquisition experience in facilities engineering**

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment
Training	**Facilities Engineer**
CLC 028 Past Performance Information	+
CLM 017 Risk Management	+
CLM 024 Contracting Overview	+
CLM 035 Environmental Safety and Occupational Health—Lesson from PMT 352A	+
EDUCATION: None specified	
EXPERIENCE: None specified	

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
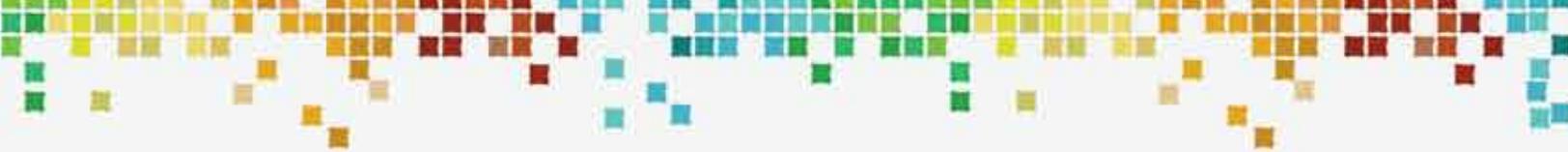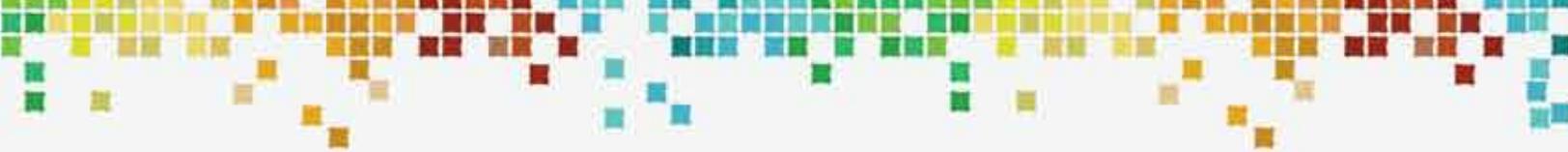[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

FACILITIES ENGINEERING LEVEL II

Type of Assignment	Representative Activities
+ Facilities Engineer	• Organizes, conducts, and/or monitors one or more facets of facilities engineering—planning; design; construction; environmental management; base operations, support, and housing; real estate; and real property maintenance. • May serve as an IPT leader for a specific project, representing a specific FE functional area or supervising multiple disciplines.

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	None required
+ Functional Training	FE 201 Intermediate Facilities Engineering
+ Education	Formal education not required for certification
+ Experience	2 years of acquisition experience in facilities engineering

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment
Training	Facilities Engineer
CLB 016 Introduction to Earned Value Management	+
CLE 001 Value Engineering	+
CLM 012 Scheduling	+
CLM 013 Work-Breakdown Structure	+
CLM 016 Cost Estimating	+

EDUCATION: ▪ Baccalaureate degree in engineering, architecture, physics, chemistry, mathematics, community planning, business, or related fields
▪ 9 semester credit hours selected from accounting, business finance, law, economics, industrial management, quantitative methods, or organization and management

Experience: 2 years of experience in acquisition positions of increasing responsibility and complexity (in addition to core certification experience)

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

Facilities Engineering Level III

Type of Assignment	Representative Activities
+ Facilities Engineer	• Leads, manages, and/or executes one or more facets of facilities engineering— planning; design; construction; environmental management; base operations, support, and housing; real estate; and real property maintenance • May lead multiple IPTs for specific projects or perform FE program management

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	None required
+ Functional Training	**FE 301** Advanced Facilities Engineering **(R)**
+ Education	Formal education not required for certification
+ Experience	4 years of acquisition experience in facilities engineering

Core Plus Development Guide[2]
(Desired training, education, and experience)

Training	Facilities Engineer
CLC 037 A-76 Competitive Sourcing Overview	+
CLC 108 Strategic Sourcing Overview	+
CLE 008 Six Sigma: Concepts and Processes	+
CLM 014 IPT Management and Leadership	+

EDUCATION:
• Baccalaureate degree in engineering, architecture, physics, chemistry, mathematics, community planning, business, or related fields
  ▪ Advanced degree from an accredited institution of higher learning in engineering, physics, chemistry, operations research, community planning, management, business, public administration, or related fields
  ▪ 12 semester credit hours selected from accounting, business finance, law, economics, industrial management, quantitative methods, or organization and management

EXPERIENCE: 4 additional years of experience in acquisition positions of increasing responsibility and complexity

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.
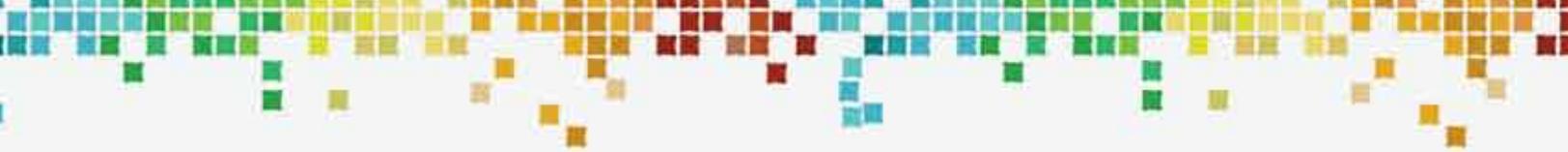
Information Technology Functional Community

Total Workforce Size: 4,697
Level I or higher: 55%   Level II or higher: 38%   Level III: 19%

+ Ms. Joyce France
  Director, DoD Chief Information
  Officer Management Services

This career field includes computer scientists, information technology management specialists, computer engineers, telecommunications managers, etc., who directly support the acquisition of information technology (IT). Personnel in this career field typically provide direct support for acquisitions that use information technology, including National Security Systems. They apply IT-related laws, policies, and directives, and provide IT-related guidance throughout the total acquisition life cycle. The employee typically identifies requirements; writes and/or reviews specifications; identifies costs; obtains resources (manpower, funding, and training); supports portfolio management, information assurance certification, Global Information Grid compliance, and IT architecture-related activities; and tests, evaluates, plans, obtains, and manages IT life cycle development and support (operations, maintenance, and replacement).

INFORMATION TECHNOLOGY LEVEL I	
Type of Assignment	**Representative Activities**
+ CIO Office	Identifies and describes the following: policies, laws, and regulations; emerging IT acquisition strategies; best practices; IT-related performance measures and quality management; capital planning and investment control; acquisition planning, solicitation, and administration; and information assurance.
+ Central Design Activity (CDA)	Identifies and describes the following: basic concepts of software engineering and development activities; enterprise architecture; best practices; IT systems engineering; information assurance; IT-related technologies; test and evaluation processes; and verification and validation processes.
+ Project Office/Field Activities	Identifies and describes the following: IT program management approaches; emerging IT acquisition strategies; best practices; IT-related performance measures and quality management; acquisition planning, solicitation, and administration; information assurance; test and evaluation processes; verification and validation processes; and fielding and sustaining IT systems.

Core Certification Standards[1] (Required for DAWIA certification)	
+ Acquisition Training	**ACQ 101** Fundamentals of Systems Acquisition Management
+ Functional Training	As of Nov. 15, 2005, the contents of IRM 101 and SAM 101 were merged. Since Nov. 15, 2005, the same content has been delivered under both course designators/names. Therefore, either of the following conditions must be met: • **IRM 101** Basic Information Systems Acquisition and **SAM 101** Basic Software Acquisition Management if both courses were completed before Nov. 15, 2005; or • **IRM 101** Basic Information Systems Acquisition or **SAM 101** Basic Software Acquisition Management if either course was completed on or after Nov. 15, 2005
+ Education	Formal education not required for certification
+ Experience	1 year of acquisition experience in information technology

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment		
Training	**CIO Off**	**CDA**	**PO/Fld Act**
BCF 103 Fundamentals of Business Financial Management	+		
CLB 007 Cost Analysis		+	+
CLB 016 Introduction to Earned Value Management	+	+	+
CLE 004 Introduction to Lean Enterprise Concepts	+	+	+
CLE 015 Continuous Process Improvement Familiarization	+	+	+
SYS 101 Fundamentals of Systems Planning, Research, Development, and Engineering	+	+	+
TST 102 Fundamentals of Test and Evaluation		+	+

EDUCATION: Baccalaureate degree, preferably with a major in computer science, information systems management, business administration, or a related field

EXPERIENCE: None specified

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction

INFORMATION TECHNOLOGY LEVEL II

Type of Assignment	Representative Activities
+ CIO Office	Applies the following: policies, laws, and regulations; emerging IT acquisition strategies; best practices; IT-related performance measures and quality management; capital planning and investment control; acquisition planning, solicitation, and administration; and information assurance.
+ Central Design Activity (CDA)	Applies the following: basic concepts of software engineering and development activities; enterprise architecture; best practices; IT systems engineering; information assurance; IT-related technologies; test and evaluation processes; and verification and validation processes.
+ Project Office/Field Activities	Applies the following: IT program management approaches; emerging IT acquisition strategies; best practices; IT-related performance measures and quality management; acquisition planning, solicitation, and administration; information assurance; test and evaluation processes; verification and validation processes; and fielding and sustaining IT systems.

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	• **ACQ 201A** Intermediate Systems Acquisition, Part A • **ACQ 201B** Intermediate Systems Acquisition, Part B **(R)**
+ Functional Training	• **IRM 202** Intermediate Information Systems Acquisition **(R)** or both of the below courses are acceptable through Sept. 30, 2010: ▪ **IRM 201** Intermediate Information Systems Acquisition **(R)** ▪ **SAM 201** Intermediate Software Acquisition Management **(R)**
+ Education	Formal education not required for certification
+ Experience	2 years of acquisition experience; at least one (1) year of this experience must be in information technology

Core Plus Development Guide[2]
(Desired training, education, and experience)

Training	CIO Off	CDA	PO/Fld Act
BCF 102 Fundamentals of Earned Value Management	+	+	+
BCF 106 Fundamentals of Cost Analysis	+	+	+
BCF 107 Applied Cost Analysis **(R)**	+		+
CLE 003 Technical Reviews			+
CLE 006 Enterprise Integration Overview	+		+
CLE 007 Lean Six Sigma for Manufacturing	+		+
CLE 016 Outcome-Based Performance Measures	+		+
CLE 017 Technical Planning			+
CLE 025 Information Assurance (IA) for Acquisition Professionals	+	+	+
CLE 301 Reliability and Maintainability		+	+
CLL 015 Business Case Analysis	+		+
CLM 029 Net-Ready Key Performance Parameter (NR-KPP)	+		+
CLM 101 Analysis of Alternatives (AoA) (USAF Process)	+		+
LOG 101 Acquisition Logistics Fundamentals		+	+
SYS 202 Intermediate Systems Planning, Research, Development, and Engineering, Part I		+	+

EDUCATION: Master's degree, preferably with a major in computer science, management information systems, business administration, or a related field

EXPERIENCE: 2 years of information technology acquisition experience, preferably in a program office or similar organization (in addition to core certification experience)

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

Information Technology Level III

Type of Assignment	Representative Activities
+ CIO Office	Interprets, evaluates, and develops policies and/or influences laws/regulations for: emerging IT acquisition strategies; best practices; IT-related performance measures and quality management; capital planning and investment control; acquisition planning, solicitation, and administration; and information assurance.
+ Central Design Activity (CDA)	Interprets, evaluates, and/or develops: basic concepts of software engineering and development activities; enterprise architecture; best practices; IT systems engineering; information assurance; IT-related technologies; test and evaluation processes; and verification and validation processes.
+ Project Office/Field Activities	Interprets, evaluates, and/or develops: IT program management approaches; emerging IT acquisition strategies; best practices; IT-related performance measures and quality management; acquisition planning, solicitation, and administration; information assurance; test and evaluation processes; verification and validation processes; and fielding and sustaining IT systems.

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	**None Required**
+ Functional Training	• **IRM 304** Advanced Information Systems Acquisition **(R)** • **SAM 301** Advanced Software Acquisition Management **(R)**
+ Education	**Formal education not required for certification**
+ Experience	**4 years of information technology or software-intensive systems acquisition experience**

Core Plus Development Guide[2] (Desired training, education, and experience)

Training	CIO Off	CDA	PO/Fld Act
CLE 021 Technology Readiness Assessments			+
CLL 008 Designing for Supportability in DoD Systems		+	+
CLL 014 Joint Systems Integrated Support Strategies (JSISS)	+		+
CLM 014 IPT Management and Leadership	+	+	+
LOG 103 Reliability, Availability, and Maintainability (RAM)		+	+
LOG 200 Intermediate Acquisition Logistics, Part A			+
PMT 251 Program Management Tools Course, Part I	+	+	+
PMT 256 Program Management Tools Course, Part II	+	+	+
PMT 352A Program Management Office Course, Part A	+		+
SYS 203 Intermediate Systems Planning, Research, Development, and Engineering, Part II **(R)**		+	+

EDUCATION: Master's degree, preferably with a major in computer science, information systems management, business administration, or a related field

EXPERIENCE: 4 years of information technology acquisition experience (in addition to core certification experience)

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

Life Cycle Logistics Functional Community

Total Workforce Size: 15,814
Level I or higher: 71%   Level II or higher: 49%   Level III: 27%

+ Mr. Randy Fowler
  Assistant Deputy Under Secretary of
  Defense (Materiel Readiness)

The Life Cycle Logistics career field encompasses both acquisition logistics and sustainment activities; and includes professionals responsible for planning, development, implementation, and management of effective and affordable weapons, materiel, or information systems support strategies.

Life cycle logisticians perform a principal joint and/or DoD component logistics role during both the acquisition and operational phases of the system life cycle to: ensure product support strategies meet program goals for operational effectiveness and readiness; ensure supportability requirements are addressed consistently with cost, schedule, and performance; ensure supportability considerations are implemented during systems design; and meet system materiel availability, materiel reliability, life cycle cost, and mean down time objectives.

Life cycle logisticians pursue two primary objectives, namely to ensure weapons systems are designed, maintained, and modified to continuously reduce the demand for logistics; and to ensure the logistics support that is required be effective and efficient. The resources required to provide product support must be minimized while meeting warfighter needs.

Life cycle logisticians achieve this by ensuring the integration of all support elements to maximize supportability, reliability, availability, maintainability, and mission effectiveness of the system throughout its life cycle. They achieve this by influencing system design and providing effective, timely product support capability to achieve the system's materiel readiness and sustain operational capability. Emphasis is placed on ensuring materiel readiness at an optimal life cycle cost and integrating life cycle management principles by designing and implementing performance-based life

cycle product support strategies to provide effective system support. Life cycle logisticians can work directly in a program management office, in support of the program manager, or in other supporting and sustainment logistics activity offices. Thus, life cycle logisticians are ultimately responsible for translating warfighter performance requirements into tailored product support spanning the system life cycle.

LIFE CYCLE LOGISTICS LEVEL I	
Type of Assignment	**Representative Activities**
+ Acquisition Logistics	• Plans/develops effective and affordable weapons, materiel, or information systems support strategies. • Ensures product support strategies meet program goals for operational effectiveness and readiness. • Ensures supportability requirements consistent with cost, schedule, and performance are addressed. • Plans and develops performance-based logistics as preferred DoD product support approach. • Ensures integration of all support elements to maximize system deployability, supportability, and mobility.
+ Sustainment	• Implements effective and affordable weapons, materiel, or information systems support of fielded and/or out-of-production systems, including obsolescence, modernization, modification, sustaining engineering, workload allocation, public-private partnerships, supply chain management, and/or system retirement. • Executes and manages system performance-based logistics support strategy, ensuring system performance requirements are met.

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	**ACQ 101** Fundamentals of Systems Acquisition Management
+ Functional Training	• **LOG 101** Acquisition Logistics Fundamentals • **LOG 102** Systems Sustainment Management Fundamentals • **CLL 008** Designing for Supportability in DoD Systems • **CLL 011** Performance-Based Logistics **Effective Oct. 1, 2010,** the following course is required: • **LOG 103** Reliability, Availability, and Maintainability (RAM)
+ Education	Formal education not required for certification
+ Experience	1 year of acquisition and/or sustainment experience in life cycle logistics

Core Plus Development Guide[2] (Desired training, education, and experience)

Training	Acquisition Logistics	Sustainment
BCF 102 Fundamentals of Earned Value Management	+	
BCF 106 Fundamentals of Cost Analysis	+	
BCF 107 Applied Cost Analysis **(R)**	+	
CLB 007 Cost Analysis	+	+
CLB 009 Planning, Programming, Budgeting, and Execution and Budget Exhibits	+	+
CLC 011 Contracting for the Rest of Us	+	
CLC 013 Performance-Based Services Acquisition	+	+
CLC 019 Leveraging DCMA for Program Success	+	+
CLC 045 Partnering	+	+
CLC 108 Strategic Sourcing Overview		+
CLC 112 Contractors Accompanying the Force	+	
CLE 003 Technical Reviews	+	+
CLE 015 Continuous Process Improvement Familiarization	+	+
CLE 301 Reliability and Maintainability	+	+

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTES:
• **"(R)"** following a course title indicates the course is delivered as resident-based instruction.
• Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the "Notes" section o f the CL course description and the course can be substituted to meet the certification standard.

Life Cycle Logistics Level I

Type of Assignment	Representative Activities	
CLL 002 Defense Logistics Agency Support to the PM	+	+
CLL 006 Depot Maintenance Partnering	+	+
CLL 013 DoD Packaging		+
CLL 014 Joint Systems Integrated Support Strategies (JSISS)	+	+
CLL 017 Introduction to Defense Distribution		+
CLL 022 Title 10 Depot Maintenance Statute Overview	+	+
CLL 030 Reliability Centered Maintenance (RCM)	+	+
CLM 013 Work-Breakdown Structure	+	+
CLM 021 Introduction to Reducing Total Ownership Costs (R-TOC)	+	+
CLM 032 Evolutionary Acquisition	+	+
CLM 036 Technology Transfer and Export Control Fundamentals	+	+
CON 110 Mission-Support Planning	+	
CON 111 Mission Strategy Execution	+	
SYS 101 Fundamentals of Systems Planning, Research, Development, and Engineering	+	
TST 102 Fundamentals of Test and Evaluation	+	+
EDUCATION: Baccalaureate degree in a technical, scientific, or managerial field		
EXPERIENCE: 2 years of life cycle logistics experience in support of acquisition or sustainment of DoD weapons/materiel systems		

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTES:
• **"(R)"** following a course title indicates the course is delivered as resident-based instruction.
• Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the "Notes" section o f the CL course description and the course can be substituted to meet the certification standard.

LIFE CYCLE LOGISTICS LEVEL II

Type of Assignment	Representative Activities
+ Acquisition Logistics	• Plans/develops effective and affordable weapons, materiel, or information systems support strategies. • Ensures product support strategies meet program goals for operational effectiveness and readiness. • Ensures supportability requirements consistent with cost, schedule, and performance are addressed. • Plans and develops performance-based logistics as preferred DoD product support approach. • Ensures integration of all support elements to maximize system deployability, supportability, and mobility.
+ Sustainment	• Implements effective and affordable weapons, materiel, or information systems support of fielded and/or out-of-production systems, including obsolescence, modernization modification, sustaining engineering, workload allocation, public-private partnerships, supply chain management (SCM), and/or system retirement. • Executes and manages system performance-based logistics support strategy, ensuring system performance requirements are met.

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	**ACQ 201A** Intermediate Systems Acquisition, Part A **ACQ 201B** Intermediate Systems Acquisition, Part B **(R)**

+ Functional Training	• **LOG 200** Intermediate Acquisition Logistics, Part A
	• **LOG 201** Intermediate Acquisition Logistics, Part B **(R)**
	• **LOG 235** Performance-Based Logistics, Part A
	• **LOG 236** Performance-Based Logistics, Part B **(R)**
	  Two additional supervisor-employee agreed-upon courses or continuous learning (CL) modules from Core Plus list below
	  Effective Oct. 1, 2010, the following course is required:
	• **LOG 206** Intermediate Systems Sustainment Management

+ Education	Formal education not required for certification
+ Experience	2 years of acquisition and/or sustainment experience in life cycle logistics

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment	
Training	Acquisition Logistics	Sustainment
BCF 211 Acquisition Business Management **(R)**	+	
CLC 004 Market Research	+	
CLE 001 Value Engineering	+	
CLE 004 Introduction to Lean Enterprise Concepts		+
CLE 007 Lean Six Sigma for Manufacturing	+	+
CLE 040 IUID Marking	+	+
CLL 015 Business Case Analysis	+	+
CLL 019 Technology Refreshment Planning		+
CLL 020 Independent Logistics Assessments	+	
CLL 023 Title 10 U.S.C. 2464 Core Statute Implementation		+
CLL 024 Title 10 Limitations on the Performance of Depot-Level Maintenance (50/50)		+
CLL 025 Depot Maintenance Interservice Support Agreements (DMISA)		+

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

LIFE CYCLE LOGISTICS LEVEL II		
Type of Assignment	**Representative Activities**	
CLL 029 Condition-Based Maintenance Plus (CBM+)	+	+
CLL 119 Technical Refreshment Implementation Module		+
CLM 037 Physical Inventories		+
CLM 038 Corrosion Prevention and Control Overview		+
CLR 252 Developing Requirements	+	
CON 112 Mission-Performance Assessment	+	
IRM 101 Basic Information Systems Acquisition	+	
LOG 103 Reliability, Availability, and Maintainability (RAM)	+	+
LOG 204 Configuration Management	+	+
LOG 206 Intermediate Systems Sustainment Management	+	+
PMT 203 International Security and Technology Transfer/Control **(R)**	+	+
PMT 251 Program Management Tools Course, Part I	+	
PMT 256 Program Management Tools Course, Part II	+	
PQM 101 Production, Quality, and Manufacturing Fundamentals		+
PQM 201A Intermediate Production, Quality, and Manufacturing, Part A		+
PQM 201B Intermediate Production, Quality, and Manufacturing, Part B **(R)**		+
RQM 110 Core Concepts for Requirements Management	+	
SYS 202 Intermediate Systems Planning, Research, Development, and Engineering, Part I	+	
TST 203 Intermediate Test and Evaluation **(R)**	+	+
EDUCATION: Baccalaureate degree in a logistics, business, management, or technical field, and/or completion of a certificate program in systems design and operational effectiveness or similar systems engineering/technical education, business administration, and/or supply chain management		
EXPERIENCE: 4 years of life cycle logistics experience in support of acquisition or sustainment of DoD weapons/materiel systems		

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

LIFE CYCLE LOGISTICS LEVEL III

Type of Assignment	Representative Activities
+ Acquisition Logistics	• Leads/plans/develops effective and affordable weapons, materiel, or information systems support strategies. • Ensures product support strategies meet program goals for operational effectiveness and readiness. • Ensures supportability requirements consistent with cost, schedule, and performance are addressed. • Plans and develops performance-based logistics as preferred DoD product support approach. • Ensures integration of all support elements to maximize system deployability, supportability, and mobility.
+ Sustainment	• Leads, plans, and executes effective and affordable weapons, materiel, or information systems support of fielded and/or out-of-production systems, including obsolescence management, modernization/modification, sustaining engineering, workload allocation, public-private partnerships, Supply Chain Management (SCM), and/or system retirement. • Executes and manages performance-based logistics support strategy, ensuring system performance requirements are met.

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	No additional requirements
+ Functional Training	• **LOG 350** Enterprise Life Cycle Logistics Management **(R)** • Two additional supervisor-employee agreed-upon courses or continuous learning (CL) modules from Core Plus list below
+ Education	Formal education not required for certification
+ Experience	4 years of acquisition and/or sustainment experience in life cycle logistics

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment	
Training	Acquisition Logistics	Sustainment
ACQ 265 Mission-Focused Services Acquisition **(R)**	+	+
ACQ 450 Leading in the Acquisition Environment **(R)**	+	
ACQ 451 Integrated Acquisition for Decision Makers **(R)**	+	
ACQ 452 Forging Stakeholder Relationships **(R)**	+	+
CLB 011 Budget Policy	+	+
CLB 016 Introduction to Earned Value Management	+	
CLC 055 Competition Requirements	+	+
CLE 011 Modeling and Simulation for Systems Engineering	+	
CLL 016 Joint Logistics	+	+
CLL 026 Depot Maintenance Capacity Measurement		+
CLL 201 Diminishing Manufacturing Sources and Material Shortages (DMSMS) Fundamentals	+	+
CLL 203 Diminishing Manufacturing Sources and Material Shortages (DMSMS) Essentials	+	+
CLL 204 Diminishing Manufacturing Sources and Material Shortages (DMSMS) Case Studies		+
CLL 205 Diminishing Manufacturing Sources and Material Shortages (DMSMS) for Technical Professionals		+

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.

[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

LIFE CYCLE LOGISTICS LEVEL III

Type of Assignment	Representative Activities	
CLL 206 Parts Management Executive Overview	+	+
CLM 014 IPT Management and Leadership	+	
CLM 017 Risk Management	+	+
CLM 035 Environmental Safety and Occupational Health—Lesson from PMT 352A	+	+
CLM 038 Corrosion Prevention and Control Overview	+	+
CLM 041 Capabilities-Based Planning	+	+
CLM 044 Radio Frequency Identification		
CLM 047 Fiscal and Physical Accountability and Management of DoD Equipment		+
CLM 101 Analysis of Alternatives (AoA) (USAF Process)		+
CLM 200 Item-Unique Identification	+	
CLR 250 Capabilities-Based Assessment	+	+
CON 237 Simplified Acquisition Procedures	+	
HBS 201 Budgeting	+	+
HBS 214 Crisis Management	+	+
PMT 202 Multinational Program Management **(R)**	+	+
PMT 352A Program Management Office Course, Part A	+	
PMT 352B Program Management Office Course, Part B **(R)**	+	
PQM 301 Advanced Production, Quality, and Manufacturing **(R)**		+
RQM 403 Requirements Management Executive Overview **(R)**	+	
SYS 203 Intermediate Systems Planning, Research, Development, and Engineering, Part II **(R)**	+	+
TST 303 Advanced Test and Evaluation **(R)**	+	+

EDUCATION: Master's degree in a logistics, business, management, or technical field, such as systems design and operational effectiveness, or similar systems engineering/technical education, business administration, and/or supply chain management
Joint Professional Military Education (JPME) such as Industrial College of the Armed Forces (ICAF)

EXPERIENCE: 8 years of life cycle logistics experience in support of acquisition or sustainment of DoD weapons/materiel systems

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

Engineering and Technical Management Functional Communities

+ Mr. Stephen Welby
  Director, Systems Engineering, ODDR&E

Note: The Systems Planning, Research, Development, and Engineering functional community covers three career paths: Systems Engineering, Program Systems Engineer, and Science and Technology Manager. The Systems Engineering and the Program Systems Engineer career paths fall under the Engineering and Technical Management functional leader. The Science and Technology Manager career path is overseen by a different functional leader.

As the functional lead for the Technical Management career fields—which include Production, Quality, and Manufacturing (PQM); Systems Planning, Research, Development, and Engineering-Systems Engineer (SPRDE-SE); and Systems Planning, Research, Development, and Engineering-Program Systems Engineer (SPRDE-PSE)—I want to take this opportunity to emphasize our focus on acquisition excellence. Our goal is to position the Defense Acquisition Workforce for success in the future by ensuring that we have the right mix of skills and capabilities in the workforce, focusing on technical excellence, and providing consistent and integrated policy and guidance to the technical management community.

In collaboration with DAU, the Services, and components, we have put in place an infrastructure that appropriately connects certification levels to position requirements to support an agile workforce.

Production, Quality, and Manufacturing (PQM)
The PQM career field plays a vital role in ensuring that DoD products are delivered on time, perform as expected whenever they are needed, and are cost effective. In order to accomplish this, PQM engineers and quality assurance professionals must be deeply and actively involved with critical defense programs throughout the acquisition life cycle.

The PQM curriculum has been updated to reflect that consideration of production readiness should no longer wait until the end of the development process. Producibility should be systematically examined throughout the development process as an integral part of the systems engineering technical reviews so manufacturing cost drivers can be eliminated in the early stages of system development.

PQM courses are designed to produce quality professionals who can advise and collaborate with customers and suppliers to help them integrate quality practices into their manufacturing processes. Acquisition professionals capable of creating this type of partnership achieve a better understanding of the customer's business needs and are crucial to successful performance with a competitive edge.

We are dedicated to providing more learning assets at the point of need, which is critical to the success of our Defense Acquisition Workforce recruiting, development, and retention strategies.

Total Workforce Size: 9,222
Level I or higher: 74%
Level II or higher: 64%
Level III: 15%

Systems Planning, Research, Development, and Engineering—Systems Engineer (SPRDE-SE) and Program Systems Engineer (SPRDE-PSE)
The overall curricula for the SPRDE-SE and PSE career paths were designed to bring an enhanced depth of knowledge to the workforce at the appropriate level: entry, journeyman, or advanced. These curricula focus on the technical processes, technical management processes, integrated product team activities, and the ability to apply critical systems thinking concepts to complex technical management problems. The specific

duties and qualifications of a SPRDE-SE or PSE workforce member may vary significantly, and a wide variety of engineering disciplines are represented within the SPRDE-SE and PSE career paths.

A primary goal of the new SPRDE-PSE career path is to facilitate development of a select cadre of more experienced systems engineers who possess cross-disciplinary technical skills grounded in broad-based training. These skills and training will better prepare them for critical senior leadership positions such as lead or chief systems engineer. The experience standards established for the SPRDE-PSE career path certification have been significantly increased, and the training standards have been expanded to include a variety of technical courses in addition to the core functional

systems engineering courses. Effective implementation of the SPRDE-PSE career path will provide greater clarity and improved focus for the critical systems engineering talent within the technical management workforce.

SPRDE-SE
Total Workforce Size: 37,842
Level I or higher: 79%
Level II or higher: 67%
Level III: 53%

SPRDE-PSE
Total Workforce Size: 264
Level I or higher: 42%
Level II or higher: 40%
Level III: 34%

PRODUCTION, QUALITY AND MANUFACTURING LEVEL I

Type of Assignment	Representative Activities
+ Quality Assurance Engineer	• Builds quality characteristics (i.e., performance, cost, durability, safety, ease of use, reliability, maintainability, availability, ease of disposal, simplicity of design, and configuration management) into the designs of the products and services. • Ensures consistency of requirements as they flow down to the component level.
+ Quality Assurance Specialist	• Ensures the appropriate quality characteristics have been integrated into the products. • Monitors products and services through life cycle and the supply chain. • Validates/verifies adherence to specified requirements through test and measurement activities.
+ Manufacturing/Production Engineer	• Participates in manufacturing planning. • Builds producibility into designs (tooling, facilities, and products). • Evaluates production capability and capacity of manufacturing processes.
+ Manufacturing/Production Specialist	• Performs production surveillance. • Monitors schedule and delivery processes. • Participates in assessing manufacturing/production readiness.

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	**ACQ 101** Fundamentals of Systems Acquisition Management
+ Functional Training	• **PQM 101** Production, Quality, and Manufacturing Fundamentals • **CLC 024** Basic Math Tutorial • **CLM 017** Risk Management
+ Education	Formal education not required for certification
+ Experience	1 year of acquisition experience in manufacturing, production, or quality assurance

Core Plus Development Guide[2]
(Desired training, education, and experience)

Type of Assignment

Training	Weapon Systems	Services	Business Mgmt/IT	International Acq
CLE 004 Introduction to Lean Enterprise Concepts	+	+	+	+
CLE 011 Modeling and Simulation for Systems Engineering	+		+	
CLE 015 Continuous Process Improvement Familiarization	+	+	+	+
CLE 201 ISO 9000:2000	+	+	+	+
LOG 101 Acquisition Logistics Fundamentals	+	+	+	+
LOG 102 Systems Sustainment Management Fundamentals		+		+
PQM 103 Defense Specification Management **(R)**	+	+	+	
PQM 104 Specification Selection and Application **(R)**	+	+	+	
SYS 101 Fundamentals of Systems Planning, Research, Development, and Engineering	+	+	+	+
TST 102 Fundamentals of Test and Evaluation	+		+	

EDUCATION: Baccalaureate degree in engineering, chemistry, physical science, mathematics, statistics, manufacturing or production management, industrial technology or management, business, quality assurance, or a related field

EXPERIENCE: At least 4 weeks of rotational assignments at a contractor and/or governmental industrial facility that includes experience in quality, manufacturing, engineering, and contracting

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTES:
•**"(R)"** following a course title indicates the course is delivered as resident-based instruction.
•Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the "Notes" section o f the CL course description and the course can be substituted to meet the certification standard.

PRODUCTION, QUALITY AND MANUFACTURING LEVEL II

Type of Assignment	Representative Activities
+ Quality Assurance Engineer	• Builds quality characteristics (i.e., performance, cost, durability, safety, ease of use, reliability, maintainability, availability, ease of disposal, simplicity of design, and configuration management) into the designs of the products and services. • Ensures consistency of requirements as they flow down to the component level.
+ Quality Assurance Specialist	• Ensures appropriate quality characteristics have been integrated into the product. • Monitors the products and services through life cycle and the supply chain. • Validates/verifies adherence to specified requirements through test and measurement activities. • Leads and coordinates quality assurance activities.
+ Manufacturing/Production Engineer	• Evaluates manufacturing planning. • Builds producibility in designs (tooling, facilities, and products). • Evaluates production capability and capacity of manufacturing processes. • Coordinates with systems engineering and design functions.
+ Manufacturing/Production Specialist	• Performs production surveillance. • Monitors schedule and delivery processes. • Evaluates manufacturing/production readiness.

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	**ACQ 201A** Intermediate Systems Acquisition, Part A **ACQ 201B** Intermediate Systems Acquisition, Part B **(R)**
+ Functional Training	• **PQM 201A** Intermediate Production, Quality, and Manufacturing, Part A • **PQM 201B** Intermediate Production, Quality, and Manufacturing, Part B **(R)** • **CLE 003** Technical Reviews
+ Education	Formal education not required for certification
+ Experience	2 years of acquisition experience in manufacturing, production, or quality assurance

Core Plus Development Guide[2]
(Desired training, education, and experience)

Type of Assignment

Training	Weapon Systems	Services	Business Mgmt/IT	International Acq
CLC 011 Contracting for the Rest of Us	+	+	+	+
CLC 042 Predictive Analysis and Quality Assurance	+	+		
CLE 001 Value Engineering	+	+	+	+
CLE 008 Six Sigma: Concepts and Processes		+		+
CLE 009 System Safety in Systems Engineering	+	+	+	+
CLE 017 Technical Planning	+		+	
CLE 028 Market Research for Engineering and Technical Personnel	+			
CLE 301 Reliability and Maintainability	+	+	+	+
CLM 021 Introduction to Reducing Total Ownership Costs (R-TOC)	+	+	+	+
LOG 103 Reliability, Availability, and Maintainability (RAM)	+		+	
LOG 200 Intermediate Acquisition Logistics, Part A	+	+		+
LOG 204 Configuration Management	+	+		+

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTES:
• **"(R)"** following a course title indicates the course is delivered as resident-based instruction.
• Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the "Notes" section o f the CL course description and the course can be substituted to meet the certification standard.

Production, Quality and Manufacturing Level III

Type of Assignment	Representative Activities
+ Quality Assurance Engineer	• Builds quality characteristics (i.e., performance, cost, durability, safety, ease of use, reliability, maintainability, availability, ease of disposal, simplicity of design, and configuration management) into the designs of the products and services. • Ensures consistency of requirements as they flow down to the component level. • Manages transition through various life-cycle phases. • Influences continuous process-improvement activities.
+ Quality Assurance Specialist	• Ensures the appropriate quality characteristics have been integrated into the product. • Monitors the products and services through life cycle and the supply chain. • Validates/verifies adherence to specified requirements through test and measurement activities. • Manages/leads quality-assurance activities.
+ Manufacturing/Production Engineer	• Participates in manufacturing planning. • Builds producibility in designs (tooling, facilities, and products). • Evaluates production capability and capacity of manufacturing processes. • Influences continuous process improvement activities and the design process.
+ Manufacturing/Production Specialist	• Performs production surveillance. • Monitors schedule and delivery processes. • Manages/leads manufacturing/production readiness reviews. • Manages/leads manufacturing/production processes and resources.

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	None required
+ Functional Training	• **PQM 301** Advanced Production, Quality, and Manufacturing **(R)**
+ Education	Formal education not required for certification
+ Experience	4 years of acquisition experience in manufacturing, production, or quality assurance

Core Plus Development Guide[2]
(Desired training, education, and experience)

Type of Assignment

Training	Weapon Systems	Services	Business Mgmt/IT	International Acq
CLC 019 Leveraging DCMA for Program Success	+	+	+	+
CLC 040 Predictive Analysis and Scheduling			+	+
CLC 042 Predictive Analysis and Quality Assurance	+	+		
CLE 007 Lean Six Sigma for Manufacturing	+	+	+	+
CLE 021 Technology Readiness Assessments	+		+	
CLL 008 Designing for Supportability in DoD Systems	+		+	
PMT 251 Program Management Tools Course, Part I	+	+	+	+
PMT 256 Program Management Tools Course, Part II	+	+	+	+
PMT 352A Program Management Office Course, Part A	+	+	+	+

EDUCATION: Master's degree in business, production management, engineering, or a related field

EXPERIENCE: At least one 90-day rotational assignment at a contractor and/or government industrial facility that includes experience in quality, manufacturing, engineering, and contracting

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

SPRDE – Program Systems Engineer Level I

Type of Assignment	Representative Activities
+ Acquisition Program Systems Engineer	• Demonstrates how systems engineering technical and technical management processes apply to acquisition programs. • Interacts with program IPTs regarding the proper application of systems engineering processes. • Develops systems models and work breakdown structures; uses top-down design and bottom-up product realization.
+ Sustainment Program Systems Engineer	• Demonstrates how systems engineering processes apply while working in a program office or user support team supporting in-service, out-of-production systems. • Interacts with user support teams regarding sustainability and reliability/maintainability improvements on fielded systems.

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	**ACQ 101** Fundamentals of Systems Acquisition Management

+ Functional Training	• **SYS 101** Fundamentals of Systems Planning, Research, Development, and Engineering
	• Two 100-level courses from among the following career fields/paths: PM, T&E, PQM, LCL, BCEFM, IT, or CON
	  Effective Oct. 1, 2010, the two 100-level courses must come from the following list:
	  —**BCF 102** Fundamentals of Earned Value Management
	  —**IRM 101** Basic Information Systems Acquisition
	  —**LOG 101** Acquisition Logistics Fundamentals
	  —**LOG 102** Systems Sustainment Management Fundamentals
	  —**PQM 101** Production, Quality, and Manufacturing Fundamentals
	  —**TST 102** Fundamentals of Test and Evaluation

+ Education	Baccalaureate or graduate degree in a technical or scientific field such as engineering, physics, chemistry, biology, mathematics, operations research, engineering management, or computer science
+ Experience	• 2 years of experience in an SPRDE-SE, SPRDE-PSE, or SPRDE-S&TM acquisition position • Similar experience gained from other government positions or industry is acceptable as long as it meets the above standards

Core Plus Development Guide[2] (Desired training, education, and experience)

| Training | Type of Assignment | |
	Acq Prg Sys Eng	Sus Prg Sys Eng
BCF 102 Fundamentals of Earned Value Management	+	
BCF 106 Fundamentals of Cost Analysis	+	
BCF 107 Applied Cost Analysis **(R)**	+	
CLB 009 Planning, Programming, Budgeting, and Execution and Budget Exhibits	+	+
CLB 016 Introduction to Earned Value Management	+	+
CLC 108 Strategic Sourcing Overview		+
CLC 112 Contractors Accompanying the Force		+
CLE 001 Value Engineering	+	+
CLE 004 Introduction to Lean Enterprise Concepts	+	+
CLE 009 System Safety in Systems Engineering	+	
CLE 011 Modeling and Simulation for Systems Engineering	+	
CLE 015 Continuous Process Improvement Familiarization	+	+
CLE 036 Engineering Change Proposals for Engineers	+	+

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

SPRDE – Program Systems Engineer Level I		
Type of Assignment	**Representative Activities**	
CLL 002 Defense Logistics Agency Support to the PM	+	+
CLL 006 Depot Maintenance Partnering		+
CLL 011 Performance-Based Logistics	+	+
CLL 017 Introduction to Defense Distribution		+
CLM 013 Work-Breakdown Structure	+	
CLM 016 Cost Estimating	+	+
CLM 017 Risk Management	+	+
CLM 021 Introduction to Reducing Total Ownership Costs (R-TOC)	+	
CLM 032 Evolutionary Acquisition	+	+
IRM 101 Basic Information Systems Acquisition	+	+
LOG 101 Acquisition Logistics Fundamentals	+	
LOG 102 Systems Sustainment Management Fundamentals		+
PQM 101 Production, Quality, and Manufacturing Fundamentals	+	
TST 102 Fundamentals of Test and Evaluation	+	+
EDUCATION: None specified		
EXPERIENCE: None specified		

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

SPRDE – PROGRAM SYSTEMS ENGINEER LEVEL II

Type of Assignment	Representative Activities
+ Acquisition Program Systems Engineer	• Applies systems engineering technical and technical management processes in IPTs. • Develops program/project systems engineering plans, etc.
+ Sustainment Program Systems Engineer	• Applies systems engineering processes in program offices and/or user support teams for in-service, out-of-production systems. • Develops system upgrade/modification plans to support new or interoperability requirements. • Develops obsolescence mitigation, technology insertion/modernization, reliability maintainability improvement plans, etc., as appropriate.

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	**ACQ 201A** Intermediate Systems Acquisition, Part A **ACQ 201B** Intermediate Systems Acquisition, Part B **(R)**

+ Functional Training	• **LOG 204** Configuration Management
	• **SYS 202** Intermediate Systems Planning, Research, Development, and Engineering, Part I
	• **SYS 203** Intermediate Systems Planning, Research, Development, and Engineering, Part II **(R)**
	• **CLE 003** Technical Reviews
	• One 100- or 200-level course from among the following career fields/paths: PM, T&E, PQM, LCL, BCEFM, IT, or CON
	• **Effective Oct. 1, 2010**, the one 100- or 200-level course must come from the following list:
	  —**BCF 106** Fundamentals of Cost Analysis
	  —**BCF 208** Software Cost Estimating **(R)**
	  —**IRM 202** Intermediate Information Systems Acquisition **(R)**
	  —**LOG 103** Reliability, Availability, and Maintainability (RAM)
	  —**PMT 251** Program Management Tools Course, Part I
	  —**PQM 201A** Intermediate Production, Quality, and Manufacturing, Part A
	  —**STM 202** Intermediate S&T Management **(R)**
	  —**TST 203** Intermediate Test and Evaluation **(R)**

+ Education	Baccalaureate or graduate degree in a technical or scientific field such as engineering, physics, chemistry, biology, mathematics, operations research, engineering management, or computer science

+ Experience	• 4 years of experience in an acquisition position. Of that:
	  — At least 3 years of experience in an SPRDE-SE, SPRDE-PSE, or SPRDE-S&TM acquisition position
	  — Remainder may come from IT, T&E, PQM, PM, or LCL
	• Similar experience gained from other government positions or industry is acceptable as long as it meets the above standards

Core Plus Development Guide[2]
(Desired training, education, and experience)

Training	Acq Prg Sys Eng	Sus Prg Sys Eng
CLE 007 Lean Six Sigma for Manufacturing	+	+
CLE 008 Six Sigma: Concepts and Processes	+	+
CLE 017 Technical Planning	+	+
CLE 021 Technology Readiness Assessments	+	
CLE 026 Trade Studies	+	+
CLL 022 Title 10 Depot Maintenance Statute Overview	+	
CLL 023 Title 10 U.S.C. 2464 Core Statute Implementation		+
CLL 024 Title 10 Limitations on the Performance of Depot-Level Maintenance (50/50)		+

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTES:
• **"(R)"** following a course title indicates the course is delivered as resident-based instruction.
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SPRDE – Program Systems Engineer Level II

Type of Assignment	Representative Activities	
CLL 025 Depot Maintenance Interservice Support Agreements (DMISA)		+
CLM 029 Net-Ready Key Performance Parameter (NR-KPP)	+	
CLM 101 Analysis of Alternatives (AoA) (USAF Process)	+	
LOG 103 Reliability, Availability, and Maintainability (RAM)		+
LOG 200 Intermediate Acquisition Logistics, Part A	+	
LOG 201 Intermediate Acquisition Logistics, Part B **(R)**	+	
LOG 235 Performance-Based Logistics, Part A	+	
LOG 236 Performance-Based Logistics, Part B **(R)**	+	
PMT 251 Program Management Tools Course, Part I	+	
PMT 256 Program Management Tools Course, Part II	+	+
PQM 201A Intermediate Production, Quality, and Manufacturing, Part A		+
PQM 201B Intermediate Production, Quality, and Manufacturing, Part B **(R)**		+
TST 203 Intermediate Test and Evaluation **(R)**		+

EDUCATION: Advanced degree or graduate studies in engineering, physics, chemistry, biology, mathematics, operations research, engineering management, computer science, or a related field.

EXPERIENCE: None specified

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTES:
• **"(R)"** following a course title indicates the course is delivered as resident-based instruction.
• Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the "Notes" section o f the CL course description and the course can be substituted to meet the certification standard.

SPRDE – PROGRAM SYSTEMS ENGINEER LEVEL III

Type of Assignment	Representative Activities
+ Acquisition Program Systems Engineer	• Analyzes and applies processes while integrating multiple domains (analytic or engineering specialties) at a system or systems-of-systems level. • Leads and/or manages systems engineering activities, develops systems engineering plans, and leads and facilitates IPTs. • Demonstrates excellence in management, leadership, communications, and briefing skills.
+ Sustainment Program Systems Engineer	• Leads and/or manages systems engineering activities for programs supporting in-service, out of-production systems. • Analyzes and applies systems engineering processes in planning and execution of obsolescence mitigation, system upgrades and modifications, technology insertion, modernization, sustainability, reliability/maintainability improvements, etc., as appropriate. • Demonstrates excellence in management, leadership, communications, and briefing skills.

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	**Through Sept. 30, 2010:** None required **Effective Oct. 1, 2010:** Acquisition Training identified at Level II must have been completed

+ Functional Training	• **SYS 302** Technical Leadership in Systems Engineering **(R)**
	• **CLL 008** Designing for Supportability in DoD Systems
	• Two 200- or 300-level courses from among the following career fields/paths: PM, T&E, PQM, LCL, BCEFM, IT, or CON
	• **Effective Oct. 1, 2010**, the two 200- or 300-level courses must come from the following list:
	  —**BCF 211** Acquisition Business Management **(R)**
	  —**IRM 304** Advanced Information Systems Acquisition **(R)**
	  —**LOG 200** Intermediate Acquisition Logistics, Part A
	  —**LOG 201** Intermediate Acquisition Logistics, Part B **(R)**
	  —**PMT 256** Program Management Tools Course, Part II
	  —**PQM 201B** Intermediate Production, Quality, and Manufacturing, Part B **(R)**
	  —**PQM 301** Advanced Production, Quality, and Manufacturing **(R)**
	  —**STM 303** Advanced S&T Management **(R)**
	  —**TST 303** Advanced Test and Evaluation **(R)**

+ Education	Baccalaureate or graduate degree in a technical or scientific field such as engineering, physics, chemistry, biology, mathematics, operations research, engineering management, or computer science

+ Experience	• 8 years of experience in an acquisition position. Of that:
	  — At least 5 years of experience in an SPRDE-SE, SPRDE-PSE, or SPRDE-S&TM acquisition position
	  — Remainder may come from IT, T&E, PQM, PM, or LCL
	• Similar experience gained from other government positions or industry is acceptable as long as it meets the above standards

Core Plus Development Guide[2]
(Desired training, education, and experience)

Type of Assignment

Training	Acq Prg Sys Eng	Sus Prg Sys Eng
ACQ 450 Leading in the Acquisition Environment **(R)**	+	+
ACQ 451 Integrated Acquisition For Decision Makers **(R)**	+	+
ACQ 452 Forging Stakeholder Relationships **(R)**	+	+
CLL 014 Joint Systems Integrated Support Strategies (JSISS)	+	
CLL 015 Business Case Analysis	+	
CLL 203 Diminishing Manufacturing Sources and Material Shortages (DMSMS) Essentials		+
CLL 204 Diminishing Manufacturing Sources and Material Shortages (DMSMS) Case Studies		+

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTES:
• **"(R)"** following a course title indicates the course is delivered as resident-based instruction.
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SPRDE – Program Systems Engineer Level III		
Type of Assignment	**Representative Activities**	
CLM 014 IPT Management and Leadership	+	+
CLM 031 Improved Statement of Work	+	+
CLM 035 Environmental Safety and Occupational Health—Lesson from PMT 352A	+	+
CLM 200 Item-Unique Identification		+
FE 201 Intermediate Facilities Engineering		+
LOG 350 Enterprise Life Cycle Logistics Management **(R)**		+
PMT 352A Program Management Office Course, Part A	+	+
PMT 352B Program Management Office Course, Part B **(R)**	+	+
PQM 301 Advanced Production, Quality, and Manufacturing **(R)**		+
TST 303 Advanced Test and Evaluation **(R)**	+	+
EDUCATION: Advanced degree or graduate studies in engineering, physics, chemistry, biology, mathematics, operations research, engineering management, computer science, or a related field.		
EXPERIENCE: None specified		

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTES:
• **"(R)"** following a course title indicates the course is delivered as resident-based instruction.
• Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the "Notes" section o f the CL course description and the course can be substituted to meet the certification standard.

SPRDE – Systems Engineering Level I

Type of Assignment	Representative Activities
+ Functional Specialist	• Plans, organizes, and conducts engineering activities relating to the design, development, fabrication, installation, modification, sustainment, and/or analysis of systems or systems components for a functional specialty (i.e., reliability and maintainability, systems safety, materials, avionics, structures, propulsion, chemical/biological, human systems interfaces, weapons, etc.). • Demonstrates how systems engineering technical processes and technical management processes guide engineering activities for a functional specialty.
+ Software/IT Engineer	• Plans, organizes, and conducts engineering activities relating to the design, development, and/or analysis of software and information technology systems or systems components. • Demonstrates how systems engineering technical processes and technical management processes guide software development and/or IT integration activities.
+ Developmental Engineer	• Plans, organizes, and conducts engineering design and development activities for systems or systems components. • Demonstrates how systems engineering technical processes and technical management processes guide design and development activities.
+ Science and Technology (Research Engineer or Scientist)	• Plans, organizes, and conducts science and technology research and engineering activities supporting acquisition programs, projects, or activities. • Demonstrates how systems engineering technical processes and technical management processes guide science and technology research and engineering activities.

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	**ACQ 101** Fundamentals of Systems Acquisition Management
+ Functional Training	**SYS 101** Fundamentals of Systems Planning, Research, Development, and Engineering
+ Education	Baccalaureate or graduate degree in a technical or scientific field such as engineering, physics, chemistry, biology, mathematics, operations research, engineering management, or computer science
+ Experience	• 1 year of technical experience in an acquisition position from among the following career fields/paths: SPRDE-SE, SPRDE-S&T, IT, T&E, PQM, FE, PM, or LCL • Similar experience gained from other government positions or industry is acceptable as long as it meets the above standards

Core Plus Development Guide[2] (Desired training, education, and experience)

Training	Func Spc	Soft/IT Eng	Dev Eng	S&T (Res Eng/Sci)
BCF 102 Fundamentals of Earned Value Management	+	+		
BCF 106 Fundamentals of Cost Analysis	+			
BCF 107 Applied Cost Analysis **(R)**	+			
CLE 001 Value Engineering	+			
CLE 004 Introduction to Lean Enterprise Concepts	+	+	+	+
CLE 009 System Safety in Systems Engineering	+		+	
CLE 011 Modeling and Simulation for Systems Engineering	+	+	+	+
CLE 015 Continuous Process Improvement Familiarization	+	+	+	+
CLE 036 Engineering Change Proposals for Engineers	+	+	+	+
CLL 011 Performance-Based Logistics	+			
CLM 013 Work-Breakdown Structure	+	+	+	+
CLM 016 Cost Estimating	+	+	+	+
CLM 017 Risk Management	+	+	+	+

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

SPRDE – Systems Engineering Level I				
Type of Assignment	**Representative Activities**			
IRM 101 Basic Information Systems Acquisition		+		
LOG 101 Acquisition Logistics Fundamentals	+		+	
LOG 102 Systems Sustainment Management Fundamentals	+			
PQM 101 Production, Quality, and Manufacturing Fundamentals	+		+	
SAM 101 Basic Software Acquisition Management		+		
TST 102 Fundamentals of Test and Evaluation	+	+	+	+
EDUCATION: None specified				
EXPERIENCE: 1 year of technical experience (in addition to core certification experience)				

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

SPRDE – Systems Engineering Level II

Type of Assignment	Representative Activities
+ Functional Specialist	• Organizes, conducts, and/or monitors engineering activities in a functional specialty relating to the design, development, fabrication, installation, modification, sustainment, and/or analysis of systems or systems components. Analyzes, conducts, and/or monitors engineering activities in a functional specialty relating to the design, development, fabrication, installation, modification, sustainment, and/or analysis of systems or systems components. • Applies systems engineering technical and technical management processes to a functional specialty in IPT environments.
+ Software/IT Engineer	• Organizes, conducts, and/or monitors engineering activities relating to the design, development, and/or analysis of software and information technology systems or systems components. • Applies systems engineering technical and technical management processes to software and IT development.
+ Developmental Engineer	• Organizes, conducts, and/or monitors engineering design and development activities for systems or systems components. • Applies systems engineering technical and technical management processes during systems development.
+ Science and Technology (Research Eng or Scientist)	• Organizes, conducts, and/or monitors science and technology research and engineering activities supporting acquisition programs, projects, or activities. • Applies systems engineering technical and technical management processes to managing or conducting science and technology research and engineering activities.

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	**ACQ 201A** Intermediate Systems Acquisition, Part A **ACQ 201B** Intermediate Systems Acquisition, Part B **(R)**
+ Functional Training	**SYS 202** Intermediate Systems Planning, Research, Development, and Engineering, Part I **SYS 203** Intermediate Systems Planning, Research, Development, and Engineering, Part II **(R)** **CLE 003** Technical Reviews
+ Education	Baccalaureate or graduate degree in a technical or scientific field such as engineering, physics, chemistry, biology, mathematics, operations research, engineering management, or computer science
+ Experience	• 2 years of technical experience in an acquisition position. Of that: — At least 1 year in a SPRDE-SE, SPRDE-PSE, or SPRDE-S&TM position — Remainder may come from IT, T&E, PQM, PM, or LCL • Similar experience gained from other government positions or industry is acceptable as long as it meets the above standards

Core Plus Development Guide[2]
(Desired training, education, and experience)

Training	Func Spc	Soft/IT Eng	Dev Eng	S&T (Res Eng/Sci)
CLB 016 Introduction to Earned Value Management	+	+		
CLB 017 Performance Measurement Baseline	+	+		
CLC 041 Predictive Analysis and Systems Engineering	+	+		
CLE 007 Lean Six Sigma for Manufacturing	+	+	+	
CLE 016 Outcome-Based Performance Measures	+	+		
CLE 017 Technical Planning	+	+	+	+
CLE 026 Trade Studies	+	+	+	+
CLM 029 Net-Ready Key Performance Parameter (NR-KPP)	+	+	+	+

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTES:
• **"(R)"** following a course title indicates the course is delivered as resident-based instruction.
• Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the "Notes" section o f the CL course description and the course can be substituted to meet the certification standard.

SPRDE – Systems Engineering Level II				
Type of Assignment	**Representative Activities**			
CLM 031 Improved Statement of Work	+	+	+	+
CLM 032 Evolutionary Acquisition	+	+	+	
CLM 101 Analysis of Alternatives (AoA) (USAF Process)	+	+		+
IRM 202 Intermediate Information Systems Acquisition **(R)**		+		
LOG 103 Reliability, Availability, and Maintainability (RAM)	+		+	
LOG 200 Intermediate Acquisition Logistics, Part A	+		+	
LOG 204 Configuration Management	+	+	+	+
PQM 201A Intermediate Production, Quality, and Manufacturing, Part A		+		
STM 202 Intermediate S&T Management **(R)**				+
TST 203 Intermediate Test and Evaluation **(R)**				+
EDUCATION: Graduate degree in a discipline such as engineering, physics, chemistry, biology, mathematics, operations research, engineering management, or computer science				
EXPERIENCE: 2 years of technical experience (in addition to core certification experience)				

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTES:
• **"(R)"** following a course title indicates the course is delivered as resident-based instruction.
• Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the "Notes" section o f the CL course description and the course can be substituted to meet the certification standard.

SPRDE – Systems Engineering Level III

Type of Assignment	Representative Activities
+ Functional Specialist	• Leads and/or manages engineering activities in a functional specialty relating to the design, development, fabrication, installation, modification, sustainment, and/or analysis of systems or systems components. • Ensures appropriate systems engineering technical and technical management processes are properly applied to functional specialty activities that support IPT environments.
+ Software/IT Engineer	• Leads and/or manages engineering activities relating to the design, development, and/or analysis of software and information technology systems or systems components. • Ensures appropriate systems engineering processes are properly applied to software development and/or IT integration activities.
+ Developmental Engineer	• Leads and/or manages design and development activities for systems or systems components. • Ensures appropriate systems engineering processes are properly applied during systems development.
+ Science and Technology (Research Eng or Scientist)	• Leads and/or manages science and technology research and engineering activities supporting acquisition programs, projects, or activities. • Ensures appropriate systems engineering processes are properly applied during science and technology activities.

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	Acquisition Training identified at Level II must have been completed
+ Functional Training	• **SYS 302** Technical Leadership in Systems Engineering **(R)** • **CLL 008** Designing for Supportability in DoD Systems
+ Education	Baccalaureate or graduate degree in a technical or scientific field such as engineering, physics, chemistry, biology, mathematics, operations research, engineering management, or computer science
+ Experience	• 4 years of technical experience in an acquisition position. Of that: — At least 3 years in an SPRDE-SE, SPRDE-PSE, or SPRDE-S&TM position — Remainder may come from IT, T&E, PQM, PM, or LCL • Similar experience gained from other government positions or industry is acceptable as long as it meets the above standards

Core Plus Development Guide[2]
(Desired training, education, and experience)

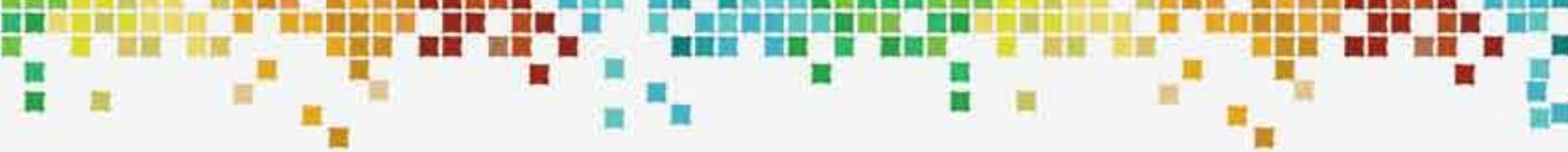| Training	Func Spc	Soft/IT Eng	Dev Eng	S&T (Res Eng/Sci)
CLE 008 Six Sigma: Concepts and Processes	+	+	+	+
CLE 021 Technology Readiness Assessments	+	+	+	+
CLE 301 Reliability and Maintainability	+	+	+	+
CLL 022 Title 10 Depot Maintenance Statute Overview	+		+	
CLL 023 Title 10 U.S.C. 2464 Core Statute Implementation	+			
CLL 024 Title 10 Limitations on the Performance of Depot-Level Maintenance (50/50)	+			
CLL 025 Depot Maintenance Interservice Support Agreements (DMISA)	+			
CLM 014 IPT Management and Leadership	+	+	+	+
CLM 034 Science and Technology—Lesson from PMT 352A				+
LOG 201 Intermediate Acquisition Logistics, Part B **(R)**	+		+	
LOG 235 Performance-Based Logistics, Part A	+			

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTES:
• **"(R)"** following a course title indicates the course is delivered as resident-based instruction.
• Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the "Notes" section o f the CL course description and the course can be substituted to meet the certification standard.

SPRDE – Systems Engineering Level III				
Type of Assignment	**Representative Activities**			
LOG 236 Performance-Based Logistics, Part B **(R)**	+			
PMT 251 Program Management Tools Course, Part I	+		+	+
PMT 256 Program Management Tools Course, Part II			+	+
PMT 352A Program Management Office Course, Part A			+	+
PQM 203 Preparation of Commercial Item Description for Engineering and Technical Personnel			+	
SAM 301 Advanced Software Acquisition Management **(R)**		+		
STM 303 Advanced S&T Management **(R)**				+
TST 303 Advanced Test and Evaluation **(R)**	+	+	+	+
EDUCATION: Graduate degree in a discipline such as engineering, physics, chemistry, biology, mathematics, operations research, engineering management, or computer science				
EXPERIENCE: 4 years of technical experience (in addition to core certification experience)				

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTES:
• **"(R)"** following a course title indicates the course is delivered as resident-based instruction.
• Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the "Notes" section o f the CL course description and the course can be substituted to meet the certification standard.

Science and Technology Functional Community

Systems Planning, Research, Development, and Engineering–Science and Technology Manager

Total Workforce Size: 682

Level I or higher: 48%   Level II or higher: 43%   Level III: 35%

+ Dr. John Fischer
  Director, Laboratory Office, ODDR&E

Science and technology managers are typically scientists and engineers primarily involved in the material solution analysis and technology development phases of the defense acquisition system. They may, however, be involved in any phase of the acquisition process from basic research through deployment and demilitarization. Primary duties include developing overall program goals for science and technology funds; acquiring the services of scientists, engineers, and technical support personnel who are experts in their fields to perform science and technology research for DoD; providing funds to and oversight of science and technology performers (including universities, industry, and federal government organizations); and interfacing with the customer to expedite the transition of technology to the user.

Fort Belvoir, VA

SPRDE – SCIENCE AND TECHNOLOGY MANAGER LEVEL I

Type of Assignment	Representative Activities
+ Science and Technology	Conducts, and/or monitors science and technology activities including basic research, applied research and/or advanced technology development in support of acquisition programs.

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	**ACQ 101** Fundamentals of Systems Acquisition Management
+ Functional Training	• **SYS 101** Fundamentals of Systems Planning, Research, Development, and Engineering • **CLE 045** Introduction to DoD Science & Technology Management
+ Education	Baccalaureate or graduate degree in a technical or scientific field such as, but not limited to, engineering, physics, chemistry, biology, psychology, mathematics, operations research, engineering management, or computer science
+ Experience	1 year of technical experience related to science and technology management

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment
Training	Science & Technology
CLE 011 Modeling and Simulation for Systems Engineering	+
CLM 013 Work-Breakdown Structure	+
CLM 016 Cost Estimating	+
CLM 017 Risk Management	+
CLM 024 Contracting Overview	+
TST 102 Fundamentals of Test and Evaluation	+
EDUCATION: None specified	
EXPERIENCE: None specified	

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.
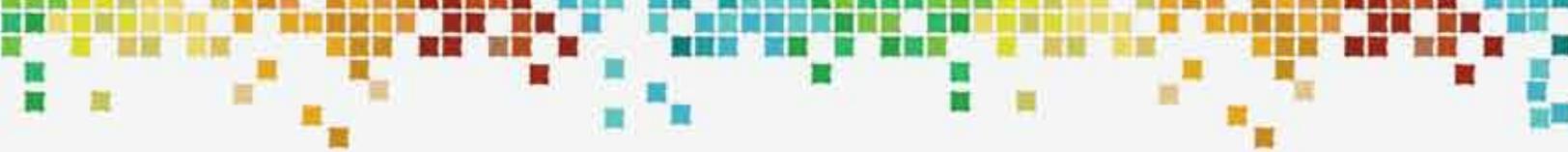
NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

SPRDE – SCIENCE AND TECHNOLOGY MANAGER LEVEL II

Type of Assignment	Representative Activities
+ Science and Technology	Organizes, conducts, and/or monitors science and technology activities including basic research, applied research and/or advanced technology development; may also provide direct support to acquisition program managers.

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	**ACQ 201A** Intermediate Systems Acquisition, Part A
+ Functional Training	• **STM 202** Intermediate S&T Management **(R)** • **CLE 021** Technology Readiness Assessments
+ Education	Baccalaureate or graduate degree in a technical or scientific field such as, but not limited to, engineering, physics, chemistry, biology, psychology, mathematics, operations research, engineering management, or computer science
+ Experience	2 years of technical experience related to science and technology management

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment
Training	Science & Technology
CLB 011 Budget Policy	+
CLB 016 Introduction to Earned Value Management	+
CLC 036 Other Transaction Authority for Prototype Projects Overview	+
CLC 106 Contracting Officer's Representative with a Mission Focus	+
CLE 003 Technical Reviews	+
CLE 009 System Safety in Systems Engineering	+
CLE 301 Reliability and Maintainability	+
CLL 008 Designing for Supportability in DoD Systems	+
CLM 012 Scheduling	+
CLM 031 Improved Statement of Work	+
CLM 035 Environmental Safety and Occupational Health—Lesson from PMT 352A	+
CLM 036 Technology Transfer and Export Control Fundamentals	+
CLM 101 Analysis of Alternatives (AoA) (USAF Process)	+
LOG 101 Acquisition Logistics Fundamentals	+

EDUCATION: None specified

EXPERIENCE: None specified

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTES:
• **"(R)"** following a course title indicates the course is delivered as resident-based instruction.
• Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the "Notes" section o f the CL course description and the course can be substituted to meet the certification standard.

SPRDE – Science and Technology Manager Level III

Type of Assignment	Representative Activities
+ Science and Technology	Leads and/or manages science and technology activities including basic research, applied research and/or advanced technology development; may also provide direct support to acquisition program managers.

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	**CLM 014** IPT Management and Leadership
+ Functional Training	**STM 303** Advanced S&T Management **(R)**
+ Education	Baccalaureate or graduate degree in a technical or scientific field such as, but not limited to, engineering, physics, chemistry, biology, psychology, mathematics, operations research, engineering management, or computer science
+ Experience	4 years of technical experience related to science and technology management

Unique Position Training Standards[2]

+ Advanced Technology Development Manager (Individuals with primary management responsibilities for significant BA 3 projects such as Advanced Technology Demonstrations, Joint Capability Demonstrations, and Future Naval Capabilities Programs)	• **ACQ 201B** Intermediate Systems Acquisition, Part B **(R)** • **CLB 017** Performance Measurement Baseline • **CLB 018** Earned Value and Financial Management Reports • **CLB 020** Baseline Maintenance • **CLE 026** Trade Studies • **CLM 029** Net-Ready Key Performance Parameter (NR-KPP) • **CLM 041** Capabilities-Based Planning • **PMT 251** Program Management Tools Course, Part I • **PMT 256** Program Management Tools Course, Part II • **PMT 352A** Program Management Office Course, Part A

Core Plus Development Guide[3]
(Desired training, education, and experience)

Training	Science & Technology
CLB 017 Performance Measurement Baseline	+
CLE 026 Trade Studies	+
CLM 029 Net-Ready Key Performance Parameter (NR-KPP)	+
CLM 041 Capabilities-Based Planning	+
EDUCATION: None specified	
EXPERIENCE: None specified	

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] The training listed in the Unique Position Training Standards section for workforce members assigned to these positions is recommended.
[3] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

Test and Evaluation Functional Community

Total Workforce Size: 8,229

Level I or higher: 71%   Level II or higher: 58%   Level III: 41%

+ Mr. Edward Greer
  Director, Developmental Test
  and Evaluation, ODDR&E

As the functional leader for the Test and Evaluation (T&E) career field, my primary goals are improving the quality of the T&E workforce and providing consistent and integrated T&E policy and guidance. Our responsibility to train and maintain the T&E workforce involves keeping the T&E functional and core acquisition competencies current, establishing certification standards, and developing T&E position category descriptions.

Our T&E courses provide essential knowledge that T&E professionals require to effectively participate in DoD T&E activities. In order to assist in reducing cost, schedule, and performance for major defense acquisition programs, T&E professionals need to have a foundation that includes understanding technical maturity and performance baselines; knowledge and application of technical reviews; design considerations; reliability growth; and the practical use of T&E concepts and principles during planning, execution, and reporting for a system or system-of-systems. In addition to the foundation, the Office of the Director, Developmental Test and Evaluation (ODDT&E) forecasts growing areas for expertise and education in interoperability, information and system assurance, reliability and maintainability, and enhanced use of modeling and simulation and stimulants.

As the functional leader, I provide oversight by reviewing DAU education and training requirements as well as validating the certification standards for each of the three T&E certification levels. ODDT&E also updates the requirements according to changes in statutory and regulatory acquisition policies, practices, and procedures. Currently, ODDT&E continues to develop learning modules for T&E in modeling and simulation and testing in a joint environment.

The T&E workforce requires increasing knowledge and skills to adequately identify and evaluate system vulnerabilities. Since T&E in joint programs and system-of-systems comprehension presents challenges, it is important to prepare the workforce for complex system dependencies and interoperability issues. A part of ODDT&E's mission is to ensure that there is a high quality of the T&E workforce in order to provide the warfighter with affordable, supportable, and effective performance-based systems.

Test and Evaluation Level I

Type of Assignment	Representative Activities
+ Headquarters and Staff (OSD, JS, COCOMs, JITC, SYSCOMs, etc.)	• Supports research and development of T&E policy, practices, metrics, and procedures. • Supports development of metrics (e.g., CTPs, MOEs, MOPs, COIs, success criteria) identification, direction, and guidance applicable to the Service/agency involvement in T&E. • Supports T&E office representative to T&E meetings and other forums. • Supports tracking/auditing of the T&E aspects of products/systems in the acquisition process. • Supports development of the T&E career management plan for recruiting, training, and retaining a professional T&E workforce. • Supports development and execution of T&E processes, standards, methods, and techniques.
+ Program Management and Matrix Support	• Supports the program's T&E working-level IPT. • Member of program's T&E team developing a test and evaluation strategy (TES) and a test and evaluation master plan (TEMP). • Supports development of program's test and evaluation strategy, approach, process, schedule, and resource requirements. • Supports implementation of metrics (e.g., CTPs, MOEs, MOPs, COIs, success criteria) relative to product/system under test. • Supports development of T&E materials and data for technical and progress reviews, including risk assessment.
+ Range/Lab/Field Supporting Activities	• Supports identification, process, schedule for T&E resources, including: workforce, infrastructure, and budgets to support testing as expected for the respective facility. • Supports facility test plan development. • Assists in test execution, data collection, analysis, and reporting. • Supports the maintenance of the physical facility, environment, and coordination of renovations and repairs as necessary. • Assists in the execution of Service/agency or DoD Information Assurance (IA) and System Assurance (SA) testing.

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	**ACQ 101** Fundamentals of Systems Acquisition Management
+ Functional Training	• **SYS 101** Fundamentals of Systems Planning, Research, Development, and Engineering • **TST 102** Fundamentals of Test and Evaluation • **CLE 023** Modeling and Simulation for Test and Evaluation
+ Education	24 semester hours or equivalent in technical or scientific courses such as mathematics (e.g., calculus, probability, statistics), physical sciences (e.g., chemistry, biology, physics), psychology, operations research/systems analysis, engineering, computer sciences, and information technology Baccalaureate degree or higher (any field of study)
+ Experience	1 year of acquisition experience **Effective Oct. 1, 2010**, the experience must be in test and evaluation

Core Plus Development Guide[2]
(Desired training, education, and experience)

Type of Assignment

Training	HQ & Staff	PM/Matrix Spt	Rg/Lab/Fld Spt Act
CLB 007 Cost Analysis	+		
CLB 016 Introduction to Earned Value Management	+	+	+
CLE 004 Introduction to Lean Enterprise Concepts	+	+	
CLE 015 Continuous Process Improvement Familiarization	+		+

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTES:
• **"(R)"** following a course title indicates the course is delivered as resident-based instruction.
• Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the "Notes" section o f the CL course description and the course can be substituted to meet the certification standard.

TEST AND EVALUATION LEVEL I			
Type of Assignment	**Representative Activities**		
CLE 029 Testing In a Joint Environment	+	+	+
CLE 301 Reliability and Maintainability	+	+	+
IRM 101 Basic Information Systems Acquisition	+	+	+
EDUCATION: None specified			
EXPERIENCE: None specified			

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTES:
• **"(R)"** following a course title indicates the course is delivered as resident-based instruction.
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TEST AND EVALUATION LEVEL II

Type of Assignment	Representative Activities
+ Headquarters and Staff (OSD, JS, COCOMs, JITC, SYSCOMs,, etc.)	• Supports research and development of test and evaluation strategy, policy, practices, procedures, and implementation direction and guidance. • Supports development of metrics (e.g., CTPs, MOEs, MOPs, COIs, success criteria) identification, direction and guidance applicable to the headquarters. • Serves as or supports the T&E office representative at T&E meetings and other forums. • Manages tracking/auditing of the T&E aspects of products/systems in the acquisition process and identifies T&E issues. • Coordinates test and evaluation strategy (TES), test and evaluation master plan (TEMP), test concepts, and test plans as well as certifying annual T&E budgets. • Supports development of the T&E career management plan for recruiting, training, and retaining a professional T&E workforce. • Supports development and execution of T&E processes, standards, methods and techniques.
+ Program Management and Matrix Support	• Member of the program's T&E working-level IPT. • Directs/manages development and/or implementation of metrics (e.g., CTPs, MOEs, MOPs, COIs, success criteria) relative to product/system under test. • Drafts and coordinates test and evaluation strategy (TES) and test and evaluation master plan (TEMP). • Directs coordination of Information Assurance (IA) testing and the DoD IA Certification and Accreditation Process. • Directs/manages development of program's T&E approach, process, schedule, and resource requirements. • Directs/manages development of T&E materials/data for technical and progress reviews, including risk assessment. • Identifies and coordinates T&E personnel and financial resources requirements. • Provides guidance on test concepts and test plans development and submits annual T&E budgets.
+ Range/Lab/Field Supporting Activities	• Identifies and schedules facility resources for T&E resources, including: workforce, infrastructure, and budgets to support testing. • Ensures facility test and evaluation tools (IT, video, targets, simulators, stimulators, instrumentation, etc.) are capable of supporting T&E as expected for the respective facility. • Leads facility test plan development and coordination. • Ensures technical adequacy of T&E plans, and mitigation of safety risks for test plans and during test execution. • Leads test execution, data collection, analysis, and reporting. • Supports the maintenance of the physical facility, environment, and coordination of renovations and repairs as necessary. • Manages the implementation of Service/agency or DoD Information Assurance (IA) and System Assurance (SA) policies. • Leads the evaluation and reporting of test results.

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	• **ACQ 201A** Intermediate Systems Acquisition, Part A • **ACQ 201B** Intermediate Systems Acquisition, Part B **(R)**
+ Functional Training	• **SYS 202** Intermediate Systems Planning, Research, Development, and Engineering, Part I • **TST 203** Intermediate Test and Evaluation **(R)** **Effective Oct. 1, 2010**, the below course will also be required: • **CLE 029** Testing In a Joint Environment
+ Education	24 semester hours or equivalent in technical or scientific courses such as mathematics (e.g., calculus, probability, statistics), physical sciences (e.g., chemistry, biology, physics), psychology, operations research/systems analysis, engineering, computer sciences, and information technology Baccalaureate degree or higher (any field of study)
+ Experience	2 years of test and evaluation experience

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

TEST AND EVALUATION LEVEL II			
Type of Assignment	**Representative Activities**		
Core Plus Development Guide² (Desired training, education, and experience)	**Type of Assignment**		
Training	**HQ & Staff**	**PM/Matrix Spt**	**Rg/Lab/Fld Spt Act**
CLE 003 Technical Reviews	+	+	+
CLE 015 Continuous Process Improvement Familiarization	+	+	+
CLE 017 Technical Planning	+	+	+
CLE 021 Technology Readiness Assessments	+	+	+
CLE 025 Information Assurance (IA) for Acquisition Professionals	+	+	+
CLE 037 Telemetry			+
CLE 038 Time Space-Position Information			+
CLE 039 Environmental Issues in Testing and Evaluation	+	+	
CLM 013 Work-Breakdown Structure	+	+	+
CLM 016 Cost Estimating	+	+	+
CLM 017 Risk Management	+	+	+
CLM 035 Environmental Safety and Occupational Health—Lesson from PMT 352A	+	+	+
CLM 101 Analysis of Alternatives (AoA) (USAF Process)	+		+
IRM 202 Intermediate Information Systems Acquisition **(R)**	+	+	+
LOG 101 Acquisition Logistics Fundamentals	+	+	+
LOG 103 Reliability, Availability, and Maintainability (RAM)	+	+	+
PQM 101 Production, Quality, and Manufacturing Fundamentals		+	+
EDUCATION: None specified			
EXPERIENCE: At least one year of field hands-on T&E activities			

¹ The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
² When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.

TEST AND EVALUATION LEVEL III

Type of Assignment	Representative Activities
+ Headquarters and Staff (OSD, JS, COCOMs, JITC, SYSCOMS, etc.)	• Manages identification, development, and implementation of T&E strategy, policy, practices, and procedures. • Manages development of metrics (e.g., CTPs, MOEs, MOPs, COIs, success criteria) identification, direction, and guidance applicable to the respective Service/agency. • Represents principal T&E office at T&E meetings and other forums. • Directs/manages tracking/auditing of the T&E aspects of products/systems in the acquisition process, identifies T&E issues, and recommends corrective actions as necessary. • Manages development of the T&E career management plan for recruiting, training, and retaining a professional T&E workforce. • Approves test and evaluation strategy (TES), test and evaluation master plans (TEMPs), test concepts, and test plans as well as certifying annual T&E budgets. • Manages the development and execution of T&E processes, standards, methods, and techniques.
+ Program Management and Matrix Support	• Chairs or serves as a key member of the program's T&E working-level IPT. • Manages test and evaluation strategy (TES) and test and evaluation master plan (TEMP) development and securing final approvals. • Directs/manages development of program's T&E approach, process, schedule, and resource requirements. • Directs/manages development of T&E materials for technical and progress reviews, including risk assessment. • Identifies and coordinates T&E personnel and financial resources requirements. • Provides guidance on test concepts and test plans development and submits annual T&E budgets.
+ Range/Lab/Field Supporting Activities	• Manages the identification, process, and schedule for T&E resources, including: workforce, infrastructure, and budgets to support testing. • Ensures facility test and evaluation tools (IT, targets, video, simulators, stimulators, instrumentation, etc.) are capable of supporting T&E. • Directs/manages facility test plan development, coordination, and approval. • Directs/manages technical and safety reviews of test plans. • Directs/manages test execution, data collection, and analysis. • Directs/manages evaluation and reporting test results. • Directs/manages development of new T&E techniques, capture of lessons learned, and development of T&E best practices. • Manages the maintenance of the physical facility, environment, and coordination of renovations and repairs as necessary. • Directs/manages the implementation of Service/agency or DoD Information Assurance (IA), and System Assurance (SA) policies applicable to test facility.

Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	Acquisition Training identified at Level II must have been completed
+ Functional Training	• Functional Training identified at Level II must have been completed • **TST 303** Advanced Test and Evaluation **(R)**
+ Education	24 semester hours or equivalent in technical or scientific courses such as mathematics (e.g., calculus, probability, statistics), physical sciences (e.g., chemistry, biology, physics), psychology, operations research/systems analysis, engineering, computer sciences, and information technology Baccalaureate degree or higher (any field of study)
+ Experience	4 years of test and evaluation experience

Core Plus Development Guide[2]
(Desired training, education, and experience)

Type of Assignment

Training	HQ & Staff	PM/Matrix Spt	Rg/Lab/Fld Spt Act
CLB 009 Planning, Programming, Budgeting, and Execution and Budget Exhibits	+	+	
CLC 011 Contracting for the Rest of Us	+	+	
CLE 009 System Safety in Systems Engineering	+	+	+
CLL 014 Joint Systems Integrated Support Strategies (JSISS)	+		

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.
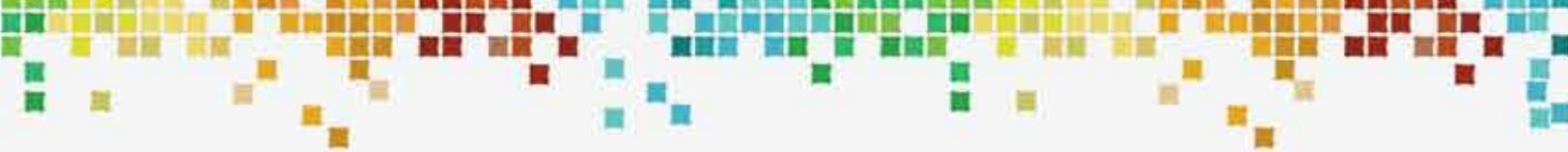
TEST AND EVALUATION LEVEL III

Type of Assignment	Representative Activities		
CLL 015 Business Case Analysis	+	+	+
CLM 014 IPT Management and Leadership	+	+	+
CLM 031 Improved Statement of Work	+	+	
PMT 251 Program Management Tools Course, Part I	+	+	
PMT 256 Program Management Tools Course, Part II	+	+	+
SYS 203 Intermediate Systems Planning, Research, Development, and Engineering, Part II **(R)**	+	+	+
EDUCATION: None specified			
EXPERIENCE: At least 2 years of field hands-on T&E activities			

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: **"(R)"** following a course title indicates the course is delivered as resident-based instruction.
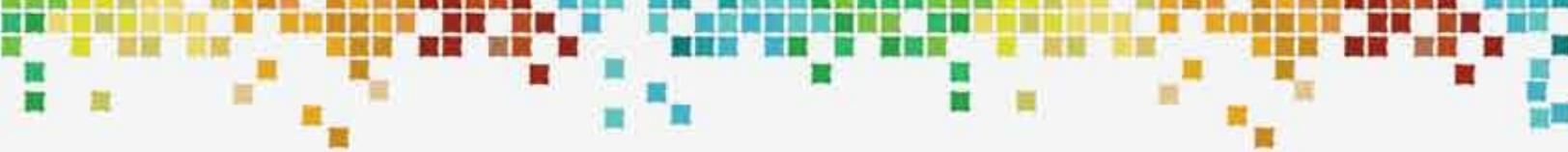
Chapter Four

Overview of Acquisition Workforce Career Management

Directors, Acquisition Career Management (DACMs)
The DACMs assist in managing the accession, training, education, and career development of their respective components. There is a DACM representative for each of the military services as well as for the 4th Estate. The 4th Estate DACM represents civilians assigned to the DoD components outside the military services (e.g., the Defense Contract Management Agency, Defense Logistics Agency, Defense Information Systems Agency, etc.).

The DACMs coordinate with DAU to ensure the learning and developmental needs of the Defense Acquisition Workforce are addressed. Additionally, the DACMs are instrumental in supporting enterprise human capital initiatives to create a high-performing Defense Acquisition Workforce. The following pages list important links and information regarding each DACM.

How to Register
To register for a DAU course, go to your appropriate DACM page in this catalog for links to registration websites and contact information. If you do not work as a member of the Department of Defense—for instance, if you are a federal government employee in a civilian agency, an employee working for a company that supports DoD, or an international representative—go to the Registration Procedures for Non-DoD Students section of this catalog.

You are encouraged to review the DAU administrative information in this section, which provides an overview of DAU's policies and procedures regarding attendance, cancellation, accommodations, transcript services, and other important information regarding taking a course at DAU.

LTG William N. Phillips
Army DACM

U.S. Army DACM

The U.S. Army Director, Acquisition Career Management (DACM) is charged with the responsibility to implement the Defense Acquisition Workforce Improvement Act (DAWIA) and the associated supplemental guidance. Enacted in 1990, the objective of DAWIA is to improve the quality and professionalism of the entire acquisition workforce by focusing on improving the effectiveness of the processes we implement to execute all phases of the acquisition life cycle. The DACM is an advisor and staff assistant to the Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA(ALT)) and represents the assistant secretary in all matters relating to efforts to improve the acquisition workforce and its associated acquisition processes through education, training, and career management. The Army DACM reports directly to the ASA(ALT) and also serves as the principal military deputy to the assistant secretary. The Army Deputy DACM serves also as the Director of the U.S. Army Acquisition Support Center, whose job is to support the Army's acquisition mission through superior personnel development systems and management support capabilities, enabling the most effective and efficient equipping of the nation's forces while maintaining an internal culture of constant organizational improvement.

The DACM promotes leadership and professional development of the Army acquisition workforce and ensures individual skill sets are matched with relevant work requirements, all while promoting an environment of open communication where the workforce can understand their role in equipping and sustaining the world's premier fighting force.

The DACM's responsibilities are to:
+ Establish and oversee the mission and vision of the Army Acquisition Corps (AAC) and the associated programs for the development and readiness of a professional civilian and military workforce.
+ Oversee the AAC and the Defense Acquisition Workforce while establishing human capital plans, programs, and strategies to accomplish the acquisition mission and vision for the Army.
+ Ensure the readiness of a professional civilian and military workforce through relevant training, education, and experience opportunities.
+ Oversee all career management activities for the AAC and Defense Acquisition Workforce (e.g., policies, training, opportunities, etc.) in accordance with statutory requirements and congressional mandates.
+ Grant AAC membership and approve waivers.
+ Designate senior-level representatives to provide guidance and to advise on matters that affect the education, training, and career development of the Defense Acquisition Workforce.
+ Establish forums/opportunities to specifically address issues facing the acquisition community from the perspective of Army senior leaders.
+ Represent the Army acquisition executive in all matters pertaining to the acquisition mission for the Army.

The Army acquisition workforce is comprised of more than 40,000 civilian and military workforce members who occupy 12 acquisition career fields. The largest numbers of workforce members serve in the acquisition career fields of Systems Planning, Research, Development, and Engineering–Systems Engineer, followed by Contracting and Life Cycle Logistics.

WHERE TO FIND INFORMATION

Visit the Army's acquisition website at *http://asc.army.mil/* for information on acquisition career management policies and programs including such topics as:
+ Acquisition Corps career planning and certification
+ Legislation and policy
+ Tuition assistance and training opportunities
+ Waivers and forms
+ Defense Acquisition University training: *https://www.atrrs.army.mil/channels/aitas/*
+ The award-winning *Army AL&T* Magazine
+ News and developments
+ FAQs and contact information

Ms. Rene' Thomas-Rizzo
Navy DACM

U.S. Navy and Marine Corps DACM

The U.S. Navy Director, Acquisition Career Management (DACM) is the focal point in the Department of the Navy (DoN) for the management and development of the acquisition workforce. Having the right people in the right job at the right time will translate to effective and efficient execution, delivering the finest warfighting capability in the world. The DACM seeks to improve the workforce through education, training, and career management.

The Navy DACM is focused on rebuilding the acquisition workforce and has developed a framework upon which the DoN will improve capacity and capability. The fundamental precept that guides the DACM office is that the current and future DoN warfighting development, procurement, and life cycle sustainment demands of its acquisition workforce continue to be high performing and competent across the spectrum of acquisition career fields.

The framework is built upon a six-pillar foundation:
+ Pillar 1: Rebalance the acquisition workforce
+ Pillar 2: Integrate acquisition workforce requirements into the Planning, Programming, Budgeting and Execution System
+ Pillar 3: Reinforce the science and engineering foundation
+ Pillar 4 : Improve program manager and acquisition business skills
+ Pillar 5: Return to deliberate flag/SES acquisition community management
+ Pillar 6: Plan acquisition workforce sustainment.

The DACM goals are to:
+ Revitalize the acquisition workforce though improved education, training, and career management.
+ Focus on recruitment and retention of acquisition professionals with critical skills needed to increase the capability of the acquisition workforce.
+ Implement policies and processes that lead to the successful re-building of the acquisition workforce.

The DACM responsibilities are to:
+ Develop acquisition workforce strategies and policies.
+ Collaborate with other DoD military services, agencies, and functional leaders on matters relating to the acquisition workforce education, training, and career development.
+ Analyze acquisition workforce requirements to ensure the DoN acquisition workforce has the personnel and skills it needs, now and into the future.
+ Manage critical acquisition positions/key leadership positions and ACAT I and ACAT II program manager assignments.
+ Manage career development programs and opportunities.
+ Ensure that workforce reporting requirements are met.

WHERE TO FIND INFORMATION

Visit the Department of the Navy Research, Development, and Acquisition website at *http://acquisition.navy.mil* for Navy-specific acquisition career management policies and procedures including topics such as:
+ Acquisition Corps
+ Career planning and certification
+ Legislation and policy
+ Naval Acquisition Development Program (interns and associates)
+ News and developments
+ Tuition assistance
+ Waivers and forms
+ Job fairs
+ FAQs
+ Contact information

To register for acquisition training, visit the Register-Now website at *https://www.atrrs.army.mil/channels/navyedacm*.

Mr. Patrick M. Hogan
Air Force DACM

U.S. Air Force DACM

The U.S. Air Force Director, Acquisition Career Management (DACM) is designated by the Assistant Secretary of the Air Force for Acquisition as the focal point for management and development of the acquisition workforce. The Air Force DACM works with the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics; the Defense Acquisition University (DAU); other Services and defense agencies; Air Force acquisition career field functional managers; and Air Force acquisition workforce members in all efforts to improve the acquisition workforce though education, training, and career management.

The Air Force DACM responsibilities are to:

+ Assist the Air Force acquisition executives for space and non-space programs with oversight and execution of acquisition workforce responsibilities.
+ Develop the Air Force acquisition professional workforce through directing, coordinating, and reviewing actions mandated by the Defense Acquisition Workforce Improvement Act (DAWIA) and DoD directives.
+ Develop, implement, and oversee policies and procedures for the Air Force Acquisition Professional Development Program (APDP).
+ Establish programs, as required, to provide career development opportunities for the acquisition workforce in accordance with DAWIA, associated regulations, and Air Force acquisition workforce human capital strategic planning objectives.
+ Develop, review, and coordinate policy regarding the Air Force acquisition workforce, including both organic (Air Force civilians and military) and contracted resources.
+ Represent the Air Force as point of contact with DAU and other DoD military services and agencies for matters relating to the AT&L Workforce Education, Training, and Career Development Program.
+ Oversee Air Force acquisition training selection boards, including the Program Manager's Course and Industrial

College of the Armed Forces Senior Acquisition Course, for the acquisition community.
+ Manage training matters associated with DAWIA implementation, including DAU course quotas, acquisition training and defense acquisition workforce funds, and student course registration.
+ Centrally administer the Fiscal Year 2008 National Defense Authorization Act Section 852 Defense Acquisition Workforce Development Fund to ensure the Air Force acquisition workforce has the capacity it needs, in both personnel and skills.
+ Establish and maintain acquisition career management information systems for training, waivers, continuous learning, certification, and acquisition personnel records review, as needed, to execute acquisition workforce responsibilities.

WHERE TO FIND INFORMATION

For Air Force Acquisition Professional Development Program (APDP) policies and procedures, visit the Air Force DACM Career/APDP at *http://ww3.safaq.hq.af.mil/career/*. The website includes the following topics and links:
+ Workforce announcements
+ Professional development
+ Acquisition Corps position requirements
+ Certifications
+ Training priorities/funding
+ Position and tenure waivers
+ Awards and recognition
+ Career points of contact
+ Policy reference

Register for DAU Training
https://www.atrrs.army.mil/channels/acqnow/

Register for AFIT Training
https://www.atrrs.army.mil/channels/afitnow/

Track Continuous Learning
https://www.atrrs.army.mil/channels/acqnowcl/

Acquisition Career Brief
https://w20.afpc.randolph.af.mil/AFPCSecureNet20/CheckPortal.aspx

Mr. Jeffrey Birch
4th Estate DACM

4th Estate DACM

The 4th Estate Director, Acquisition Career Management (DACM) represents civilians assigned to the defense agencies outside the military departments—a community comprised of over 18,000 Defense Acquisition Workforce members. The 4th Estate DACM reports to the Director, Human Capital Initiatives, and is responsible for collaborating with the defense agencies on all facets of career development and management of the Defense Acquisition Workforce.

The 4th Estate DACM responsibilities involve:
+ Supporting enterprise human capital initiatives to create a high-performing Defense Acquisition Workforce.
+ Collaborating and coordinating with defense agencies to support implementation of the Defense Acquisition Workforce Development Fund and the Secretary of Defense Growth Strategy.
+ Providing policy interpretations on Defense Acquisition Workforce Improvement Act (DAWIA) matters.
+ Collaborating with senior leaders and functional leaders on matters relating to supporting and improving the Defense Acquisition Workforce.
+ Ensuring career management tools are available to the 4th Estate community, including a continuous learning tracking system and online application processes for certification and Defense Acquisition Corps membership.
+ Formulating concepts to develop innovative tools and resources to increase efficiencies.

The following career management functions are performed at your specific agency:
+ Approval of applications for DAU training
+ Approval of DAWIA certification applications
+ Approval of Acquisition Corps applications
+ Approval of fulfillment requests
+ Processing and approval of waivers
+ Documentation of course equivalencies
+ Coding and management of acquisition personnel information

WHERE TO FIND INFORMATION
The 4th Estate DACM website, *www.dau.mil/doddacm*, provides additional information on the following areas:
+ Class registration
  https://www.atrrs.army.mil/channels/acqtas
+ Managing your acquisition career
+ Career management tools
+ DAWIA certification
+ Workforce manager resources
+ Workforce policy
+ 4th Estate metrics
+ 4th Estate DACM newsletter

Points of Contact:
ACQTAS Help Desk, *acqtashelp@asmr.com*, 703-645-0161
ACQTAS Travel Desk, *acqtastravel@asmr.com*, 703-752-3150

Registration Procedures for Non-DoD Students

International Students

Foreign military and civilian employees of a foreign government must apply for DAU courses through their country's training officer, who will coordinate the training request through the U.S. Army security assistance officer in the Office of Defense Cooperation or an appropriate official in the U.S. Embassy. The U.S. Army Security Assistance Training Field Activity (SATFA), which is the executive agent for foreign members attending DAU courses, will process each individual's application through appropriate channels. The SATFA will coordinate all training requests with the DAU Non-DoD Registrar at *nondod.registrar@dau.mil* or 703-805-4498. Security assistance officers or U.S. Embassy officials sponsoring training requests from the host country should go to *http://www.disam.dsca.mil/itm/* for information on training available through the foreign military sales training program.

Military and civilian employees of countries that are members of the North Atlantic Treaty Organization (NATO) should initiate their training requests through the SATFA by calling 757-788-3255. The SATFA desk officer for NATO affairs will put the student in contact with appropriate NATO training officials to process and coordinate the training request.

A non-U.S. citizen employed by a U.S. defense industry corporation, working for a foreign corporation that has a contract with DoD or any of the military departments, or who is assigned to a U.S. military agency or activity may be eligible to apply for DAU courses. For information about applying for a course, contact the DAU Student Services Office at *industry.registrar@dau.mil* or 703-805-4498.

Acquisition Personnel with Federal Civilian Agencies

Federal civilian personnel interested in acquisition or acquisition-related training should first consult the Federal Acquisition Institute (FAI) website at *http://www.fai.gov*, which provides information about career, certification, and training programs. Federal civilian personnel interested in attending DAU- or FAI-sponsored training must submit an application using the FAI electronic registration system on the Web at *https://www.*

atrrs.army.mil/channels/faitas/student/logon.aspx?caller=1, FAI Internet Training Application (FAITAS) website.

Federal civilian personnel can attend DAU and FAI courses at no cost, on a space-available basis for DAU courses. The electronic system streamlines the reservation process and allows prospective students to initiate their own training requests via the Internet.

For additional information, contact your local acquisition career manager. Points of contact available to assist students are listed on the FAI website. You can also contact the FAI help desk at 703-805-2300, Fax 703-805-2111, *faiquestions@fai.gov.*

Defense Industry Certification

Unless an organization has its own certification standards, there is no organization or association that confers certification in a functional area for defense industry employees similar to the certification program administered by DoD for its workforce members. Industry employees may demonstrate comparable training to the members of the DoD acquisition workforce by successfully completing DAU courses. They can register for courses at *https://www.atrrs.army.mil/channels/nondod/logon.asp* and will be accepted on a space-available basis.

DAU Administrative Information

Course Offerings

DAU courses are offered in a variety of modes:
+ Resident—Workforce member attends class at one of the DAU training sites
+ Local—DAU instructor teaches at locations that have sufficient numbers of attendees to constitute a class
+ Distance Learning—Course material is offered entirely or in part via the Internet
+ Facilitated Online Learning Environment—Material is offered online; instruction may be online or in the classroom
+ Hybrid—Course includes both distance learning and classroom (Parts A and B).

Online Requirements

To complete online coursework, you must have access to a computer with the following minimum capabilities:
+ Microprocessor speed: Pentium 400 MHz
+ Hard Drive: 6 GB
+ RAM: 64 MB
+ Modem speed: 56 kbps
+ Audio: 16 bit and speakers
+ CD-ROM drive: 12X
+ Monitor display resolution is optimal at 1024 X 768

+ Browser that supports Java and Javascript (Internet Explorer 5.5, Netscape 7.0, or higher versions are recommended)
+ Java runtime environment 1.5.0 or Microsoft® VM.

When logging on to the DAU Virtual Campus at *https://learn.dau.mil*, you should review the computer requirements in the "System Requirements" option under the "Help" menu. This will help ensure your computer is able to run online courseware successfully. Some online courses have additional software requirements that are explained at the beginning of the course.

Student Policies
A complete overview of all student policies can be found at *http://www.dau.mil/studentInfo/Pages/student_info.aspx*.

Reporting Instructions
After being accepted for admission into a DAU course, you will receive an e-mail from the university with instructions on how to proceed. In the case of online courses, an e-mail will explain how to access the course material online. For classroom courses, you will receive an e-mail with specific reporting instructions and information on housing, meals, facilities, and appropriate classroom attire.

DAU offers students Web-based support for classroom activities and pre-course assignments through the Blackboard learning management system. Blackboard provides websites for selected DAU courses so students can access readings and course activities on demand. Blackboard can support a variety of learning activities as required by a class: assignments, quizzes, surveys, and discussions. It supports group work and also provides a place for students to store and submit files to instructors. If you are enrolled in a course using Blackboard, you will receive information about your course's website in your course welcome materials.

Travel, Per Diem, and Reimbursement
Each Service Acquisition Career Management Office or parent organization funds travel expenses and per diem for eligible students based on Service- or agency-specific policy. You should consult the appropriate Acquisition Career Management Office for policy and guidance concerning travel requirements. It is very important that you arrive with a government credit card to pay for all legitimate travel-related expenses or, if needed, draw

cash advances in lieu of receiving advance per diem payments. DAU cannot process travel claims or provide advance per diem payments. You should know the name and telephone number of the government credit card program coordinator for your Service or organization. This person will be your point of contact for government credit card-related questions.

Course Registration and Quota Allocation
Defense Acquisition Workforce members may be eligible for funding of travel and per diem when attending courses required for certification. This is strictly based upon the Service component policy. You should contact your Service component point of contact for the specific funding policy covering DAU training. Funding is not provided to cover travel and per diem costs for workforce members who attend DAU courses for the purpose of continuous learning.

DAU uses the Army Training Requirements and Resources System (ATRRS) to maintain course schedules, allocate quotas, and manage class registration. Agencies with quota allocations should register workforce members as early as possible before the class start date to ensure their employees are in the ATRRS system and that employees have sufficient time to make necessary arrangements for attending class. After you apply for a course, you will receive an e-mail identifying your status as either wait-listed or as having a reservation. Approximately 60 days before the class starts, those with class reservations will receive an e-mail from DAU (later if you are a late registrant) providing reporting instructions, class start and end times, and location-specific information (e.g., points of contact, hotels, and directions). Points of contact for most courses and locations are provided in the online course schedule. Any workforce member who is registered and has not received reporting instructions 15 days prior to the class start date should contact the DAU Student Services Office for assistance at 888-284-4906 or 703-805-3003.

Attendance Policy
You are expected to attend all scheduled course sessions (including teleconferencing, satellite, and synchronous online sessions) and complete all coursework. Whenever possible, you shall request permission from the instructor in advance of the absences, which must be

for valid reasons such as illness or family emergencies. Cumulative absences that exceed 5 percent of contact time may be grounds for disenrollment (e.g., for a 40-hour course, students are expected to participate in at least 38 hours). Some courses permit students who miss periods of class time to complete supplemental work before receiving a graduation certificate.

DAU follows established DoD and Office of Personnel Management guidance for civilians, and Service regulations for military personnel concerning various categories of leave.

Transcripts
To obtain your transcript, go to *http://www.dau.mil/ studentInfo/default.aspx* and click "Request a DAU Transcript." You'll be directed to the online transcript system, where you'll be asked to log on using either your Common Access Card (CAC) or Social Security Number (SSN)/date of birth. Once in the transcript system, you can print a transcript at your desk or request an official transcript with a raised DoD seal be sent to a college. Transcripts are usually processed within 5 working days, though sometimes it takes longer; you will receive an e-mail notice when your transcript has been processed. Questions regarding transcripts should be directed to DAU Student Services at *dau.transcript@dau.mil*.

Disability Accommodations
Those with disabilities who are scheduled to attend DAU classes should notify their local training office and the DAU Student Services office as soon as possible prior to the start date of the class to ensure that appropriate accommodations are made. DAU fully supports the requirements of Section 508 of the Rehabilitation Act Amendments of 1998. Section 508 requires federal agencies that develop, procure, maintain, or use electronic and information technology to ensure that federal employees with disabilities have access to and use of that information and data. To that end, all new DAU courseware is developed to comply with the standards set forth in Section 508.

Academic Integrity
Absolute integrity is expected of every DAU student in all academic undertakings. Integrity entails a firm adherence to a set of values, and the values most essential to an academic community are grounded on the concept of honesty with respect to the intellectual efforts of oneself and others. Academic integrity is expected not only in formal coursework situations, but in all university relationships and interactions connected to the educational process, including the use of university resources.

Dress Policy
Unless otherwise noted in the welcome letter or e-mail, civilian and military students are authorized to wear business casual attire: dress slacks, collared shirts, dress shoes/loafers and the equivalent attire for women. Shorts; flip flops (shoes without a heel); strapless, excessively short or sheer garments; exposed mid-drift; jeans; and athletic wear of any kind are examples of inappropriate attire. The instructor may specify in advance exceptions to the above in support of a specific class event. Additionally, students are requested to be cognizant that the heavy use of colognes and perfumes can be a distracter in class and cause allergic reactions among other students. In the case of DAU courses conducted at customer sites, alternative attire, consistent with local command or organization standards, may prevail.

Cancellation Policy
If circumstances dictate cancelling course attendance after you receive notification of acceptance, you should follow the procedures set forth by your respective Service or agency. This may afford other workforce members the opportunity to attend the course.

Appendix A
Training
Courses

See pages 135-141 for course registration procedures.

Required course prerequisites are listed online in the iCatalog within each course concept card. A consolidated listing is also accessible from the iCatalog Home page at: *http://icatalog.dau.mil/*

ACQ 101

Fundamentals of Systems Acquisition Management

This course provides a broad overview of the DoD systems acquisition process, covering all phases of acquisition. It introduces the Joint Capabilities Integration and Development System; the planning, programming, budgeting, and execution 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, this course has proven very useful to personnel in headquarters, program management, and functional or support offices.

Course Length: You have 60 calendar days to complete this course
Method of Delivery: Distance Learning

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 providing an overview of systems acquisition principles and processes. Both ACQ 201A and ACQ 201B are required for DAWIA certification.

Course Length: You have 60 calendar days to complete this course
Method of Delivery: Distance Learning

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.

Course Length: 5 class days
Method of Delivery: Resident

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 participants with practical hands-on experience.

Course Length: 4 class days
Method of Delivery: Resident

ACQ 370

Acquisition Law

DoD policy now mandates that the acquisition process be conducted through integrated product teams. The employment of integrated product teams in the acquisition process has resulted in the involvement of many non-contracting government personnel. ACQ 370 provides an overview of government contract law, specifically laws and regulations that are applicable to government contracts.

Course Length: 5 class days
Method of Delivery: Resident

ACQ 401

Senior Acquisition Course

A preeminent course for members of the acquisition corps, the Senior Acquisition Course is delivered by the Industrial College of the Armed Forces (ICAF). The course consists of the 10-month ICAF curriculum, complemented by a choice of acquisition-related electives and individual/group research and writing. A limited number of professionals may take the Defense Acquisition University Program Manager's Course, PMT 401, as a general elective for the Senior Acquisition Course and ICAF curriculum. Those who complete the Senior Acquisition Course receive a Master of Science degree in National Resource Strategy from ICAF and a diploma signifying completion of the Senior Acquisition Course. Professionals who also take the Program Manager's Course as part of their curriculum earn PMT 401 diplomas as well.

Target Attendees: Participants 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 of Acquisition Career Management.
Course Length: 10 months
Method of Delivery: Resident

ACQ 403

Defense Acquisition Executive Overview Workshop

This innovative course provides general/flag officers and members of the Senior Executive Service with an executive-level understanding of the defense acquisition system and supporting processes. Workshop content is tailored to the needs of the executive; conducted on demand; and delivered in a one-on-one, desk-side forum.

Target Attendees: This course is for DoD general/flag officers; career and political Senior Executive Service 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.
Course Length: Varies depending upon the number of topics to be addressed; typically 1/2 to 2 class days
Method of Delivery: Resident

ACQ 404

Systems Acquisition Management Course for General/Flag Officers

This course provides a senior level understanding of the defense acquisition system, key processes, and current issues and initiatives that is appropriate for senior 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.

Target Attendees: General, flag officers, and members of the Senior Executive Service
Course Length: 4.5 class days
Method of Delivery: Resident

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.

Target Attendees: This course 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 who are working in DoD weapons systems or information systems acquisition.
Course Length: 9 class days
Method of Delivery: Resident

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 and 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 organization.

Target Attendees: This class is for civilians (GS 13–15) and military (O5–O6) in supervisory positions, Level III-certified (any career field/path), and who have at least 3 years of acquisition experience serving in a Level III-coded position. Industry and allied participants are eligible to attend and are encouraged to register on a space-available basis.
Course Length: 4 class days preceded by approximately 4 hours of precourse work
Method of Delivery: Resident

ACQ 451

Integrated Acquisition for Decision Makers

This participant-driven, action-based learning course exposes Defense Acquisition Workforce members to the multidisciplinary acquisition perspectives, integration challenges, and influencing strategies necessary for successful integrated acquisition decision making. Through facilitated discussions, simulations, exercises, case studies, and exposure to decision-making tools, participants will formulate strategies that promote effective integration and collaboration for a current integration challenge. Participants will gain a wider view of the acquisition environment and their respective roles and responsibilities.

Target Attendees: This class is for civilians (GS 13–15) and military (O5–O6), Level III-certified (any career field/path), and who have at least 3 years of acquisition experience serving in a Level III-coded position. Industry and allied participants are eligible to attend and are encouraged to register on a space-available basis.
Course Length: 3.5 class days
Method of Delivery: Resident

ACQ 452

Forging Stakeholder Relationships

This action-based learning course introduces professionals 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 precourse stakeholder assessment as well as simulation, communication, and critical-thinking activities that will facilitate the development of tailored stakeholder action plans. At the end of the course, professionals will be able to build ownership of acquisition outcomes across the enterprise.

Target Attendees: This class is for civilians (GS 13–15) and military (O5–O6), Level III-certified (any career field/path), and who have at least 3 years of acquisition experience serving in a Level III-coded position. Industry and allied participants are eligible to attend and are encouraged to register on a space-available basis.
Course Length: 3 class days preceded by a few hours of pre- and post-course work
Method of Delivery: Resident

ACQ 453

Leader as Coach

The Leader as Coach course is a resident course that focuses on the thinking, behaviors, skills, and strategies needed to accomplish a paradigm shift from managers that primarily direct and evaluate subordinates to a paradigm that encourages and rewards innovation, agility, listening, collaboration, continuous and purposeful growth, results, and accountability. As a leader, you will develop greater personal awareness and increase the impact of your energy and the energy of your organization. You will do this through the learning and application of the principles and behaviors of effective performance coaches.

Target Attendees: Civilian and military Defense Acquisition Workforce leaders, primarily supervisors in grades equivalent to GS 13–15 and O4–O6, as well as leaders of IPTs.
Course Length: 4 class days
Method of Delivery: Resident

AUD 1130

Technical Indoctrination

Newly hired auditors taking this course will learn the basic concepts, techniques, and procedures of contract auditing; the organizational structure of the Defense Contract Audit Agency; and audit guidance processes.

Course Length: 10 class days
Method of Delivery: Resident

AUD 1320

Intermediate Contract Auditing

Staff auditors taking this course will obtain 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.

Course Length: 5 class days
Method of Delivery: Resident

AUD 4120

Statistical Sampling

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

Course Length: 5 class days
Method of Delivery: Resident

BCF 102

Fundamentals of Earned Value Management

In a virtual classroom environment, professionals learn additional information about earned value management (EVM), which is introduced in ACQ 101. The course summarizes the language, data reports, metrics, graphs, and management processes associated with EVM as they apply to DoD acquisition management. Professionals also learn the processes related to the Performance Measurement Baseline, the Integrated Baseline Review, and the American National Standards Institute/Electronic Industries Alliance (ANSI/EIA) for EVM systems. Finally, professionals evaluate and compute basic EVM metrics and EVM metric-based estimates at completion.

Course Length: You have 30 calendar days to complete this course
Method of Delivery: Distance Learning

BCF 103

Fundamentals of Business Financial Management

Using interactive, computer-based training, professionals will develop the skills necessary for formulating and executing a program office budget. Topics covered in this course include cost analysis; funding policies; the DoD planning, programming, budgeting, and execution process; the congressional enactment process; and the budget execution process.

Course Length: You have 60 calendar days to complete this course
Method of Delivery: Distance Learning

BCF 106

Fundamentals of Cost Analysis

Professionals are introduced to policies and techniques that are used for the preparation of system 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. Through practical exercises, professionals gain the opportunity to apply the policies and techniques to real-world examples.

Course Length: You have 60 calendar days to complete this course
Method of Delivery: Distance Learning

BCF 107

Applied Cost Analysis

In this course, cost estimating techniques learned in BCF 106 are applied in the development of cost estimates. Professionals will engage in guided discussions, investigate case scenarios, develop recommendations, and learn how to present their findings. Professionals will also explore techniques for using Excel and other computer applications to analyze data, develop cost-estimating relationships, and create supporting documentation.

Course Length: 4.5 class days
Method of Delivery: Resident

BCF 203

Intermediate Earned Value Management

Professionals taking this course 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, participants review, develop, and experience the Earned Value Management (EVM)-related processes associated with requirements generation, acquisition strategy development, Request for Proposal development, source selection, risk management, Integrated Baseline Review, and analysis during program execution.

Course Length: 8.5 class days
Method of Delivery: Resident

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 collection, 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.

Course Length: 9.5 class days
Method of Delivery: Resident

BCF 205

Contractor Business Strategies

Contractor Business Strategies is an active learning experience designed to give a professional a better understanding of the federal government marketplace from a business perspective. Initially, participants 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 participants interact with company customers, bankers, shareholders, boards of directors, and other stakeholders. Participants 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, participants are also placed in the position of a government employee to evaluate the impact that contractors' business strategies have on the government.

Course Length: 4 class days
Method of Delivery: Resident

BCF 206

Cost/Risk Analysis

Cost analysts taking this course are given an overview of how 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 and a small-group Monte Carlo simulation-based cost risk case reinforce the techniques taught.

Course Length: 3.5 class days
Method of Delivery: Resident

BCF 207

Economic Analysis

Through practical exercises and a group workshop, Economic Analysis prepares professionals to conduct economic analyses within the DoD environment. Topics include decision analysis, cost analysis, present value, and sensitivity analysis.

Course Length: 5 class days
Method of Delivery: Resident

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 12207, parametric models, and model calibration. Case studies allow participants to apply the course materials to real-life examples.

Course Length: 4.5 class days
Method of Delivery: Resident

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. During the in-class lecture and computer-assisted case studies, the participants learn step-by-step report preparation using the Defense Acquisition Management Information Retrieval Web application. Participants are required to complete the DAU continuous learning module, Acquisition Reporting Concepts and Policy Requirements for APB, DAES, and SAR (CLB 014) prior to attending this class.

Course Length: 4 class days
Method of Delivery: Resident

BCF 211

Acquisition Business Management

Obtain hands-on experience in dealing with common financial issues in acquisition that include cost estimating; earned value analysis; planning, programming, budgeting, and execution; congressional enactment; and budget preparation and execution. In a 65-day window immediately prior to the resident portion of the course, participants must complete a self-paced review of basic concepts.

Course Length: You have 65 days to complete online pre-course work; the resident portion is 5 class days
Method of Delivery: Resident

BCF 215

Operating and Support Cost Analysis

Participants learn the concepts and methodologies needed to develop operating and support cost estimates, total ownership cost reduction studies, cost as an independent variable management processes, and other management decisions in which operating and support costs are relevant.

Course Length: 4.5 class days
Method of Delivery: Resident

BCF 262

EVMS Validation and Surveillance

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

Course Length: 8 class days
Method of Delivery: Resident

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 participants to create a Microsoft Project network schedule and apply a schedule assessment model to analyze a complex, 700-line Microsoft Project network schedule.

Course Length: 3 class days
Method of Delivery: Resident

BCF 301

Business, Cost Estimating, and Financial Management Workshop

This capstone course teaches professionals how to apply business, cost estimating, and financial management concepts, techniques, and on-the-job experience to functional interrelationships and opportunities among the disciplines of cost estimating, earned value management, and financial management.

Course Length: 9 class days
Method of Delivery: Resident

BCF 302

Advanced Concepts in Cost Analysis

Advanced Concepts in Cost Analysis course is designed for mid- to senior-level cost estimators to apply their skills in developing and preparing cost estimates for all ACAT Levels within the MAIS and MDAP designation. Students will use their critical thinking and analytical skills to execute all steps in assessing credible, repeatable, and defensible cost estimates. Case study-driven practical exercises will require cost estimators to conduct research and perform leadership responsibilities in a small group decision-making environment.

Course Length: 5 class days
Method of Delivery: Resident

CON 090

Federal Acquisition Regulation (FAR) Fundamentals

FAR Fundamentals is a 4-week resident, foundational course for new hires that provides a total immersion into the Federal Acquisition Regulation (Parts 1–53) and the Defense Federal Acquisition Regulation Supplement (DFARS). The course will prepare the 21st century Defense Acquisition Workforce to operate successfully in a Web-enabled environment. CON 090 is a limited-lecture, research-intensive, exercised-based curriculum. Participants will analyze contracting business scenarios developed through research of the FAR and its supplements. The course is presented in four modules: Contracting Overview; Contract Planning; Contract Formation; and Contract Management. Students are expected to become familiar with FAR Parts 1–53. Students will be quizzed daily on knowledge of the FAR, lecture/lesson content, and homework. Students should be prepared to dedicate 2–3 hours per evening for homework. Classroom laptop computers will be provided for each student.

Course Length: 4 weeks in class
Method of Delivery: Resident

CON 100

Shaping Smart Business Arrangements

Personnel new to the Contracting career field will gain a broad understanding of the environment in which they will serve. Students will develop professional skills for making business decisions and for advising acquisition team members in successfully meeting customers' needs. Before beginning their study of technical knowledge and contracting procedures, students will learn about the various DoD mission areas and the types of business arrangements and procurement alternatives commonly used to support each area. Information systems, knowledge management, as well as recent DoD acquisition initiatives will also be introduced in the course. Interactive exercises will prepare you for contracting support within DoD. We will also address the overarching business relationships of government and industry, and the role of politics and customer relationships.

Course Length: You have 60 calendar days to complete this course
Method of Delivery: Distance Learning

CON 110

Mission Support Planning

New contracting personnel will gain an understanding of their role as business advisors in the acquisition process. This course will help professionals learn how they can support their customers' mission and how they can plan successful mission-support strategies based on their knowledge of the contracting environment and their customers' needs. Participants will learn how to use the Federal Acquisition Regulation and the Defense Federal Acquisition Regulation Supplement, conduct effective market research, develop alternative acquisition strategies, and understand how socioeconomic programs support the acquisition-planning process.

Course Length: You have 60 calendar days to complete this course
Method of Delivery: Distance Learning

CON 111

Mission Strategy Execution

Mission Strategy Execution provides professionals with the knowledge necessary to execute an acquisition that optimizes the customer's mission performance. Participants 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, participants will learn how to conduct basic competitive acquisitions, process awards, and handle protests before and after the contract award.

Course Length: You have 60 calendar days to complete this course
Method of Delivery: Distance Learning

CON 112

Mission Performance Assessment

Mission Performance Assessment builds on the foundation established in CON 110 and CON 111. The course provides professionals with the knowledge they need to identify and utilize appropriate performance metrics when evaluating the contractor's performance in the mission. Course participants will explore processes for working with their customers to ensure contract performance meets mission requirements.

Participants will explore assessment strategies and performance remedies, and they'll learn how to make and price contract changes after award, handle disputes, and close out completed contracts.

Course Length: You have 60 calendar days to complete this course
Method of Delivery: Distance Learning

CON 120

Mission-Focused Contracting

Mission-Focused Contracting is the capstone course for Level I Contracting professionals. This course engages the participant in the entire acquisition process, from meeting with the customer to completing the contract closeout process. Participants will have an opportunity to learn and apply leadership, problem-solving, and negotiation skills. Using an integrated case study approach, participants will apply the knowledge and skills gained in previous Level I contracting courses governing supply and service acquisitions. Using an integrated case study approach, participants will apply the knowledge and skills gained in previous Level I contracting courses.

Course Length: 10 class days
Method of Delivery: Resident

CON 214

Business Decisions for Contracting

Business Decisions for Contracting builds on contracting 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. Participants will learn various techniques for building successful business relationships, the benefits of strategic sourcing and spend analysis, and the ins and outs of providing contract financing. Students will also 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.

Course Length: You have 60 calendar days to complete this course
Method of Delivery: Distance Learning

CON 215

Intermediate Contracting for Mission Support

In this application-based course, participants will apply the knowledge and skills learned in CON 214 and the Level I Contracting courses as they work in teams to complete an extensive, realistic, federal contract case study. Course participants demonstrate their ability to develop and execute business strategies to meet customer requirements. CON 215 helps foster the development of critical thinking skills through activities including: customer needs analysis, strategic sourcing, procurement strategy development, and source selection execution.

Course Length: 8 class days preceded by a 2-week online classroom requirement
Method of Delivery: Resident

CON 216

Legal Considerations in Contracting

This course focuses on legal considerations in the procurement process. Participants are introduced to the basic principles and sources of law relevant to procurement, including fiscal law. The course 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.

Course Length: You have 60 calendar days to complete this course
Method of Delivery: Distance Learning

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. Students will apply the cost analysis techniques to analyze a contractor's proposal and develop a cost objective. The course also introduces negotiation terminology, styles, and techniques.

Course Length: 5 class days
Method of Delivery: Resident

CON 218

Advanced Contracting for Mission Support

This course is the capstone federal contract applications course for the 200-level Contracting curriculum. Participants apply the knowledge and skills gained from the previous contracting courses in a case study environment. Course participants demonstrate their ability to negotiate fair and reasonable prices and to consider the legal implications for various contract situations. The course helps develop critical thinking, cost analysis, negotiation, and contract administration skills necessary for successful contract performance.

Course Length: 10 class days preceded by a 2-week online classroom requirement
Method of Delivery: Resident

CON 232

Overhead Management of Defense Contracts

Overhead Management of Defense Contracts provides an understanding of industry overhead costs and the costs' 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 in which attendees determine their own final overhead rates.

Course Length: 10 class days
Method of Delivery: Resident

CON 234

Joint Contingency Contracting

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

Course Length: 9 class days
Method of Delivery: Resident

CON 235

Advanced Contract Pricing

Covering topics 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.

Course Length: 10 class days
Method of Delivery: Resident

CON 237

Simplified Acquisition Procedures

Professionals participating in this course will gain training on Part 13 of the Federal Acquisition Regulation and Part 213 of the Defense Federal Acquisition Regulation Supplement, which cover simplified acquisition procedures (SAP).

Course Length: You have 60 calendar days to complete this course
Method of Delivery: Distance Learning

CON 243

Architect-Engineer Contracting

This course, focusing on contracting for architect-engineers, covers issues across the contracting spectrum, including acquisition planning, source selection, proposal analysis, contract award and work, and contract management. Specific topics and practical exercises allow professionals to gain knowledge of the Brooks Act, SF-330, the slate and selection process, the review of government estimates, liability, Title II services, modifications, and contracting officer's technical representative responsibilities.

Course Length: 5 class days
Method of Delivery: Resident

CON 244

Construction Contracting

This course focuses on construction contracting issues involving 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.

Course Length: 5 class days
Method of Delivery: Resident

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, cost accounting standards, and disclosure statements for federal contracts. This course addresses only those standards applicable to modified cost accounting standards coverage. This course addresses those standards applicable to modified coverage, cost accounting practice changes and calculating cost impacts.

Course Length: 5 class days
Method of Delivery: Resident

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 cost accounting standards. Whereas Part I addresses only those standards applicable to modified cost accounting standards coverage, Part II addresses additional standards for full cost accounting standards coverage situations.

Course Length: 5 class days
Method of Delivery: Resident

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.

Course Length: You have 24 calendar days to complete this course
Method of Delivery: Distance Learning

CON 260B

The Small Business Program, Part B

A follow-on course to CON 260A, this course focuses on developing the skills and knowledge necessary for a small business specialist. Associated programs and initiatives that support the program and DoD'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.

Course Length: 3 class days
Method of Delivery: Resident

CON 334

Advanced Contingency Contracting

The Advanced Contingency Contracting course develops Contingency Contracting personnel to successfully lead a Contingency Contracting Office across the full spectrum of military and disaster relief operations. The course focuses on considerations for planning and executing the mission from a leadership perspective in any Area of Responsibility (AOR) during any contingency phase.

Course Length: 4 class days
Method of Delivery: Resident

CON 353

Advanced Business Solutions for Mission Support

Advanced Business Solutions for Mission Support is required for a professional to obtain Level III certification in Contracting. Participants are given realistic scenarios and work in teams and as individuals developing sound business solutions as a valued strategic and expert business advisor. The course is designed to teach professionals to contribute solutions in writing and in oral presentations to senior leadership and supervisors. It is also designed to provide an overview of community of practice resources available for those in the Contracting career field.

Course Length: 10 class days preceded by required online assignments
Method of Delivery: Resident

COR 222

Contracting Officer's Representative Course

This course provides an overview of the responsibilities of the contracting officer's representative, focusing on pre- and post-contract award duties and using numerous case-based scenarios. *This is a fee-for-service on-site course delivered for requesting organizations after coordination between the organization's representative and the appropriate DAU representative.*

Course Length: 4.5 days
Method of Delivery: Resident

FE 201

Intermediate Facilities Engineering

Intermediate Facilities Engineering is required for Level II certification in Facilities Engineering. The course 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.

Course Length: You have 60 calendar days to complete this course
Method of Delivery: Distance Learning

FE 301

Advanced Facilities Engineering

Advanced Facilities Engineering is the Level III certification course in the Facilities Engineering (FE) career field. Through realistic, scenario-based learning, professionals work in teams to practice developing solutions to a variety of challenges that FE professionals encounter within DoD. Coursework is designed to teach professionals how to contribute solutions to senior leadership and how to provide resources for the FE career field via the course community of practice.

Course Length: 5 class days, preceded by required online assignments
Method of Delivery: Resident

GRT 201

Grants and Agreements Management

Grants and Agreements Management presents the foundational knowledge required to work as a grants officer. Course participants learn about grants, cooperative agreements, and technology investment agreements. The course also provides a brief overview of other types of assistance transactions. Please note that this course does not address other transactions used to carry out prototype projects, which involve acquisitions instead of assistance, and therefore fall outside the scope of this course.

Course Length: 5 class days
Method of Delivery: Resident

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.

Course Length: 10 class days
Method of Delivery: Resident

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.

Course Length: You have 10 calendar days to complete this course
Method of Delivery: Facilitated/Online

IND 200

Intermediate Contract Property Administration and Disposition

This course provides an overview of current contractual, regulatory, and statutory issues. Participants analyze case studies and participate in plant tours. The course is designed for experienced industrial property management specialists, property administrators, plant clearance officers, contracting officers, and their supervisors.

Course Length: 10 class days
Method of Delivery: Resident

IRM 101

Basic Information Systems Acquisition

Within the framework of a program office IPT, this course covers introductory-level concepts in DoD information systems and software acquisition management. Key areas covered include DoD regulatory and technical frameworks, common software risks, software and system architectures, life cycle reviews, and software development and integration processes. Software standards, information assurance, software and system measures, testing, contracting issues, software quality, and the role of process maturity, as well as best practices for the management of software-intensive systems are also introduced.

Course Length: You have 60 calendar days to complete this course
Method of Delivery: Distance Learning

IRM 202

Intermediate Information Systems Acquisition

The Intermediate Information Systems Acquisition course focuses on the application of DoD policies, concepts, and best practices for the management and acquisition of software-intensive and information technology systems. Exercises, lectures, group discussion, and a comprehensive student-led practicum are used in IRM 202 to cover topics ranging from strategic planning, information assurance, architectures, system engineering, requirements management, software design and development, risk management, contracting, cost estimation, metrics, process maturity, quality, and testing, among other areas.

Course Length: 10 class days
Method of Delivery: Resident

IRM 304

Advanced Information Systems Acquisition

Via the use of case studies, the Advanced Information Systems Acquisition course focuses on decision making and management of the development of DoD information technology (IT) systems, the role of capital planning and investment control, use of enterprise architectures, information assurance, acquisition planning, and IT Systems Engineering. Supplemented with industry speakers who provide industry perspectives on IT management and contracting, IRM 304 integrates a variety of essential advanced topics critical to successful IT systems acquisition.

Course Length: 5 class days preceded by required online assignments
Method of Delivery: Resident

LOG 101

Acquisition Logistics Fundamentals

Acquisition Logistics Fundamentals provides a broad overview of the role of acquisition logistics in the systems acquisition life cycle and systems 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.

Course Length: You have 60 calendar days to complete this course
Method of Delivery: Distance Learning

LOG 102

Systems Sustainment Management Fundamentals

Systems Sustainment Management Fundamentals provides a broad overview of the life cycle logistician's role during the sustainment phase of a weapons system's life cycle. Modules cover logistics/supply-chain management concepts, maintenance processes, end-to-end distribution, best commercial practices as applied to 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.

Course Length: You have 60 calendar days to complete this course
Method of Delivery: Distance Learning

LOG 103

Reliability, Availability, and Maintainability (RAM)

Professionals who take this course will be able to understand the relationship between reliability, availability and maintainability (RAM) as a critical factor in design, performance, cost, and sustainment. The course addresses the cross-disciplinary actions of Program Management, Systems Engineering, Test and Evaluation, and both acquisition logistics and sustainment to evaluate the impact of reliability and maintainability decisions. Stressing a conceptual approach, the course presents basic reliability, availability, and maintainability terminology and engineering practices. It discusses current legislation and DoD policy that have invigorated systems engineering and logistics engineering processes to improve the requirements process, minimize risk through reliability growth programs, and ensure effectiveness and suitability through developmental and operational test and evaluation.

Course Length: You have 60 calendar days to complete this course
Method of Delivery: Distance Learning

LOG 200

Intermediate Acquisition Logistics, Part A

LOG 200 is the first part in a two-course series designed for intermediate acquisition logistics professionals. 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. The course requires participants 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.

Course Length: You have 60 calendar days to complete this course
Method of Delivery: Distance Learning

LOG 201

Intermediate Acquisition Logistics, Part B

LOG 201 is the second part in a two-course series designed for intermediate acquisition logistics professionals. The course provides a dynamic, group-based, facilitated learning environment oriented toward further developing logistics competencies required by the life cycle logistician during weapons and equipment systems development. It challenges the professional 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 group exercises and discussions. Special emphasis is placed on developing and delivering the required logistics inputs that ensure supportability is designed into a system.

Course Length: 5 class days
Method of Delivery: Resident

LOG 204

Configuration Management

This fast-paced, cross-disciplinary course teaches professionals about the interrelationship of configuration management to life cycle activities as well as configuration management concepts and basic practices such as configuration identification, status accounting, audits and verification, configuration change management, performance measures, and configuration management planning. The course also provides an overview of requirements to design, develop, implement, oversee, and operate a configuration management program across the system life cycle. Professionals will gain knowledge of the application and impacts on configuration management by current and emerging issues such 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.

Course Length: You have 60 calendar days to complete this course
Method of Delivery: Distance Learning

LOG 206

Intermediate Systems Sustainment Management

The Intermediate Systems Sustainment Management course is a follow-on DAU course of instruction pertaining to DoD weapon system sustainment. The course provides a comprehensive understanding of logistics sustainment management principles and fundamentals including the roles, responsibilities and functions of a Logistician assigned to a major weapon systems acquisition program. The course explains the role of life cycle logistician during the sustainment phase of a weapon system's life cycle; identifies concepts, policies, and practices of logistics/supply chain management as they apply to new and legacy systems during the sustainment phase of their respective life cycles; identifies best practices in developing and implementing Performance-Based Logistics support; explains materiel availability, materiel reliability, and mean down time principles, relates the principles contained in recent DoD guidance regarding logistics sustainment enablers; and explains the concepts of systems sustainment as described by DoDI 5000.02, para 3.9.

Course Length: You have 60 calendar days to complete this course
Method of Learning: Distance Learning

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.

Course Length: 3 class days
Method of Delivery: Resident

LOG 235

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 participant to review current policy and demonstrate an understanding of how early integration of performance-based support concepts into the systems-development process leads to the 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.

Course Length: You have 60 calendar days to complete this course
Method of Delivery: Distance Learning

LOG 236

Performance-Based Logistics, Part B

Performance-Based Logistics, Part B, provides a dynamic, group-based, facilitated learning environment in which the professional further develops the logistics competencies introduced in LOG 235. Participants 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 participant to think critically and differentiate among support alternatives and provide solutions that ensure the early integration of performance-based product support in the systems-development process. These skills are refined by instructor-facilitated group exercises and discussions.

Course Length: 5 class days
Method of Delivery: Resident

LOG 350

Enterprise Life Cycle Logistics Management

Enterprise Life Cycle Logistics Management prepares the life cycle logistician to perform in senior-level life cycle logistics management and policy-making positions. Professionals are required to conduct research, engage in critical thinking exercises, and perform leadership responsibilities in a small group decision-making environment. Professionals engage in a dynamic, fast-paced, threaded exercise addressing complex relationships in life cycle logistics support planning, acquisition policy, supportability analysis, program management, performance-based logistics, and business case analysis. The course spans a system's entire life cycle from concept through demilitarization and disposal, including acquisition logistics planning events, and operations and support sustainment planning.

Course Length: 8.5 class days
Method of Delivery: Resident

PMT 202

Multinational Program Management

This course teaches the basics of international acquisition for members of the Defense Acquisition and International Affairs Workforces. The course emphasizes encouragement of armaments cooperation and interoperability with U.S. coalition and partner nations. National, DoD, and military department policy and regulations concerning international cooperative research, development, test, evaluation, production, and logistics support, as well as security assistance, are covered in some detail. The course identifies the roles and responsibilities of individuals, foreign governments, and industry involved in cooperative acquisition and security assistance programs. Students will learn about key types of agreements that promote U.S. international cooperation policy. The end goal is to provide the tools to prepare, formulate, and support a security assistance sale, direct commercial sale, cooperative acquisition, or hybrid international program.

Course Length: 5 class days
Method of Delivery: Resident

PMT 203

International Security and Technology Transfer/Control

This course teaches students to identify, analyze, and apply the laws, policies, and processes that govern International Security and Technology Transfer/Control. The course characterizes national security policy issues and export/import licensing constraints (as defined by the Departments of State, Commerce, and Treasury) and guides evaluating their effects on domestic and international DoD programs. 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. Students will learn to recognize hostile and friendly foreign power elicitation and technology collection methods and techniques and develop methods of protecting information. Students will also learn to describe the U.S. government's ownership, usage, and transfer rights of intellectual property to foreign governments and contractors.

Course Length: 5 class days
Method of Delivery: Resident

PMT 250

Program Management Tools

Program Management Tools provides application skills needed in a program office as an integrated product team lead. It is a follow-on course 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 Manage- ment and also prepares professionals for work in the Program Management Office Course, PMT 352, Parts A and B.

Course Length: You have 60 calendar days to complete modules 1 through 8 of this course; module 9 is scheduled for 4 days and executed virtually through the DAU virtual campus
Method of Delivery: Facilitated/Online

PMT 251

**Program Management Tools Course,
Part I**
This distance learning course consists of modules 1 through 8 of the former PMT 250 course. If you have completed PMT 250, you need not complete this course.

Program Management Tools provides application skills needed in a program office as an integrated product team lead. It is a follow-on course to ACQ 201B and is designed to enhance journeyman-level skills. This course prepares defense acquisition professionals for work in the program offices and for the Program Management Office Course, PMT 352, Parts A and B.

Course Length: You have 60 calendar days to complete this course
Method of Delivery: Distance Learning

PMT 256

**Program Management Tools Course,
Part II**
This facilitated online course consists of modules 9 and 10 of the former PMT 250 course. If you have completed PMT 250, you need not complete this course.

Program Management Tools provides application skills needed in a program office as an integrated product team lead. It is a follow-on course to PMT 251 and is designed to enhance journeyman-level skills. This course prepares defense acquisition professionals for work in the program offices and for the Program Management Office Course, PMT 352, Parts A and B.

Course Length: 4 class days
Method of Delivery: Facilitated/Online

PMT 304

Advanced International Management Workshop

This course is designed to prepare professionals to participate effectively in the development and negotiation of defense armaments cooperation agreements ranging from simple data exchange annexes to complex cooperative development, production, and support agreements. Students who success- fully complete this course will be able to synthesize, integrate, and apply U.S. policy on international cooperative defense acquisition, including policies of the Departments of Defense, State, Commerce, and Treasury. The final outcome of the week is formulating and practicing negotiation of international acquisition agreements in accordance with U.S. policies, statutes, and regulations.

Course Length: 5 class days
Method of Delivery: Resident

PMT 352A

Program Management Office Course, Part A

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

Course Length: You have 60 calendar days to complete this course
Method of Delivery: Distance Learning

PMT 352B

Program Management Office Course, Part B

The Program Management Office Course, Part B, is the second part of the Level III certification course in the Program Management career field. It is a follow-on to ACQ 201B and PMT 250 and is designed to train Level II certified professionals to be effective leaders in a program office by honing analysis, synthesis, and evaluative skills. In a classroom setting, PMT 352B gives attendees scenario-based practical exercises with topical themes such as interoperability, prototyping, and evolutionary acquisition.

Course Length: 4 weeks, 2 days
Method of Delivery: Resident

PMT 401

Program Manager's Course

This course is designed to improve DoD acquisition outcomes by strengthening the analytical, critical thinking, and decision-making skills of potential leaders of major defense acquisition programs and program support organizations. Applying the proven doctrine of "train as you fight," participants analyze acquisition case studies representing contemporary acquisition program challenges and dilemmas; 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 round out and enrich the course.

Target Attendees: Level III Program Management career field members who have demonstrated the potential to become major program or project managers. Also, limited numbers (up to 15 percent) of high-potential Level III acquisition professionals in other career fields, such as Contracting, Logistics, and Financial Management. Participants must be O-5 or GS-14 or above with extensive experience in acquisition, including 4 years in or directly supporting a program organization. Industry participants with equivalent experience are also sought. Board–selected ACAT I or II program managers should attend the course prior to beginning their assignment.
Course Length: 10 weeks
Method of Delivery: Resident

PMT 402

Executive Program Manager's Course

The Executive Program Manager's Course is designed to meet the learning and performance needs of newly selected program executive officers, deputy program executive officers, and ACAT I (ID/IC and IAM/IAC) and II program managers/deputy program managers. This concentrated 4-week resident period is preceded by a self-assessment and assessment of each participant's program and program office to develop individual learning needs and issues. Participants learn through the extensive use of open, interactive dialogue with senior DoD, congressional, GAO, and industry leaders; tailored sessions on contemporary topics and issues; and participant-directed activities based on individual learning needs. This course culminates in development of an action plan to better manage their program, program office, and professional development.

Target Attendees: This course is statutorily required for program executive officers, deputy program executive officers, and program managers/deputy program managers of ACAT I, IA, and II programs. International and industry professionals are eligible to attend on a space-available basis. Please note that the Program Manager's Course statutory requirement is met through completion of either PMT 302 and PMT 402, or PMT 401 and PMT 402.
Course Length: 20 class days preceded by an online workshop
Method of Delivery: Resident

PMT 403

Program Manager's Skills

This course provides newly selected ACAT III product, project, program managers, or IPT leads and assistant product, project, or program managers with the skills needed for handling

key programmatic issues that will be facing them during their first 6 to 12 months on the job. Initially, students will complete a self-assessment, program assessment, and program office assessment during a pre-course assignment. During the course, through the use of open dialogue with senior DoD acquisition leaders, tailored sessions on contemporary topics and processes, and participant-directed activities, students will develop a strategic plan for addressing their key program-matic issues. Students will also examine lessons learned from program managers, program executive officers, and other acquisition practitioners to support the development of their strategic plans.

Target Attendees: This course is designed to meet the learning and performance needs of newly selected program managers, and deputy or assistant program managers for ACAT III programs. International and industry professionals are eligible to attend on a space-available basis.
Course Length: 10 class days
Method of Delivery: Resident

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.

Course Length: You have 60 calendar days to complete this course
Method of Delivery: Distance Learning

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 interop-erability, market research, use of commercial/nondevelop-mental item alternatives, use of performance specifications, international standardization agreements, and the Single Process Initiative.

Course Length: 9 class days
Method of Delivery: Resident

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

Course Length: 2 class days
Method of Delivery: Resident

PQM 201A

Intermediate Production, Quality, and Manufacturing, Part A

This journeyman-level course exposes participants 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.

Course Length: You have 60 calendar days to complete this course
Method of Delivery: Distance Learning

PQM 201B

Intermediate Production, Quality, and Manufacturing, Part B

This journeyman-level course requires participants to apply the manufacturing and quality planning processes and techniques learned in PQM 201A. Participants 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; use of continuous process improvement tools in a production environment; planning for manufacturing and quality; lean concepts; material control; and technical, ethical, and quality issues.

Course Length: 5 class days
Method of Delivery: Resident

PQM 203

Preparation of Commercial Item Description for Engineering and Technical Personnel

This course presents instruction on the preparation and use of commercial item descriptions, 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 commercial item descriptions and performance specifications is discussed. This course uses an interactive, asynchronous learning environment focused on self-paced learning that is demonstrated in a virtual group environment.

Course Length: Approximately 12 hours within 15 calendar days
Method of Delivery: Facilitated/Online

PQM 301

Advanced Production, Quality, and Manufacturing

This rigorous leadership course is structured around integrated production, quality, and manufacturing processes. Professionals 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.

Course Length: 10 class days
Method of Delivery: Resident

RQM 110

Core Concepts for Requirements Management

Core Concepts for Requirements Management allows professionals to study the role of both the requirements manager and requirements management within the "Big A" acquisition construct. It examines the capabilities and the process from an end-to-end perspective, highlighting the intersection between acquisition, resources, and requirements.

Course Length: You have 60 calendar days to complete this course
Method of Delivery: Distance Learning

RQM 310

Advanced Concepts and Skills for Requirements Management

Advanced Concepts and Skills for Requirements Management studies the functions of requirements managers and their supervisors. RQM 310 begins by reviewing the prerequisite material, Capability-Based Assessments (CBAs), and developing requirements. The course continues by examining the requirements manager's interactions with the Defense Acquisition System (DAS), within the Joint Capabilities Integration and Development System (JCIDS), and with Functional Capability Boards (FCBs).

Course Length: 4.5 class days
Method of Delivery: Resident

RQM 403

Requirements Management Executive Overview

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. It examines the capabilities and process from an end-to-end perspective, highlighting the intersection between acquisition, resources, requirements, and the supporting processes. DAU has tailored RQM 403 to the needs of the executive and conducts the course on demand. Section 801 of the National Defense Authorization Act of Fiscal Year 2007 requires the Under Secretary of Defense for Acquisition, Technology and Logistics to establish competency requirements and a training program to certify DoD military and civilian personnel with responsibility for generating requirements for Major Defense Acquisition Programs (MDAPs). This training meets the certification requirement for executives.

Target Attendees: This course is for DoD general/flag officers, career and political Senior Executive Service personnel with position duties that involve either leading or supervising the writing of Major Defense Acquisition Program (MDAP) requirements documents; adjudicating substantive comments concerning MDAP documents; validating or approving an MDAP requirements document; or participating in the approval chain for the document (for example Functional Capabilities Board, Air Force Requirements Oversight Council, Army Requirements Oversight Council, and Resources and Requirements Review Board members).
Course Length: Varies depending upon the number of topics to be addressed; typically 1 class day
Method of Delivery: Resident

SAM 101

Basic Software Acquisition Management

Within the framework of a program office IPT, this course covers introductory-level concepts in DoD information systems and software acquisition management. Key areas covered include DoD regulatory and technical frameworks, common software risks, software and system architectures, life cycle reviews, and software development and integration processes. Software standards, information assurance, software and system measures, testing, contracting issues, software quality, and the role of process maturity, as well as best practices for the management of software-intensive systems are also introduced.

Course Length: You have 60 calendar days to complete this course
Method of Delivery: Distance Learning

SAM 201

Intermediate Software Acquisition Management

Using in-depth integrated product team case studies and exercises supplemented by lecture and group discussion, professionals learn how to manage DoD software-intensive systems. They also learn to apply a variety of real-world software acquisition management best practices. The course covers topics such as requirements management, architectures, cost estimation, vendor qualification, metrics, process maturity, quality, and testing.

Course Length: 5 class days
Method of Delivery: Resident

SAM 301

Advanced Software Acquisition Management

Advanced Software Acquisition Management is the capstone course in the IT career field Level III certification sequence. SAM 301 is a seminar-based course for personnel in the IT career field who acquire, manage, engineer, test, and evaluate DoD software-intensive and IT systems. Via a series of student-led short research topics that are supplemented with senior-level guest lectures on current topics, SAM 301 provides insight into the risks, issues, and future challenges associated with developing and leading the development of DoD IT and software systems.

Course Length: 5 class days
Method of Delivery: Resident

STM 202

Intermediate S&T Management

This course provides, for personnel associated with Science and Technology (S&T) project management and others, an understanding of the procedures and mechanisms DoD uses to transition advanced technologies into warfighting systems. Students will be able to describe the challenges in successfully transitioning technologies into DoD's weapons systems acquisition process or transitioning them directly to the warfighter; to assess the implications of various technology transition mechanisms; and to apply effective technology transition practices.

Course Length: 3 class days
Method of Delivery: Resident

STM 303

Advanced S&T Management

This course provides Science and Technology (S&T) professionals and others with an understanding of the procedures and mechanisms that can be used to transition emerging technologies into the DoD's warfighting systems and the critical skills needed to do so. Attendees will be able to apply skills in such areas as budgeting, systems engineering, and test and evaluation that are essential for effective technology project management. Additionally, they will learn how to analyze and apply effective technology transition practices from basic research to acquisition or deployment.

Course Length: 4 class days
Method of Delivery: Resident

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 processes involved in its application. Based on the systems engineering processes outlined in the *Defense Acquisition Guidebook*, SYS 101 provides the essential foundations needed for systems planning, research, development, and engineering careerists and others—such as program management personnel and life cycle support managers—to effectively participate in the application and the management of DoD systems engineering processes and their related activities.

Course Length: You have 60 calendar days to complete this course
Method of Delivery: Distance Learning

SYS 202

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

This distance-learning course provides an understanding of how DoD's systems engineering technical and technical management processes can be applied to a notional system within the context of the acquisition life cycle. Course content includes the scope and role of systems engineering and its major technical inputs and outputs, timing of technical baselines, the role of technical reviews, important design considerations, and other related areas.

Course Length: You have 60 calendar days to complete this course
Method of Delivery: Distance Learning

SYS 203

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

This course allows students to use the DoD systems engineering processes and techniques learned in SYS 202. Participants will work in integrated product teams and apply systems engineering technical processes and technical management processes to a defense system as its development progresses across the various phases of the acquisition life cycle.

Course Length: 5 class days
Method of Delivery: Resident

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 environment. SYS 302 participants are expected to have sufficient background knowledge of the DoD's systems engineering management processes, knowledge of the application of systems engineering 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, participants 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, and design considerations.

Course Length: 10 class days
Method of Delivery: Resident

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 provides the essential foundation knowledge needed by T&E professionals and others to more effectively participate in DoD T&E activities.

Course Length: You have 60 calendar days to complete this course
Method of Delivery: Distance Learning

TST 203

Intermediate Test and Evaluation

This course builds upon professionals' 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 participants 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; test and evaluation master plan development; managing a T&E program; and planning, conducting, and processing the results of T&E events.

Course Length: 5 class days
**Method of Delivery:** Resident

TST 303

Advanced Test and Evaluation

Designed for senior DoD acquisition personnel, the Advanced Test and Evaluation (T&E) course is focused around leadership and management issues in a T&E environment. TST 303 involves 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) for 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 participant presentations based around case analysis and solution analysis. Knowledge and skills developed in this course will facilitate successful professional participation as a T&E member in integrated planning and development activities for major programs.
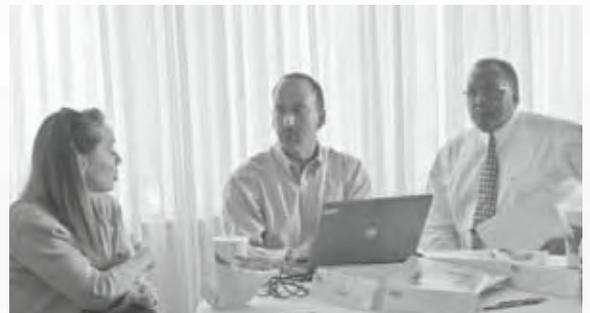
Course Length: 5 class days
Method of Delivery: Resident
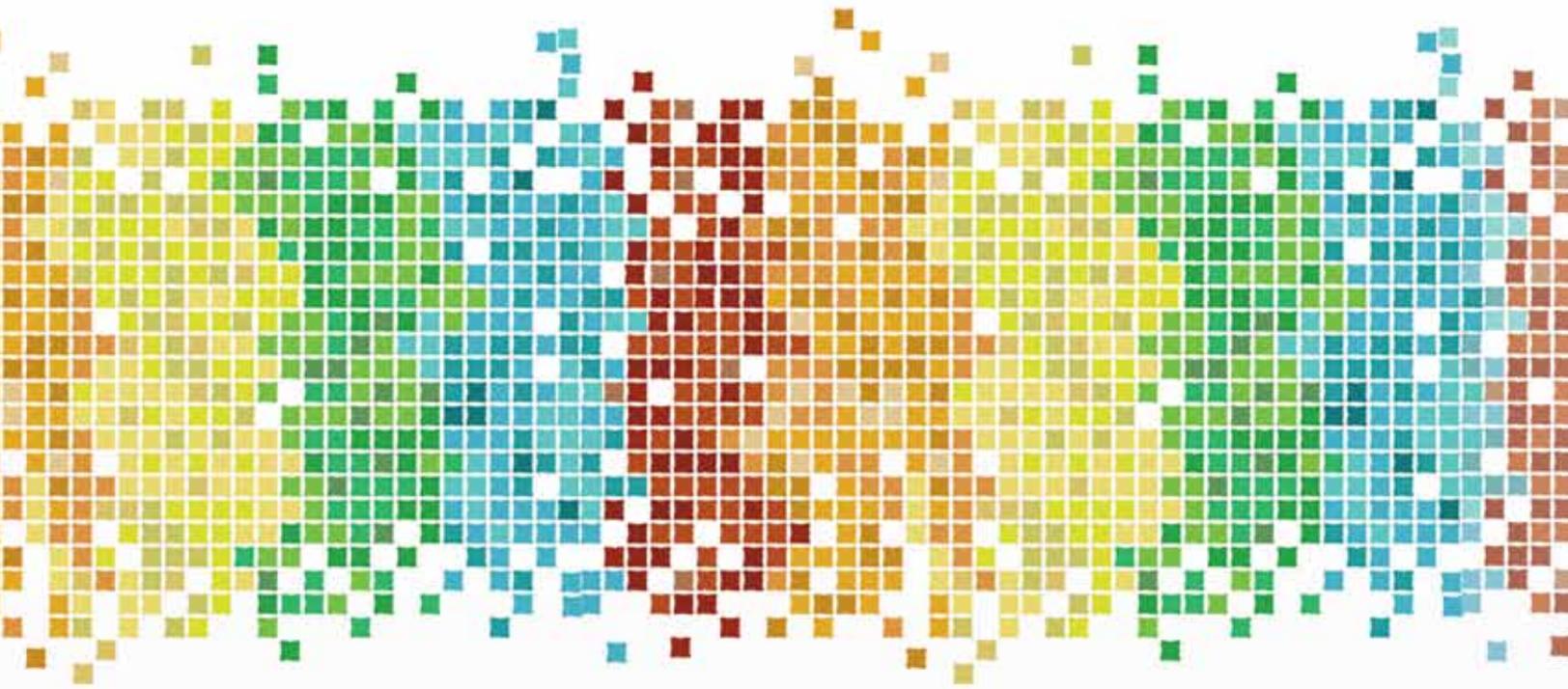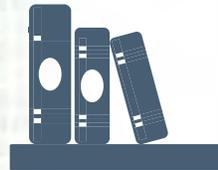
Appendix B
Continuous
Learning

See pages 135-141 for course registration procedures.

Business

CLB 007

Cost Analysis

Cost Analysis focuses on the basic cost analysis process, which is one of the fundamental building blocks of any acquisition program. At the end of this module, you should be able to define various financial management terms as they relate to the defense acquisition process, determine when various cost estimates should be prepared, what estimating methodology is most appropriate, and what cost data are of interest to various program stakeholders.

Course Length: Approximately 3.5 hours

CLB 008

Program Execution

Program Execution describes the budget execution process, including the legal concerns and potential impact of poor budget execution. At the end of this module, you should be able to describe the apportionment process (including rules for deferral and rescission), describe the funds execution process and laws that govern it, identify the purposes and contents of obligation and expenditure plans, and identify rules for reprogramming.

Course Length: Approximately 3 hours

CLB 009

Planning, Programming, Budgeting, and Execution and Budget Exhibits

Planning, Programming, Budgeting, and Execution and Budget Exhibits focuses on explaining the planning, programming, budgeting, and execution (PPBE) process, including the relationship of each phase to the systems acquisition process. At the end of this module, you should be able to recall the primary purpose of each of the phases of PPBE, identify the inter-relationship between PPBE and the defense acquisition system, and identify the purpose, content, and dimensions of the Future Years Defense Program.

Course Length: Approximately 3 hours

CLB 010

Congressional Enactment

Congressional Enactment focuses on appropriations and the funding policies that are associated with each appropriation. It relates a defense acquisition program's cost estimate to its programming and budgeting requirements.

Course Length: Approximately 3.5 hours

CLB 011

Budget Policy

Budget Policy focuses on appropriations and the funding policies that are associated with each appropriation. It will relate a defense acquisition program's cost estimate to its programming and budgeting requirements. At the end of this module, you should be able to identify the major appropriation categories of interest to the defense acquisition community, identify the funding policy that applies to each, recognize situations where exceptions to the funding policies are appropriate, and identify the most appropriate time-phased budget estimate to a given situation.

Course Length: Approximately 4.5 hours

CLB 014

Acquisition Reporting Concepts and Policy Requirements for APB, DAES, and SAR

This module provides information on the terminology, concepts, and policies pertaining to required acquisition reports such as the Acquisition Program Baseline (APB), the Defense Acquisition Executive Summary (DAES), and the Selected Acquisition Report (SAR). Upon completion of the module, students will be able to apply these concepts and policies in the preparation and review of reports generated using the Consolidated Acquisition Reporting software.

Course Length: Approximately 3 hours

CLB 016

Introduction to Earned Value Management

The Introduction to Earned Value Management module introduces the basics of earned value management (EVM) as it relates to acquisition program management. You will learn the five independent earned value variables and the three most common EVM metrics. At the conclusion of this module, you should be familiar with EVM-related laws passed by Congress, the Office of Management and Budget's implementation of these laws, and current DoD policy guidance regarding EVM requirements. Additionally, you should recognize how work scope, schedule, and resources are combined to establish the EVM performance measurement baseline.

Course Length: Approximately 1 hour

CLB 017

Performance Measurement Baseline

The Performance Measurement Baseline module introduces the earned value management language and processes associated with development of the performance measurement baseline. The course defines the concepts of total allocated budget, negotiated contract cost, authorized unpriced work, contract budget baseline, over-target baseline, summary-level planning packages, undistributed budget, management reserve, and the performance measurement baseline. The module describes a generic process for developing performance measurement baselines. It concludes by explaining the most common earned value techniques and relating the relative desirability and risks associated with each.

Course Length: Approximately 2 hours

CLB 018

Earned Value and Financial Management Reports

The Earned Value and Financial Management Reports module reviews the most common DoD data reports associated with earned value management, cost estimating, and financial management. It examines the purpose and relationship between the data item description and the contract data requirements list; identifies key players and purposes in reports; and outlines the DoD contract performance report and integrated master schedule tailoring guidance provided in the *Earned Value Management Implementation Guide*.

Course Length: Approximately 1 hour

CLB 019

Estimate at Completion

The Estimate at Completion module reviews the process for computing an estimate at completion range when given earned value management data. It defines the meaning of the cost performance index, the schedule performance index, and the to-complete performance index (TCPI) earned value metrics; reviews favorable and unfavorable trends cost performance index and schedule performance index performance trend charts; and walks through the calculations needed to compute an estimate at completion range by using the standard earned value management estimate at completion equation.

Course Length: Approximately 1 hour

CLB 020

Baseline Maintenance

The Baseline Maintenance module reviews the concepts associated with performance measurement baseline maintenance. It describes the Contract Performance chart and the cost/schedule variance earned value management metrics chart; defines what a front-loaded baseline, rubber baseline, over-target baseline, and single-point adjustment mean in the context of earned value management; and provides exercises in which students apply the knowledge they have gained.

Course Length: Approximately 1 hour

CLB 023

Software Cost Estimating

The Software Cost Estimating module provides an overview of DoD's policy, guidance, and application of software cost estimating, and it enables the business or program manager to determine if an estimate is realistic and defendable.

Course Length: Approximately 2 hours

CLB 024

Cost Risk Analysis Introduction

The Cost Risk Analysis Introduction module provides the foundation for an understanding of risk management as it relates to cost estimation. It addresses program risks that help ensure program costs, schedule, and performance objectives are met.

Course Length: Approximately 3 hours

CLB 026

Forecasting Techniques

The goal of this module is to provide the learner with information on forecasting for the Defense Acquisition Workforce. This will include various forecasting techniques, approaches, and practical exercises, all designed to give the learner foundational knowledge of forecasting.

Course Length: Approximately 2 hours

CLB 029

Rates

The Rates module introduces the basics of wrap rate development as it relates to cost estimating. At the conclusion of this module, you should be familiar with and be able to describe portions of a cost estimate that require the use of wrap rate calculations. You will also be able to describe the components for building an estimate using engineering standards as well as calculate a wrap rate or Fully Burdened Labor Rate (FBLR).

Course Length: Approximately 2 hours

CLB 030

Cost Data Sources

The Cost Data Sources module introduces the basics of data sources and collection as they relate to cost estimating. At the conclusion of this module, you should be familiar with and be able to describe various data sources used in the construction of a cost estimate. You will also be able to explain the necessity of having programmatic and technical data in addition to cost data as well as give illustrations of various problems relating to the collection and analysis of data.

Course Length: Approximately 2 hours

Contracting

CLC 001

Defense Subcontract Management

This module provides an overview of the laws, government policies, and regulations that apply to subcontracts and subcontract management. The module addresses subcontracting activities from the perspective of the staff of a defense acquisition program office. Topics include: small business subcontracting plans; contractor purchasing system reviews and consent to subcontract; flow-down clauses; subcontract pricing; subcontract administration; and other topics in subcontracting.

Course Length: Approximately 4 hours

CLC 003

Sealed Bidding

The Sealed Bidding module builds upon the sealed bidding process presented in CON 110, Mission Support Planning. This course is designed to provide acquisition professionals experience in understanding and reviewing sealed bidding concepts and processes when contracting for supplies and services.

Course Length: Approximately 2 hours

CLC 004

Market Research

This module provides a foundational understanding of the benefits of effective market research to reduce acquisition costs and cycle times, and provide greater access to advanced technologies. The module covers the differences between tactical and strategic market research, and how to consolidate market research results to develop an acquisition strategy.

Course Length: Approximately 3 hours

CLC 005

Simplified Acquisition Procedures

This module is an interactive tutorial designed to provide federal procurement and acquisition professionals with a

better understanding of contracting for supplies and services using simplified acquisition procedures. Please note that this module does not provide credit for CON 237.

Course Length: Approximately 2 hours

CLC 006
Contract Terminations

There are many ways to terminate the obligations of a contract. Most often, parties conclude their contract obligations by performing them. However, sometimes problems arise and parties cannot or will not complete their obligations under the contract. By completing this module, you will be able to prepare and process a termination notice when appropriate.

Course Length: Approximately 2 hours

CLC 007
Contract Source Selection

This interactive module is designed to provide federal procurement and acquisition professionals with a better understanding of the source selection process and its goals. The module covers planning for source selection, the source selection organization, roles of source selection team members, and notifications and debriefings of offerors. The module emphasizes the importance of close communication between the government and offerors throughout the source selection process.

Course Length: Approximately 3 hours

CLC 008
Indirect Costs

An indirect cost is any cost not directly identified with a single, final cost objective, but rather is identified with two or more final cost objectives. Indirect costs are used for the pricing of contracts, interim contract billing, and the determination of actual contract costs. The purpose of this training module is to serve as a primer for those who are unfamiliar with indirect costs. The module can help prepare those who are planning to take CON 250.

Course Length: Approximately 1 hour

CLC 009
Service-Disabled, Veteran-Owned Small Business Program

The Service-Disabled, Veteran-Owned Small Business Program provides certain benefits for businesses owned by service-disabled veterans seeking contracts with the federal government. This training module explains the basic requirements of the program.

Course Length: Approximately 1 hour

CLC 011
Contracting for the Rest of Us

This module provides people who do not work in the Contracting career field with a basic knowledge of some of the essential processes and considerations that DoD Contracting professionals encounter to satisfy their customers' requirements. The module also provides an introduction to some of the topics that are covered in greater depth in other Contracting modules.

Course Length: Approximately 2 hours

CLC 012
Contracting Officer's Representative Overview (HCAA)

The Contracting Officer's Representative Overview for the Health Care Acquisition Activity (HCAA), U.S. Army Medical Command course provides students with a general knowledge of the varied roles and responsibilities involved in the contracting process. The course also provides insight for non-contracting personnel on the processes and procedures associated with contracting.

Course Length: Approximately 4 hours

CLC 013

Performance-Based Services Acquisition

The Performance-Based Services Acquisition module covers topics such as writing a statement of work, writing performance metrics, monitoring a contractor's performance, and acquisition ethics. Implementing performance-based services acquisition is not just a DoD initiative; various organizations need performance-based services acquisition. This module can support the training needs of all federal agencies.

Course Length: Approximately 6 hours

CLC 019

Leveraging DCMA for Program Success

The purpose of this module is to provide details on the products and services provided by the Defense Contract Management Agency (DCMA) that are available to a program manager and program management office staff. In addition, professionals taking this module will come to understand how these services and products can be utilized to reduce program risk, and how to make initial contact with DCMA to arrange for DCMA program support. This module was developed in collaboration with DCMA.

Course Length: Approximately 2 hours

CLC 020

Commercial Item Determination

The Commercial Item Determination module is designed to aid acquisition personnel in developing sound business strategies for procuring commercial items. It provides professionals a clear understanding of the guidance and tools contained in the *Commercial Item Determination Handbook*, which is a practical reference tool for use in commercial item acquisitions.

Course Length: Approximately 3.5 hours

CLC 022

Profit Policy Revisions

The Profit Policy Revisions module gives professionals a familiarity with changes to DoD's profit policy as a result of Defense Federal Acquisition Regulation Supplement (DFARS) Cases 2000-D300 and 2000-D018. These cases resulted in changes to the performance risk factor; the facilities capital employed; and the addition of a new cost efficiency factor.

Course Length: Approximately 1 hour

CLC 023

Commercial Item Determination Executive Overview

This self-paced module explores the commercial item determination process as outlined in the *Commercial Item Determination Handbook*. The handbook is a practical reference tool for use in commercial item acquisitions. DoD has designed this module to aid acquisition personnel in developing sound business strategies for procuring commercial items, and to gain a clear understanding of the guidance and tools contained in the *Commercial Item Determination Handbook*.

Course Length: Approximately 30 minutes

CLC 024

Basic Math Tutorial

This Basic Math Tutorial module is provided for CON 217 students as well as anyone interested in increasing their basic math skills. Mathematics is a necessary and useful tool when determining price and cost reasonableness. Several performance support tools exist that can assist you with many of the calculations to accomplish your job; however, you may still need to perform your own calculations without the aid of a tool or calculator, and this module will help you practice the skills you'll need to complete calculations without tools.

Course Length: Approximately 30 minutes

CLC 026

Performance-Based Payments Overview

This module presents an overview of the fundamental concepts of performance-based payments (PBPs) and the guidance necessary for implementing a performance-based payment financing structure as part of a fixed-price contract.

Course Length: Approximately 30 minutes

CLC 027

Buy American Act

The Buy American Act training module provides explanatory materials and practical examples that explain FAR Part 25 and DFARS 225, which make up the Buy American Act. This module is intended for contract specialists and contracting officers.

Course Length: Approximately 3 hours

CLC 028

Past Performance Information

This self-paced module addresses the rationale behind collecting past performance information, why it should be used, and how its use improves contractor performance. This module is based on the DoD Past Performance Integrated Product Team (IPT) Guidebook entitled, *A Guide to Collection and Use of Past Performance Information*, which can be found at: *http://www.acq.osd.mil/dpap/Docs/PPI_Guide_2003_final.pdf*.

Course Length: Approximately 3 hours

CLC 030

Essentials of Interagency Acquisitions/Fair Opportunity

The module is designed to provide DoD acquisition professionals with a better understanding of the need to ensure that non-DoD contracting instruments are appropriately used by DoD. It provides an overview of current policy; key concepts and requirements on scope, competition, and fiscal law; and the roles and responsibilities of the requesting activities and assisting agencies.

Course Length: Approximately 2.5 hours

CLC 031

Reverse Auctioning

Reverse Auctioning is a self-paced module that provides a basic introduction of a new, Internet-based contracting technique that is used by the DoD acquisition community to achieve significant cost savings through the use of e-commerce capabilities. The course is intended for entry- and middle-level acquisition managers who might use the Internet-based technique in their daily business environments.

Course Length: Approximately 1 hour

CLC 033

Contract Format and Structure for DoD eBusiness Environment

The Contract Format and Structure for DoD eBusiness Environment module is designed to assist professionals with identifying and avoiding various issues associated with deficient contract structure. Successful graduates will be able to select important considerations associated with various sections of the uniform contract format, differentiate among special contract structures, and identify elements of effective contract line item structure.

Course Length: Approximately 3 hours

CLC 034

Provisional Award Fee

The Provisional Award Fee module provides information and examples for the DFARS guidance on provisional award fee payments. Please note that the module does not address when and how to use award-fee incentives in a contract. Provisional award fee payments can be made only on a cost-plus-award-fee contract.

Course Length: Approximately 1 hour

CLC 035

Other Transaction Authority for Prototype Projects: Comprehensive Coverage

The Other Transaction Authority for Prototype Projects: Comprehensive Coverage module is comprised of six lessons that present the mandatory requirements and other guidelines to consider and apply, as appropriate, when utilizing other transaction authority (OTA) for prototype projects.

Course Length: Approximately 3 hours

CLC 036

Other Transaction Authority for Prototype Projects Overview

The Other Transaction Authority for Prototype Projects Overview module provides a short overview of the mandatory requirements and other guidelines to consider and apply, as appropriate, when utilizing Other Transactions Authority for Prototype Projects.

Course Length: Approximately 30 minutes

CLC 037

A-76 Competitive Sourcing Overview

The A-76 Competitive Sourcing Overview module is an introduction to the Office of Management and Budget Circular A-76 that implements the President's Management Agenda for Competitive Sourcing. This overview course discusses the FAIR Act and A-76 program concepts, including the overall process, roles and responsibilities, legislation that affects DoD, and post-competition accountability.

Course Length: Approximately 1.5 hours

CLC 040

Predictive Analysis and Scheduling

The Predictive Analysis and Scheduling module provides an overview of the various types of schedules that are used by Defense Contract Management Agency personnel and a background of how predictive analysis is utilized to determine and maintain schedules.

Course Length: Approximately 1 hour

CLC 041

Predictive Analysis and Systems Engineering

The Predictive Analysis and Systems Engineering module provides an overview of how predictive analysis plays a role in systems engineering. Professionals also learn about various systems engineering tools.

Course Length: Approximately 1 hour

CLC 042

Predictive Analysis and Quality Assurance

The Predictive Analysis and Quality Assurance module 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.

Course Length: Approximately 1 hour

CLC 043

Defense Priorities and Allocations System

The goal of the Defense Priorities and Allocations System (DPAS) module is to ensure that government and industry users are thoroughly familiar with the priorities and allocations authority of the Defense Production Act. It also reveals the purpose of DPAS, which is to assure the timely availability of industrial resources to meet current and future national security and emergency preparedness requirements.

Course Length: Approximately 3 hours

CLC 044

Alternative Dispute Resolution

Alternative Dispute Resolution is a tool for resolving contract disputes without litigation. This module explains how to effectively use this tool when disputes arise.

Course Length: Approximately 4 hours

CLC 045

Partnering

The Partnering module is an overview of the benefits of developing good government- contractor relationships. The partnering concept, designed to enhance contractor performance—a key component of alternative dispute resolution—is one method used to prevent disputes as well as minimize disputes when/if they should occur.

Course Length: Approximately 2 hours

CLC 046

Green Procurement

Green procurement is the purchase of products and services with favorable energy or environmental attributes in accordance with federally mandated "green" procurement preference programs. DoD's Green Procurement Program is a comprehensive strategy for implementing environmentally preferred practices while sustaining the overall mission. The overall objective of this lesson is to identify the objectives and background of DoD's Green Procurement Program.

Course Length: Approximately 2 hours

CLC 047

Contract Negotiation Techniques

This module will help professionals obtain a better understanding of various analysis techniques and tools to use in the development of a contract's negotiation range. After completion of this course, professionals will be better prepared to develop strategies for their contract negotiations.

Course Length: Approximately 2 hours

CLC 050

Contracting with Canada

The Contracting with Canada module provides professionals with an overview of the policies and procedures used when dealing and contracting with Canadian companies. This tutorial has been developed with the assistance of the Canadian Commercial Corporation, Canada's international contracting agency responsible for U.S. defense contracting in Canada.

Course Length: Approximately 1 hour

CLC 051

Government Property

This module will cover the responsibilities and authorities of government contracting specialists in applying the legal, regulatory, and contractual requirements relating to government property in the possession of contractors.

Course Length: Approximately 3 hours

CLC 054

Electronic Subcontracting Reporting System (eSRS)

The Electronic Subcontracting Reporting System (eSRS) module is an overview of the primary purpose of eSRS, which is to provide insight and transparency as to how government contracting dollars are being distributed among small and small disadvantaged businesses. The Internet-based eSRS streamlines the reporting process of subcontracting plans and provides agencies with access to analytical data on subcontracting performance.

Course Length: Approximately 1.5 hours

CLC 055

Competition Requirements

This module is structured to emphasize key concepts for promoting competition, appropriate to all personnel involved in the requirements and acquisition process. Competition is the cornerstone of the acquisition process. This training 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.

Course Length: Approximately 2 hours

CLC 060

Time and Materials Contracts

The Time and Materials Contracts module provides professionals with an overview of new time and materials contracting policies—including links to the Federal Acquisition Regulation and Defense Federal Acquisition Regulation Supplement changes—and examples of how those documents should be used.

Course Length: Approximately 1 hour

CLC 061

Online Representations & Certifications Application (ORCA)

The goal of this module is to introduce the defense acquisition community to the use of the ORCA system in the Representations and Certifications process. The module will explain how ORCA automates the representations and certifications process, and demonstrate to vendors and contracting officials how to use the system.

Course Length: Approximately 2 hours

CLC 062

Intra-Governmental Transactions

This module provides an introduction and overview of Intra-Governmental Transactions (IGTs). The module will introduce the basics of IGTs and the root causes of certain challenges, while introducing strategies for addressing problems. An in-depth study of the intra-governmental process through the Business Enterprise Architecture (BEA) and the Intra-governmental Value Added Network (IVAN) system is provided

Course Length: Approximately 3 hours

CLC 102

Administration of Other Transactions

This module is specifically about the administration of other transactions, 10 U.S.C. 237, which are conducted outside most federal procurement laws and regulations. This module is designed to help professionals distinguish other transactions from contracts, grants, and cooperative agreements; understand what regulations govern other transactions; learn responsibilities of the various parties involved in managing other transactions; describe the financial implications of other transactions; explain intellectual property, data, and real property rights under other transaction arrangements; and know the issues involved with modification and termination of other transactions.

Course Length: Approximately 1.5 hours

CLC 103

Facilities Capital Cost of Money

This module will help professionals learn to develop a pre-negotiation position for facilities capital cost of money that is fair and reasonable, given market research and proposed information from the organization providing the offer. Professionals will learn to recognize elements affecting facilities capital cost of money, identify the steps to calculate the facilities capital cost of money (using DD Form 1861), and calculate facilities capital cost of money.

Course Length: Approximately 1.5 hours

CLC 104

Analyzing Profit or Fee

Determining profit or fee involves rewarding the contractor for performance and acceptance of risk. But what is a reasonable profit or fee for a given contract? Different individuals' perspectives may vary substantially on this question. That is why proper use of the structured approach required by the Federal Acquisition Regulation is so important. In this module, professionals will learn about this approach and the guidelines for developing a reasonable profit or fee position.

Course Length: Approximately 1 hour

CLC 106

Contracting Officer's Representative with a Mission Focus

This module provides 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. The construct of this module provides a flexible training set that can be tailored to your agency's contracting officer's representative training certification program.

Course Length: Approximately 8 hours

CLC 107

OPSEC Contract Requirements

When a program manager determines that it is appropriate to include operational security (OPSEC) requirements in a contract, it is important that the contract include sufficient guidance to convey to the contractor his or her OPSEC responsibilities. The objectives of this module are to outline the basic elements of OPSEC, identify the role of OSPEC within DoD, and recognize the OPSEC responsibilities of program managers and contracting officers.

Course Length: Approximately 1 hour

CLC 108

Strategic Sourcing Overview

This module provides an overview of strategic sourcing concepts and techniques for helping organizations make the shift from tactical to strategic purchasing. Strategic sourcing can be a key enabler for achieving improved quality and lower cost related to the purchase of goods and services.

Course Length: Approximately 4.5 hours

CLC 110

Spend Analysis Strategies

The Spend Analysis Strategies module describes one of several tools DoD and the federal government are using to gain critical insights into the procurement history and spend patterns for purchased goods and services. Ultimately, a spend analysis contributes to the foundation for identifying valuable strategic sourcing improvement opportunities.

Course Length: Approximately 2 hours

CLC 112

Contractors Accompanying the Force

This brief module will address the roles and responsibilities of a commander in planning for the use of contractors authorized to accompany U.S. armed forces, with a focus on the guidance in DoDI 3020.41, *Contractor Personnel Authorized to Accompany the U.S. Armed Forces.* The module will also introduce basic acquisition and contract management requirements related to implementing DoDI 3020.41 in field conditions.

Course Length: Approximately 1 hour

CLC 113

Procedures, Guidance, and Information

The Procedures, Guidance, and Information (PGI) module is a companion resource to the DFARS. The PGI is a Web-based tool to simply and rapidly access guidance and information relevant to Federal Acquisition Regulation and DFARS topics.

Course Length: Approximately 1 hour

CLC 114

Contingency Contracting Officer Refresher

It is important that contingency contracting officers (CCOs) be provided with the training they need to excel during their assignments. CCOs need to apply sound procurement techniques, understand funding implications, and effectively administer their contracts while demonstrating exemplary integrity and ethics. CCOs help DoD to accomplish its contingency mission and funnel much-needed funds into regional economies.

Course Length: Approximately 2 hours

CLC 120

Utilities Privatization Contract Administration

The Utilities Privatization Contract Administration module explains the process by which the government transfers ownership of a utilities system to a qualified contractor. This module was developed to provide information to DoD professionals who are involved in the contract administration, or post-award, stage of utilities privatization services contracts. The success of this contract stage depends in large part upon performing effective quality assurance checks and properly managing contract price changes.

Course Length: Approximately 2 hours

CLC 125

Berry Amendment

After completing the Berry Amendment module, DoD acquisition personnel responsible for procuring textiles and other covered items will be able to select the necessary statutory requirements to apply during the acquisition process in order to comply with the provisions of the Berry Amendment.

Course Length: Approximately 1 hour

CLC 131

Commercial Item Pricing

This training module includes an overview of the new procedures, guidance, and information concerning sole-source commercial items and elaboration on the requirements of FAR 15.4. The overall learning objective of the module is to identify the various pricing methodologies that can be used to determine fair and reasonable prices for a commercial acquisition.

Course Length: Approximately 1 hour

CLC 132

Organizational Conflicts of Interest

The Organizational Conflicts of Interest module provides an overview on how to recognize situations that could lead to an organizational conflict of interest.

Course Length: Approximately 1 hour

CLC 133

Contract Payment Instructions

The Contract Payment Instructions module provides an overview of how to identify and apply DFARS procedures, guidance, and information requirements, as well as procedures for payment and billing under DoD contracts. The module contains valuable illustrative examples of contract line item structure as it pertains to contract payment.

Course Length: Approximately 1 hour

CLC 206

Contracting Officer's Representatives in a Contingency Environment

CLC 206 is designed specifically for Contracting Officer's Representatives (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.

Course Length: Approximately 3 hours

CLC 222

Contracting Officer's Representative Course

This course provides an overview of the responsibilities of the contracting officer's representative, focusing on pre- and post-contract award duties and using numerous case-based scenarios. *This is a fee-for-service on-site course delivered for requesting organizations after coordination between the organization's representative and the appropriate DAU representative.*

Course Length: Approximately 32 hours

Engineering and Technology

CLE 001

Value Engineering

Value Engineering (VE) is recognized as an effective technique for reducing costs, increasing productivity, and improving quality-related features of systems, equipment, facilities, services, and supplies for the purpose of achieving the essential functions at the lowest life cycle cost consistent with required performance. This module provides an overview of VE from both the acquirer and contractor perspective; how VE can be applied and implemented; and how VE change proposals can be effectively used.

Course Length: Approximately 3 hours

CLE 003

Technical Reviews

This module provides a systematic process for employing Technical Reviews to assess design maturity, technical risk, development status, and programmatic risk for acquisition programs. The module also presents essential, practical guidelines on the effective use of Technical Reviews as part of the DoD acquisition life cycle and also provides access to detailed, tailorable checklists for individual technical reviews that can be used to support their conduct.

Course Length: Approximately 3 hours

CLE 004

Introduction to Lean Enterprise Concepts

This module focuses on the Lean concepts most applicable to manufacturing and the management of industrial facilities. It addresses the five fundamental Lean principles; Lean value streams; Lean metrics; identifying manufacturing and information waste within an enterprise; and techniques for implementing Lean beyond the factory floor, including value stream analysis and mapping.

Course Length: Approximately 3.5 hours

CLE 006

Enterprise Integration Overview

The Enterprise Integration Overview module introduces fundamental Enterprise Integration (EI) concepts and EI implementation strategies, and describes suggested EI best practices. Additionally, the course gives professionals an overview of the legal and regulatory frameworks, and a typical EI acquisition life cycle.

Course Length: Approximately 3 hours

CLE 007

Lean Six Sigma for Manufacturing

As a continuation of the concepts developed in CLE 004, Introduction to Lean Enterprise Concepts, this module addresses the role Lean manufacturing plays as part of an integrated Lean technical process to include its objectives and

priorities. It also summarizes the most important lean tools and techniques such as single piece flow, level production (heijunka), waste (muda), kaizen, just-in time, jidoka, etc.

Course Length: Approximately 6 hours

CLE 008

Six Sigma: Concepts and Processes

Focusing on six sigma concepts most applicable to manufacturing and the management of industrial facilities, this module provides an in-depth overview of Six Sigma concept processes; the associated tools and how they can be applied to real-life situations for eliminating waste; and outlining various quality measurement methods.

Course Length: Approximately 8 hours

CLE 009

System Safety in Systems Engineering

System Safety in Systems Engineering provides an overview of the methodology defined in MIL-STD-882D, *Standard Practice for System Safety*. This module will help students understand how the MIL-STD-882D methodology should be integrated into the DoD systems engineering process for eliminating environment, safety, and occupational health (ESOH) hazards or minimizing their risks. It uses the DoD systems engineering V-model as a construct to identify the key system safety activities that are conducted during each phase of the system's life cycle.

Course Length: Approximately 3.5 hours

CLE 010

Privacy Protection

This module addresses the scope of privacy protection to include the laws, policies, and key guidance. It covers potential risks to privacy protection, procedures to promote privacy protection and ways to recognize privacy breaches. Via a series of three short case studies, the Privacy Protection module provides students with the ability to recognize and respond appropriately to fundamental privacy concerns when performing activities in acquisition, requirements development and research.

Course Length: Approximately 1 hour

CLE 011

Modeling and Simulation for Systems Engineering

Modeling and Simulation (M&S) for Systems Engineering provides an overview of how M&S supports the DoD acquisition process, outlines relevant DoD acquisition policy and guidance and summarizes how M&S supports systems engineering. Students will understand its effective use; the reuse of M&S assets; the key aspects of verification, validation, and accreditation; and how the government should plan for contracting support for M&S.

Course Length: Approximately 3 hours

CLE 012

Naval Open Architecture

This module explains open architecture principles and introduces students to the Naval open architecture approach, policies, and guidance. The module covers the benefits of the modular open systems approach; how open architectures are used in practice; how to contract for open architectures; and the steps associated with the open architecture assessment model. Examples of successfully implemented programs are provided as well as a set of resources that provide help when an organization implements open architecture.

Course Length: Approximately 2 hours

CLE 013

Modular Open Systems Approach to DoD Acquisition

The DoD modular open systems approach combines an integrated technical and business approach to optimize the use of open systems on projects. This module describes the modular open systems approach, its key principles, and how to implement and use it over the acquisition life cycle.

Course Length: Approximately 4 hours

CLE 015

Continuous Process Improvement Familiarization

This module familiarizes students with the various continuous process improvement methodologies such as Six Sigma, Lean, and the Theory of Constraints, which can be employed to improve overall organizational performance. Roles and responsibilities are addressed as well as effective deployment strategies.

Course Length: Approximately 1.5 hours

CLE 016

Outcome-Based Performance Measures

This module covers performance measurement terminology, DoD policy, and rationale for their creation; identifies how outcome-based performance measures can be linked to strategic plans; and provides guidance on formulating effective outcome-based performance measures for information technology investments as required by Title 40. Students will be familiarized with the Balanced Scorecard approach; ways and processes that effective Outcome-Based Performance Measures can be developed; and the role played by the post implementation review.

Course Length: Approximately 3 hours

CLE 017

Technical Planning

This module presents essential and practical technical planning guidance to assist students in formulating a sound technical planning approach and how it should be integrated into the overall program planning process.

Course Length: Approximately 3 hours

CLE 018

E3 and Spectrum Supportability for Acquisition Professionals

This module introduces students to the proper ways to consider electromagnetic environmental effects (E3) and spectrum supportability (SS) as part of the DoD acquisition process and provides an appreciation of how E3 and SS

certification impact systems acquisition. A checklist for E3/SS processes is provided and the associated tasks are reviewed to ensure E3/SS is taken into consideration during systems design, production, and integration to avoid degraded performance, program schedule delays, and funding issues.

Course Length: Approximately 2 hours

CLE 021

Technology Readiness Assessments

This module covers technology readiness assessments, critical technology elements, and technology readiness levels. Students will learn to recognize technology and management factors used in the critical technology elements identification process; the basic maturity characteristics associated with various levels of technology maturity; the requirements for preparing and reviewing a technology readiness assessments; and to recognize technology maturation considerations.

Course Length: Approximately 3 hours

CLE 022

Program Manager Introduction to Anti-Tamper

This module introduces the program manager to the steps involved in integrating Anti-Tamper into a program or project in order to protect DoD critical program information. The student will learn the importance, the threats to critical DoD technology, current DoD initiatives and programs designed to mitigate them, how to plan for effective use of anti-tamper, and how it can be effectively integrated into the overall program.

Course Length: Approximately 3 hours

CLE 023

Modeling and Simulation for Test and Evaluation

This module discusses information assurance (IA) within defense acquisition programs. Students will gain an appreciation for its key attributes; the Global Information Grid and network-centric warfare; the DoD regulatory requirements for implementing IA in DoD acquisitions; how to determine IA compliance requirements; and how to successfully integrate Information Assurance (IA) into an acquisition program.

Course Length: Approximately 3 hours

CLE 025

Information Assurance (IA) for Acquisition Professionals

The Information Assurance (IA) for Acquisition Professionals module discusses the incorporation of IA into defense acquisition programs. This module will identify key IA attributes, statutory and regulatory requirements for IA, IA strategies for acquisition programs, steps for successfully implementing IA, and an explanation of the IA certification and accreditation process. This module enables program managers and other acquisition professionals to integrate IA into acquisition programs.

Course Length: Approximately 4 hours

CLE 026

Trade Studies

The Trade Studies module addresses the important role that trade studies play in systems acquisition and discusses processes for conducting effective trade studies. It describes a four-phase process that can be used to initiate, develop, evaluate, and perform follow-on action with respect to trade studies and outlines success factors.

Course Length: Approximately 4 hours

CLE 028

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.

Course Length: Approximately 4 hours

CLE 029

Testing In a Joint Environment

This module will familiarize DoD test and evaluation personnel and other acquisition professionals with the basic principles and practices related to testing in a joint environment.

Course Length: Approximately 3 hours

CLE 031

Research, Development, and Engineering Command (RDECOM)

This module acquaints the student with Research, Development, and Engineering Command (RDECOM) systems engineering policy guidance. The module provides RDECOM-specific policy guidance related to the systems engineering process, systems engineering plans, and the assessment and reporting related to technology readiness levels

Course Length: Approximately 2 hours

CLE 036

Engineering Change Proposals for Engineers

This module addresses the important role that engineering change proposals play in systems acquisition. Students are introduced to engineering change proposals and requests for deviation. They also learn the processes used to effectively plan, request, submit, evaluate, recommend, and implement engineering change proposals.

Course Length: Approximately 5 hours

CLE 037

Telemetry

This module will provide an overview of telemetry, including the components of telemetry systems and applications. Coverage of the material begins with telemetry nomenclature; outlines a brief history of the field of telemetry; moves to the subsystems of a telemetry system; discusses the personnel who work with telemetry data; and touches upon range applications, testing, recording, display, and analysis of telemetry data.

Course Length: Approximately 6 hours

CLE 038

Time Space-Position Information

This Defense Test and Evaluation Professional Institute (DTEPI) learning module provides a general overview of time space-position information (TSPI) including the importance of the error volume concept associated with each of the methods to be discussed. This is followed by detailed sections on radars, the global positioning system, optical systems, other TSPI systems, and a discussion of various scoring or miss-distance measurement systems.

Course Length: Approximately 6 hours

CLE 039

Environmental Issues in Testing and Evaluation

This Defense Test and Evaluation Professional Institute (DTEPI) learning module focuses on the broad environmental issues and related procedures affecting the DoD mission related to testing and evaluation.

Course Length: Approximately 5 hours

CLE 040

IUID Marking

The goal of this module is to provide the student with knowledge of how to go about marking a data matrix on an item. It covers technical details of encoding the data matrix; standard practices, methods, and technologies for data matrix marking; and technical documentation requirements and quality considerations.

Course Length: Approximately 3 hours

CLE 041

Software Reuse

The goal of this module is to introduce software reuse; it explains the principles of effective reuse and how these principles can be applied to software reuse in the National Security Systems (NSS).

Course Length: Approximately 2 hours

CLE 045

Introduction to DoD Science and Technology Management

This module provides students with an understanding of DoD S&T review processes; the process of S&T development through basic research, applied research, and advanced technology Development; the Service processes and DoD technology initiatives; and the concept of technology maturity, including the use of technology readiness levels, critical technology elements, and their use in acquisition technology readiness assessments.

Course Length: Approximately 2 hours

CLE 047

Grounding, Bonding, and Shielding

This module provides students with a comprehensive under-standing of the importance of a properly grounded, bonded, and shielded system for the minimization of electromagnetic interference (EMI). Students become acquainted with special-ized terminology, grounding schematics, bonding practices and types, and the basic rules for the implementation of shields to control radiated EMI.

Course Length: Approximately 2 hours

CLE 060

Practical Software and Systems Measurement

This module provides an approach for and develops skills in obtaining and analyzing measurement data and in develop-ing and assessing a measurement process. The module is intended for acquisition professionals, suppliers, managers, technical leads, and measurement analysts.

Course Length: Approximately 5 hours

CLE 063

Capability Maturity Model-Integration (CMMI)

The Capability Maturity Model-Integration (CMMI) product suite includes models, training, and appraisal methods that provide a set of best practices and an improvement path for suppliers and acquirers for internal process improvement.

The CMMI can be used by both government and industry to increase process capability and improve organizational maturity.

Course Length: Approximately 1 hour

CLE 201

ISO 9000:2000

This module covers the basic elements of ISO 9000 and lessons learned regarding its implementation and use. The module will be of value to personnel actively engaged in manufacturing activities in contractor industrial facilities, depots, logistics centers, and shipyards. However, the ISO 9000 quality standards can be applied to any type of product, service, organization, or process, including software.

Course Length: Approximately 3 hours

CLE 301

Reliability and Maintainability

This module defines Reliability, Availability, and Maintain-ability (RAM); explores the significant influence of RAM on systems; and provides practical techniques that may be applied in an acquisition program to achieve the desired levels of RAM.

Course Length: Approximately 4 hours

Government Purchase Card Training

CLG 001

DoD Government Purchase Card

The DoD Government Purchase Card module presents the mandatory requirements and other guidelines to consider and apply, as appropriate, when using the government purchase card. Government purchase cardholders and billing officials will learn to be at ease with using the government purchase card while also being responsible and accountable.

Course Length: Approximately 3.5 hours

CLG 004

DoD Government Purchase Card Refresher Training

The DoD Government Purchase Card Refresher Training module presents the mandatory requirements and other guidelines to consider and apply when using the government purchase card. This refresher course is based on the key points in the DoD Government Purchase Card Tutorial module as well as important new areas of emphasis. It was developed to provide refresher training for government purchase cardholders and approving officials.

Course Length: Approximately 3.5 hours

CLG 005

Purchase Card Online System (PCOLS)

This module provides comprehensive role-based PCOLS training to DoD purchase card personnel to meet the requirement of deploying PCOLS DoD-wide. This includes both the acquisition and financial hierarchies within the purchase card program as defined by PCOLS.

Course Length: Approximately 3 hours

International Armaments and Info Exchange Training

CLI 001

International Armaments Cooperation (IAC), Part 1

This module addresses Office of the Secretary of Defense and DoD component reorganizations that streamline the development and execution of IAC. It also provides information on the multilateral and bilateral forums and bodies that promote IAC and tangibly contribute to DoD-led IAC.

Course Length: Approximately 2 hours

CLI 002

International Armaments Cooperation (IAC), Part 2

This module addresses policies and processes of the international agreements and the Foreign Comparative Testing Program; the Defense Research, Development, Test, and Evaluation Information Exchange Program; the Defense personnel exchanges; the Engineer and Scientists Exchange Program; the Administrative and Professional Personnel Exchange Program; and the Cooperative Programs/Projects Personnel program. This course is based on the *DoD International Armaments Cooperation Handbook*.

Course Length: Approximately 2 hours

CLI 003

International Armaments Cooperation (IAC), Part 3

The International Armaments Cooperation (IAC), Part 3, is the third in a three-part series of classes that introduce the history and functions of IAC. This module addresses Defense cooperative trade and industrial logistics, and security and technology transfer requirements for IAC. This course is based on the *DoD International Armaments Cooperation Handbook*.

Course Length: Approximately 2 hours

CLI 004

Information Exchange Program (IEP), DoD Generic Research, Development, Test, and Evaluation (RDT&E)

DoD Generic Research, Development, Test, and Evaluation (RDT&E) Information Exchange Program (IEP), an International Armaments Cooperation module, ensures that acquisition workforce members understand the IEP and why they should use it; and are able to execute IEP information exchanges with expertise, responsibility, and accountability. This module addresses DoD component-wide requirements for developing, coordinating, negotiating, and executing IEP annexes.

Course Length: Approximately 2 hours

CLI 005

Information Exchange Program (IEP), Army-Specific Research, Development, Test, and Evaluation (RDT&E)

This module provides an introduction to Army-specific IEP; Army-specific IEP requirements; the use of U.S. Army International Online Information Analysis Center agreements; annexes and activities development, coordination, and management system for developing the templates for the IEP annex package; and decentralization of the IEP annex development, coordination, negotiation, and conclusion process.

Course Length: Approximately 1 hour

CLI 006

Information Exchange Program (IEP), Navy-Specific Research, Development, Test, and Evaluation (RDT&E)

This module ensures that Navy acquisition workforce members understand the Navy-specific procedures for implementing DoD's IEP, why they should participate in the IEP, and how to execute IEP information exchanges.

Course Length: Approximately 1 hour

Logistics

CLL 002

Defense Logistics Agency Support to the PM

The Defense Logistics Agency Support to the PM module is designed to introduce participants to the capabilities of the Defense Logistics Agency in delivering support to the warfighter. Professionals will be provided with an overview of the Defense Logistics Agency and the benefits the agency provides to the program manager, operational units, and the Service inventory control points.

Course Length: Approximately 3 hours

CLL 004

Life Cycle Logistics for the Rest of Us

The goal of this module is to provide individuals who do not work in the logistics field with a basic knowledge of some of the essential processes and considerations that DoD Logistics professionals encounter to satisfy their customers' requirements.

Course Length: Approximately 3 hours

CLL 006

Depot Maintenance Partnering

The Depot Maintenance Partnering module will introduce professionals to ways in which depot maintenance partnering can be used as a cost-effective technique for applying a performance-based logistics philosophy in the real world.

Course Length: Approximately 2 hours

CLL 008

Designing for Supportability in DoD Systems

Designing for Supportability in DoD Systems 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. It introduces the system operational effectiveness model and process. It demonstrates how consistent application of the system operational effectiveness process, during all phases of the acquisition life cycle, facilitates the optimization of system supportability and operational effectiveness.

Course Length: Approximately 3 hours

CLL 011

Performance-Based Logistics

The Performance-Based Logistics module contains five lessons that present performance-based logistics as the strategy of choice for product support. The module is based on the DoD performance-based logistics guidebook, *Product Support: A Program Manager's Guide to Buying Performance* (published November 2001).

Course Length: Approximately 3 hours

CLL 013

DoD Packaging

This module will allow professionals to obtain knowledge of the value of the packaging, handling, storage, and transportation process. An effective knowledge and application of packaging, handling, storage, and transportation principles will benefit professionals throughout the life cycle of a program.

Course Length: Approximately 3 hours

CLL 014

Joint Systems Integrated Support Strategies (JSISS)

The Joint Systems Integrated Support Strategies (JSISS) module addresses the importance of integrated support strategies to a joint acquisition program, as well as DoD guidance and policy relevant to the development of joint strategies. In addition, the module will inform participants of the challenges and issues that must be addressed when planning for an integrated joint support strategy.

Course Length: Approximately 3 hours

CLL 015

Business Case Analysis

The Business Case Analysis module provides an overview of DoD's policies and guidance of business case analysis. The primary focus of the module is the structure, format, process, and methodology of business case analysis. In addition, the module addresses the application of business case analysis in the DoD context, which is currently oriented toward using business case analysis to support best-value selection of weapon system support strategies that use performance-based logistics.

Course Length: Approximately 3 hours

CLL 016

Joint Logistics

This module provides professionals with knowledge of functional assignments that involve joint planning, inter-Service, and multinational logistics support, as well as joint logistics in a theater of operations. By completing this module, professionals will recognize the important roles and responsibilities within the joint logistics environment; the capabilities that joint logistics delivers; the important factors related to planning, executing, and controlling joint logistics; and the factors that will ensure a successful future for joint logistics.

Course Length: Approximately 3 hours

CLL 017

Introduction to Defense Distribution

The Introduction to Defense Distribution module provides a brief overview of the vision, mission, and components of U.S. Transportation Command; assignment of the DoD distribution process owner; key players in the joint deployment and distribution enterprise, and their roles and responsibilities; different types of planning processes and tools; supply, transportation, and joint theater logistics processes and systems within joint deployment and distribution enterprise as well as key concepts of deployment and sustainment across these processes; and customer service transformational efforts.

Course Length: Approximately 2 hours

CLL 019

Technology Refreshment Planning

The Technology Refreshment Planning module provides professionals with an overview of technology refreshment planning as it applies across the weapons system life cycle. The module will cover basic concepts, regulatory material, and planning for and applications used in technology refreshment.

Course Length: Approximately 3 hours

CLL 020

Independent Logistics Assessments

This module provides professionals with an introduction to independent logistics assessments, which is a formal review of the state of a program's logistics planning and documentation. This review occurs before Milestone B, before Milestone C, and before full rate production. Independent logistics assessments checklists, handbooks, and references can also be used to assist in early logistics support and sustainment planning, including assisting in planning for Milestone A.

Course Length: Approximately 3 hours

CLL 022

Title 10 Depot Maintenance Statute Overview

The Title 10 Depot Maintenance Statute Overview module provides a review of the definition of DoD maintenance, the public policy environment within which DoD depot-level maintenance operates, the various sections of 10 U.S.C. impacting depot-level maintenance, and DoD policy for the maintenance of military materiel.

Course Length: Approximately 2 hours

CLL 023

Title 10 U.S.C. 2464 Core Statute Implementation

The Title 10 U.S.C. 2464 Core Statute Implementation module provides an introductory presentation of DoD maintenance; and it reviews the capabilities, methodology, policies, roles, and responsibilities required for services. Public law mandates that DoD maintain an organic core logistics capability with ready and controlled resources necessary to ensure effective and timely responses to mobilizations, national defense contingencies, and other emergency requirements.

Course Length: Approximately 3 hours

CLL 024

Title 10 Limitations on the Performance of Depot-Level Maintenance (50/50)

The Limitations on the Performance of Depot-Level Maintenance (50/50) is an introductory presentation of DoD maintenance. The module provides professionals with a review of Section 2466 of Title 10 U.S.C., which mandates that the Services and combatant commanders may not have more than 50 percent of depot maintenance performed by non-DoD personnel.

Course Length: Approximately 3 hours

CLL 025

Depot Maintenance Inter-Service Support Agreements (DMISA)

The Depot Maintenance Inter-Service Support Agreements (DMISA) module is for maintenance inter-Service support offices; managers; and others who prepare, review, negotiate, and manage DMISAs. The module explains key duties and the process for creating DMISAs. Professionals will improve the efficiency of DoD depot maintenance planning activities through their successful implementation of DMISAs.

Course Length: Approximately 5 hours

CLL 026

Depot Maintenance Capacity Measurement

The Depot Maintenance Capacity Measurement module provides professionals with a basic understanding of the methods used to measure, record, and report capacity and utilization data for organic activities that perform depot maintenance.

Course Length: Approximately 4 hours

CLL 029

Condition-Based Maintenance Plus (CBM+)

The Condition-Based Maintenance Plus (CBM+) module provides the learner with an overview and introduction to depot maintenance management and operations needed in DoD legacy systems. The module will cover DoD maintenance, CBM+ information and background, essential elements, CBM+ implementation, and managing initiatives and measuring success.

Course Length: Approximately 2 hours

CLL 030

Reliability Centered Maintenance (RCM)

This module provides the learner with information on reliability centered maintenance (RCM) for the Defense Acquisition Workforce. This will include defining RCM, an introduction to the history and development, as well as the process and application of RCM. The overarching objective is for the student to understand RCM, its fundamental process and applications.

Course Length: Approximately 2 hours

CLL 034

SLAMIS

The SLAMIS module provides professionals with a basic understanding of the Army's Standard Study Number-Line Item Number (SSN-LIN) Automated Management and Integrating System (SLAMIS). The module also describes the events that led to the development and need for this application addressing key equipment procurement, fielding, and sustainment issues.

Course Length: Approximately 4 hours

CLL 119

Technical Refreshment Implementation Module

This module introduces you to the basic concepts to be considered in assessing opportunities, planning and budgeting issues, and addresses the steps necessary to effectively manage the implementation of technology insertion or refresh.

Course Length: Approximately 3 hours

CLL 201

Diminishing Manufacturing Sources and Material Shortages (DMSMS) Fundamentals

This module provides professionals with a working-level overview of DMSMS issues. While professionals will not be experts upon completion of the course, they will have a working knowledge of DMSMS history, issues, tools, and current initiatives, and will have seen real examples of successful proactive DMSMS programs. Professionals will understand why standardization of policies and procedures within the DMSMS community is so important and will become familiar with many other related topics.

Course Length: Approximately 3 hours

CLL 202

Diminishing Manufacturing Sources and Material Shortages (DMSMS) Executive Overview

The module provides concise Diminishing Manufacturing Sources and Material Shortages (DMSMS) information for executives or program managers who require an understanding of how DMSMS impacts their operations.

Course Length: Approximately 1 hour

CLL 203

Diminishing Manufacturing Sources and Material Shortages (DMSMS) Essentials

The Diminishing Manufacturing Sources and Material Shortages (DMSMS) Essentials module is for professionals who have a working knowledge of DMSMS regulations and policies, and it is recommended that professionals complete CLL 201 and CLL 202. This module focuses on DMSMS problems regarding electronics, as well as with mechanical items and materials. The module will introduce professionals to the Defense Logistics Agency's DMSMS programs and capabilities, and will review basic techniques for component research.

Course Length: Approximately 2 hours

CLL 204

Diminishing Manufacturing Sources and Material Shortages (DMSMS) Case Studies

This module is for professionals who have a working knowledge of DMSMS regulations and policies. In this module, professionals will have an opportunity to review some DMSMS program scenarios, evaluating for the program's level of proactivity, and will be able to make DMSMS management decisions.

Course Length: Approximately 2 hours

CLL 205

Diminishing Manufacturing Sources and Material Shortages (DMSMS) for Technical Professionals

This module covers the current processes, policies, and procedures used by technical professionals to practice proactive management. It focuses on the high-level best practices for running each program. You can adjust the procedures and techniques to your Service as appropriate.

Course Length: Approximately 2 hours

CLL 206

Parts Management Executive Overview

This module gives an overview of the parts management program, which is an integral part of the acquisition process for design, development, modification, and support of weapons systems and equipment. Parts management focuses on selecting the best parts at the design phase of an acquisition program under an overarching systems engineering umbrella.

Course Length: Approximately 1.5 hours

Acquisition and Management

CLM 003

Ethics Training for the AT&L Workforce

This module reinforces the most important legal ethics standards governing interaction between government personnel and DoD's contractors. Areas addressed include conflicts of interest; gratuities from contractors; the Procurement Integrity Act; job-hunting for a position with private industry while still employed with the federal government; restrictions on post-government employment of a former federal employee or officer; and ethical problems that can arise when both government and contractor personnel work in common spaces on common goals as a single team.

Course Length: Approximately 2 hours

CLM 012

Scheduling

This module focuses on scheduling processes and tools that can be used to develop schedules for a defense systems acquisition project. Scheduling is the focus of the planning and control process and depends, to a great extent, on program risk and the resources available (time, money, facilities, manpower, and workforce skills). Scheduling is a roadmap for systems development, and thus, it is an inherent part of program management.

Course Length: Approximately 12 hours

CLM 013

Work-Breakdown Structure

This module addresses two fundamental and interrelated types of work-breakdown structures: the program work-breakdown structure that is developed by a program management office and the contract work-breakdown structure that is developed by a contractor.

Course Length: Approximately 6 hours

CLM 014

IPT Management and Leadership

This module introduces management and leadership concepts used to organize, manage, and lead an integrated product team. Integrated product teams are used throughout the acquisition process to open the cross-functional and cross-organizational lines of communication and are formed for the specific purpose of delivering a product for a customer.

Course Length: Approximately 8 hours

CLM 016

Cost Estimating

This module focuses on basic cost-estimating tools and techniques. Cost estimates are one of the fundamental building blocks of the acquisition process. The cost estimate and its supporting budget are a part of the baseline against which a program's progress and success are measured.

Course Length: Approximately 8 hours

CLM 017

Risk Management

Risk is always a concern in the DoD systems acquisition process. The acquisition process itself is designed, to a large degree, to allow risk to be managed from conception to delivery of the system. Although risk is inherent in any program, risk management ensures managers take measures to assess and handle risks. This module focuses on tools and processes that can be used to manage risk on a defense systems acquisition project.

Course Length: Approximately 8 hours

CLM 021

Introduction to Reducing Total Ownership Costs (R-TOC)

The Introduction to Reducing Total Ownership Costs (R-TOC) module provides professionals with R-TOC ideas, tools, and strategies with the acquisition and logistics communities. The module gives professionals an orientation to the R-TOC requirement, definitions of key R-TOC concepts, and descriptions of best practices. It emphasizes total cost of ownership reduction from a systems perspective.

Course Length: Approximately 3 hours

CLM 023

Javits-Wagner-O'Day (JWOD) Tutorial

The JWOD Tutorial module provides professionals and DoD purchase card holders a better understanding of the Javits-Wagner-O'Day (JWOD) Program. There are over 14 million Americans with severe disabilities, and the unemployment rate for people with severe disabilities is 70 percent. The JWOD Program helps people with disabilities who are unable to obtain or maintain employment on their own. The module provides an introduction to JWOD, to the purchase card, and to contracts, and provides answers to frequently asked questions.

Course Length: Approximately 1 hour

CLM 024

Contracting Overview

The Contracting Overview module gives an overview of the market research process, the process for developing criteria or factors for teams to use in evaluating contractors during source selection, and the use of the uniform contract format.

Course Length: Approximately 8 hours

CLM 025

Commercial-Off-The-Shelf (COTS) Acquisition for Program Managers

This module provides an overview of the fundamental challenges faced by organizations when they integrate commercial items to form a system; addresses the issues involved in buying from the commercial marketplace; summarizes lessons learned from programs that have made extensive use of commercial items; and offers suggestions.

Course Length: Approximately 3 hours

CLM 028

Space Acquisition

The purpose of this module is to explain the space acquisition process outlined in National Security Space Acquisition Policy 03-01 (Published Dec. 27, 2004). Professionals will learn how NSS 03-01 streamlines the acquisition oversight process.

Course Length: Approximately 4 hours

CLM 029

Net-Ready Key Performance Parameter (NR-KPP)

This course is designed to help program managers gain exposure to NR-KPP development resources, with the ultimate goal of ensuring the necessary program interoperability and supportability and joint interoperability test certifications. The overall method for ensuring compliance with NR-KPP as proposed in this course will assist in achieving a net-centric environment.

Course Length: Approximately 3 hours

CLM 030

Common Supplier Engagement

The Common Supplier Engagement module is designed to help professionals navigate through the changes that have occurred because of the government's elimination of paper methods that were previously used in acquisitions. The module provides an overview of the electronic e-Business practices used in acquisitions, including topics on e-Business, e-Government, and how both of these relate to common supplier engagement.

Course Length: Approximately 2 hours

CLM 031

Improved Statement of Work

The Improved Statement of Work module will help professionals improve statements of objectives, statements of work, and performance work statements that are developed and evaluated by all acquisition career fields. Statement of work purpose, preparation, evaluation, and lessons learned are presented in this module so professionals understand and appreciate the critical role of requirements development in the acquisition process.

Course Length: Approximately 4 hours

CLM 032

Evolutionary Acquisition

The Evolutionary Acquisition module is designed to introduce professionals to the ideas and principles of evolutionary acquisition, and teach professionals how to apply them in a rapidly changing environment.

Course Length: Approximately 2 hours

CLM 033

DAWIA II

The Defense Acquisition Workforce Improvement Act (DAWIA) was amended significantly during fiscal years 2004 and 2005. These amendments (generally referred as DAWIA II) provide a number of flexibilities to enable the DoD to more effectively develop and manage the Defense Acquisition Workforce. This module explains the transformation items that took place in DAWIA II.

Course Length: Approximately 3 hours

CLM 034

Science and Technology—Lesson from PMT 352A

This module, excerpted from the PMT-352A course, provides background on the importance of the science and technology role in the systems acquisition process and identifies sources of science and technology information. It contains activities that allow participants to assess a science and technology project's compatibility with the Advanced Threat Infrared Countermeasure/Common Missile Warning System Program and recommend strategies for incorporating the emerging technology.

Course Length: Approximately 4 hours

CLM 035

**Environmental Safety and
Occupational Health—Lesson from
PMT 352A**

This module, excerpted from PMT 352A, focuses on the increased emphasis and importance of environmental safety and occupational health as it relates to acquisition management. Program managers must ensure their programs, regardless of acquisition category, comply with environmental safety and occupational health statutory and regulatory requirements.

Course Length: Approximately 4 hours

CLM 036

**Technology Transfer and Export
Control Fundamentals**

This module is intended to provide awareness of the program manager's role in technology transfer and export control, and international security and program protection, as well as the planning process for both.

Course Length: Approximately 2 hours

CLM 037

Physical Inventories

This module provides professionals with a basic awareness of the duties and responsibilities of an accountable property officer or property custodian. The module will describe the preparation, physical count, and reconciliation aspects of physical inventories as well as when and how they should be applied.

Course Length: Approximately 1.5 hours

CLM 038

**Corrosion Prevention and Control
Overview**

The Corrosion Prevention and Control Overview module will provide professionals with training in corrosion prevention and control as well as serve as an accessible reference guide to answer future questions.

Course Length: Approximately 8 hours

CLM 039

Foundations of Government Property

The Foundations of Government Property module provides DoD financial accounting and property management professionals an overview of managing government property. This module will increase professionals' knowledge and understanding of DoD property accountability and management and the DoD accounting and accountability approach to the property management life cycle. It will also introduce professionals to essential tools available that will help them manage government property.

Course Length: Approximately 1.5 hours

CLM 040

**Proper Financial Accounting
Treatments for Military Equipment**

As of Oct. 1, 2006, DoD has changed its acquisition business process for military equipment, including how it structures contract line items. The change affects everyone who deals with the procurement of military equipment, in particular, program managers, business/financial management analysts, and procurement contracting officers. This module provides an overview of the new acquisition responsibilities when dealing with military equipment.

Course Length: Approximately 1.5 hours

CLM 041
Capabilities-Based Planning

The Capabilities-Based Planning module provides an overview of the DoD guidance and policies supporting capabilities-based planning. The module explains the processes, roles, responsibilities, and challenges involved in implementing capabilities-based planning to respond to emerging threats to national security.

Course Length: Approximately 3 hours

CLM 044
Radio Frequency Identification

This module is designed to provide defense contracting officers with the knowledge necessary to insert the passive Radio Frequency Identification (RFID) Defense Federal Acquisition Regulation Supplement (DFARS) clause into appropriate contracts, thus streamlining the DoD's receiving process. The module also reviews RFID technology and DoD's RFID implementation strategies.

Course Length: Approximately 3 hours

CLM 047
Fiscal and Physical Accountability and Management of DoD Equipment

This module builds upon the concepts presented in the Foundations of Government Property module. DoD professionals responsible for DoD fiscal and physical property management play a crucial role in the acquisition and life cycle of DoD equipment end-items—both for the warfighter and for the American taxpayer. The module provides an overview of the acquisition and sustainment policy guidance, business rules, and life cycle management of DoD equipment.

Course Length: Approximately 2 hours

CLM 048
Audit Readiness Requirements for DoD Equipment

The Audit Readiness Requirements for Department of Defense (DoD) Equipment module provides key personnel, both financial and non-financial managers, with "how-to" details on the requirements and processes necessary to prepare for an audit of DoD equipment requiring capitalization.

Course Length: Approximately 2 hours

CLM 049
Procurement Fraud Indicators

This module provides an awareness of procurement fraud indicators. This CLM was developed as a result of a department-wide review of vulnerabilities to fraud, waste, and abuse in contracting integrity, as directed by Congress.

Course Length: Approximately 2 hours

CLM 051
Time Management

This module introduces the basics of time management, including the identification of common time thieves and an analytical framework for re-balancing the life-work paradigm.

Course Length: Approximately 1 hour

CLM 101
Analysis of Alternatives (AoA) (USAF Process)

The Air Force Office of Aerospace Studies created this Analysis of Alternatives (AoA) module to provide an overview of the process used by the Air Force to conduct an AoA in support of requirements development and systems acquisition. AoAs are prepared to help justify the need for starting, stopping, or continuing an acquisition program. Although this module was designed for Air Force employees, the information is beneficial to all DoD acquisition personnel.

Course Length: Approximately 2 hours

CLM 103

Quality Assurance Auditing

The Quality Assurance Auditing module contains material that covers three general types of audits: system, process, and product. These audits are described in three distinct phases: planning and preparation, performance, and reporting and follow-up.

Course Length: Approximately 2 hours

CLM 200

Item-Unique Identification

Item-unique identification enables item tracking in DoD business systems and provides reliable and accurate data for management, financial accountability, and asset management purposes. This module provides an overview of item-unique identification.

Course Length: Approximately 2 hours

CLM 500

ADL Implementation for Defense Acquisition Professionals

This module provides an introduction and overview of the advanced distributed learning (ADL) basics, requirements, and components as well as DoD's policies regarding repository and registry functions. The module also describes sharable content object reference model conformance to acquisition planning, project management, and instructional design.

Course Length: Approximately 3 hours

Requirements

CLR 250

Capabilities-Based Assessment

Th Capabilities-Based Assessments module introduces planning and organizing capabilities-based assessments (CBAs). The module contains four lessons: CBA Definitions, Pre-Planning Research, CBA Team Building and Planning, and the CBA Study Phase. The module explains how to conduct and support effective and efficient Capabilities-Based Assess-

ments (CBAs) in support of the Joint Capabilities Integration and Development System (JCIDS).

Course Length: Approximately 5 hours

CLR 252

Developing Requirements

The Developing Requirements module explains how to develop key performance parameters (KPPs) and key system attributes (KSAs) and examines the relationship of KPPs and KSAs to technical requirements and how to get top-level requirements through staffing and validation.

Course Length: Approximately 5 hours

Federal Acquisition Institute Courses and Modules

FAC 001

HUBZone Empowerment Contracting Program—Certification and Eligibility

This module familiarizes procurement officials with the certification and eligibility requirements for program participation in the Historically Underutilized Business Zone (HUBZone) Empowerment Contracting Program. The program encourages economic development in HUBZones through the establishment of federal contract award preferences for qualified small businesses located in such areas.

Course Length: Approximately 30 minutes

FAC 002

HUBZone Empowerment Contracting Program—Contractual Assistance

This module familiarizes procurement officials with the types of HUBZone contracts and the HUBZone small business' contract performance requirements. The HUBZone Program

encourages economic development in HUBZones through the establishment of federal contract award preferences for qualified small businesses located in such areas.

Course Length: Approximately 1 hour

FAC 003

HUBZone Empowerment Contracting Program—Historical Overview

This module familiarizes procurement officials with the historical development of the HUBZone Program and provides an explanation of the program's statutory and regulatory development. The HUBZone Program encourages economic development in HUBZones through the establishment of federal contract award preferences for qualified small businesses located in such areas.

Course Length: Approximately 30 minutes

FAC 004

HUBZone Empowerment Contracting Program—Protests and Appeals

This module familiarizes procurement officials with the procedures for filing a HUBZone protest and/or appeal. The HUBZone Program encourages economic development in HUBZones through the establishment of federal contract award preferences for qualified small businesses located in such areas.

Course Length: Approximately 1 hour

FAC 005

Just-in-Time Compliance Training: Central Contractor Registration

All DoD contractors must be registered in the Central Contactor Registration to help streamline the acquisition process and broaden the use and reliance upon e-Business applications. The Central Contactor Registration was established to eliminate the need to maintain paper-based sources of contractor information. This module provides an overview of the registration process.

Course Length: Approximately 1 hour

FAC 006

The SAFETY Act

The SAFETY Act is designed to encourage the development and deployment of anti-terrorism technologies and services that will substantially enhance the protection of the nation. This module will explain the SAFETY Act and explain how to create systems of risk management and litigation management in support of the act.

Course Length: Approximately 1 hour

FAC 007

Certificate of Competency Program

This module provides an overview of the Certificate of Competency Program. The program, administered by the Small Business Administration, allows a small business to appeal a contracting officer's determination that it is unable to fulfill the requirements of a specific government contract on which it is the apparent low bidder.

Course Length: Approximately 30 minutes

FAC 008

Competition in Contracting Act (CICA)

This module, targeted toward the United States Agency for International Development's (USAID) procurement workforce, provides an overview of the Competition in Contracting Act (CICA). The module involves a review of the Federal Acquisition Regulation (FAR), the USAID Acquisition Regulation (USAID's supplement to the FAR), and specific USAID's guidance as related to CICA. Though targeted toward USAID's procurement workforce, all USAID employees are encouraged to take the module.

Course Length: Approximately 1 hour

FAC 009

Set Asides for Small Business

There are several types of procurements that are reserved exclusively for the participation of small businesses. This module provides professionals with an overview of set-aside programs.

Course Length: Approximately 30 minutes

FAC 010

Small Business Innovation Research/ Small Business Technology Transfer (SBIR/STTR) Programs

SBIR/STTR programs encourage small business to explore their technological potential, and provide the incentive to profit from its commercialization. By including qualified small businesses in the nation's research and development arena, high-tech innovation is stimulated and the United States gains entrepreneurial spirit as it meets its specific research and development needs. This module provides an overview of SBIR/STTR programs.

Course Length: Approximately 1 hour

FAC 012

Managing an Effective Competitive Sourcing Program

This video was sponsored by the Chief Acquisition Officer Council to explain competitive sourcing processes, best practices, and lessons learned. Professionals will learn how to more effectively implement this key administration initiative. Video topics range from the basics and foundation of competitive sourcing, to planning standard and streamlined competitions, to lessons learned by practitioners.

Course Length: Approximately 1 hour

FAC 013

Shaping Smart Business Arrangements—Expert Edition

This module is designed for personnel newly assigned to the contracting workforce. Participants will gain a broad, comprehensive understanding of the environment in which they will serve; develop professional skills for making business decisions and advising other acquisition team members toward success in meeting customers' needs; be introduced to knowledge management and information systems; and prepare to provide contracting support within the overarching business relationships of government and industry.

Course Length: Approximately 11.5 hours

FAC 030

A-76 Post-Competition Accountability Training

This is a Federal Acquisition Institute interactive online training module that will help professionals understand how to manage a service provider awarded through the competitive sourcing process. This module explains the steps a federal government agency must take to successfully implement the results of a competition between a government entity and private sector vendors.

Course Length: Approximately 1.5 hours

FAC 031

Introduction to Small Business

The Introduction to Small Business module will introduce you to the small business program requirements related to the acquisition process. The module will identify the requirements of Small Business Programs, describe the various socio-economic small business programs, identify considerations that support small business programs, and describe the process of developing an acquisition strategy.

Course Length: Approximately 4 hours

FAC 032

Small Business: A Requirements Approach

Small Business: A Requirements Approach is a module that provides an overview of how requirements personnel can make effective use of small businesses.

Course Length: Approximately 3 hours

FAC 033

Contract Management: Strategies for Mission Success

The Contract Management: Strategies for Mission Success module focuses on improvements made to federal contract management through the collaboration of public and private sector acquisition professionals as part of the Partnership for Public Service's Acquisition Innovation Initiative.

Course Length: Approximately 3 hours

FAC 034

Interagency Acquisitions Basics

The Interagency Acquisitions Basics online training module is a 30-minute interactive multimedia training presentation that defines and identifies the features and benefits of interagency acquisition, describes the different types of interagency acquisitions, and provides foundational understanding of what is required to make the decision to use this method, how to get started, keys to success, and resources available to support interagency acquisition activities.

Course Length: Approximately 1 hour

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HBS 201

Budgeting

The Budgeting module includes an overview of the following concepts: types of budgets, approaches to budgeting, how to categorize expenses, preparing an operating budget (goals; assumptions; forecasting sales and revenues; cost of goods sold; selling, general, and administrative expenses; and operating income), capital budgets, capital budgeting and techniques, sensitivity analysis, variance in budgeting, and linking the budget to the balanced scorecard.

Course Length: Approximately 2.5 hours

HBS 202

Business Case Development

The Business Case Development module provides easy-to-follow steps to creating a soundly reasoned and compelling case for your new business initiatives. It addresses topics ranging from identifying business opportunities to measuring their success. The module also includes recommendations for assessing risk, weighing costs, developing an implementation plan, and communicating recommendations in a convincing manner.

Course Length: Approximately 2.5 hours

HBS 203

Business Plan Development

The Business Plan Development takes you through the process of preparing an effective plan for a business proposal. It provides detail in structuring the business plan to include important elements such as an executive summary, business description, business environment analysis, industry background, marketing plan, operations plan, management summary, financial plan, and attachments and milestones.

Course Length: Approximately 2.5 hours

HBS 204

Customer Focus

This module covers the critical components of servicing internal or external customers, with a compelling overview of the importance of customer service, its relationship to customer satisfaction, and its link to company profitability.

Course Length: Approximately 2.5 hours

HBS 205

Decision Making

The Decision Making module addresses how to make effective business decisions when involved in a process that requires time and input from many individuals throughout an organization. The module teaches how to identify underlying issues related to a decision, generate multiple alternatives, evaluate those alternatives, and communicate and implement the decision. It includes tools and techniques for diagnosing and defining problems, identifying root causes, generating options, and weighing alternatives.

Course Length: Approximately 2.5 hours

HBS 206

Diversity

The Diversity module provides information on how to manage diversity to extract maximum value from employee differences—including how to recruit diverse talent, resolve diversity-related conflicts, and communicate with employees and customers from other cultures.

Course Length: Approximately 2.5 hours

HBS 207

Finance Essentials

The Finance Essentials module shows non-financial managers how their units fit into the company's overall financial picture. It includes easy-to-understand explanations of the income statement, balance sheet, and cash flow statement, plus practical advice for pulling together a department's budget and justifying an investment or expenditure.

Course Length: Approximately 2.5 hours

HBS 208

Managing Upward

The Managing Upward module provides insight into developing a mutually rewarding relationship with a supervisor. It includes skills for communicating and negotiating with your manager, tips on presenting problems or opportunities to a supervisor, and accepting responsibility for your proposed actions.

Course Length: Approximately 2.5 hours

HBS 209

Marketing Essentials

The Marketing Essentials module is targeted for non-marketing managers. This module includes fundamentals that will help people throughout the organization better understand the importance of marketing and how it relates to them.

Course Length: Approximately 2.5 hours

HBS 210

Process Improvement

This module discusses how to improve your team's business processes, thereby generating valuable results for your organization. Knowing which processes to change, how to change them, and how to ensure that they deliver the best outcomes can be challenging. This module outlines what business processes are, why improving them is essential, and how to carry out a business process improvement initiative.

Course Length: Approximately 2.5 hours

HBS 211

Project Management

The Project Management i module provides the nuts and bolts of project management. The module includes project planning, budgeting, team-building, execution, and risk analysis. It covers useful tools and techniques such as GANTT and PERT charts, work-breakdown structure, and variance analysis.

Course Length: Approximately 2.5 hours

HBS 212

Time Management

The Time Management module outlines effective time-management techniques. The module demonstrates how to analyze your current methods of managing time and pinpoint opportunities for improvement, set goals, prioritize tasks, plan your time efficiently using scheduling tools, control time-wasters, and evaluate your schedule once it is under way.

Course Length: Approximately 2.5 hours

HBS 213

Change Management

This module provides a practical guide to implementing, managing, and communicating change in your organization. It demonstrates how to approach change with an open mind and use it as a stimulus to encourage new ideas and harness enthusiasm for further progress. The module includes steps to help your unit or organization become change-ready and includes planning tools to address resistance to change efforts.

Course Length: Approximately 2.5 hours

HBS 214

Crisis Management

The Crisis Management module provides a way to chart a course through crisis situations, from crisis plan development and contingency thinking to post-crisis management. This module is relevant for managers at all levels.

Course Length: Approximately 2.5 hours

HBS 215

Dismissing an Employee

This module provides valuable advice on effectively managing the process of terminating an employee for performance-based reasons for a single, unprecedented event, or the dismissal as a result of a longer, unsuccessful performance-management process.

Course Length: Approximately 2.5 hours

HBS 216

Innovation Implementation

The Innovation Implementation module provides a framework for turning an innovative idea into reality. Innovation is not only about generating creative ideas. Innovation results when a creative idea is put to use. However, the implementation phase is where many good ideas fail. This module shows how to implement an innovation, from crafting a vision statement to managing resistance.

Course Length: Approximately 2.5 hours

HBS 217

Laying Off Employees

This module presents sound advice on how to best manage the process of laying off an employee, providing the perspective of the manager as well as the direct report.

Course Length: Approximately 2.5 hours

HBS 218

Strategy Execution

This module provides an outline of what strategy is, how senior management and units work together to develop strategy, and how units support a company's strategy by developing and executing action plans for strategic initiatives. In many companies, senior management and units are involved in the strategic planning process because this ensures that the strategies—both corporate and unit—are tightly aligned and that successful implementation can follow.

Course Length: Approximately 2.5 hours

HBS 219

Difficult Interactions

The Difficult Interactions module shows how to discuss and resolve difficult interactions in the workplace—whether they're with employees, peers, bosses, or even customers and suppliers. It includes tools and techniques to help decide which situations are worth resolving, find the source of the difficulty, productively discuss the emotions that difficult interactions can raise, and overcome barriers to action.

Course Length: Approximately 2.5 hours

HBS 220

Meeting Management

The Meeting Management module provides time-saving guidance to planning and conducting meetings from start to finish. It covers preparation, keeping the meeting on track, and follow-up. The module also includes expert advice for dealing with problem behaviors exhibited by meeting participants.

Course Length: Approximately 2.5 hours

HBS 221

Negotiating

The Negotiating module provides practical information on becoming an effective negotiator. The module includes steps to guide you through the negotiation process, such as assessing your interests as well as those of the other party, developing opportunities that create value, avoiding common barriers to agreement, and implementing strategies to make the negotiation process run smoothly.

Course Length: Approximately 2.5 hours

HBS 222

Persuading Others

This module provides tips on how to master the art and science behind successful persuasion; and begin changing another's attitudes, beliefs, or behavior to create win-win solutions. Formal authority no longer gets managers as far as it used to. To do their job—accomplishing work through others—managers must develop and use persuasion skills rather than simply issue orders.

Course Length: Approximately 2.5 hours

HBS 223

Presentation Skills

The Presentation Skills module provides sound advice on preparing and delivering presentations that command attention, persuade, and inspire. It includes rehearsal techniques as well as tips for creating and using more effective visuals. It also addresses the importance of understanding your objectives and your audience to create a presentation with impact.

Course Length: Approximately 2.5 hours

HBS 224

Writing Skills

The Writing Skills module demonstrates how to achieve clearer, more effective written communications. Skillful writing helps you accomplish your business objectives and extends your influence as a manager. The module includes specific guidelines for preparing memos, letters, e-mails, and other common business documents.

Course Length: Approximately 2.5 hours

HBS 225

Performance Measurement

The Performance Measurement module outlines how to measure your group's performance by applying a disciplined process to performance measurement.

Course Length: Approximately 2.5 hours

HBS 226

Innovation and Creativity

This module provides information on how to assess and then tailor the physical and psychological environment to stimulate creative thought, and how to manage the innovative process for maximum impact on your organization.

Course Length: Approximately 2.5 hours

HBS 227

Strategic Thinking

The Strategic Thinking module demonstrates how to recognize the personal traits, behaviors and attitudes, and cognitive capacities that strategic thinkers demonstrate.

Course Length: Approximately 2.5 hours

HBS 228

Leading and Motivating

The Leading and Motivating module provides a synopsis of the essential tasks of leadership, such as setting direction, aligning people, and motivating others. It demonstrates how to recognize the skills and characteristics of effective leaders, create an inspiring vision, and energize people to support and work toward your goals.

Course Length: Approximately 2.5 hours

HBS 229

Team Leadership

The Team Leadership module teaches how to establish a team with the right mix of skills and personalities and create a culture that promotes collaborative work. It covers steps to leading innovative, easy-to-implement self-evaluation tools.

Course Length: Approximately 2.5 hours

HBS 230

Coaching

This module prepares managers to use coaching to get the best from their direct reports and help them master new skills. It demonstrates how to use a four-step process to facilitate the professional growth of those being coached. The module also helps managers strengthen their own skills in being a more effective coach.

Course Length: Approximately 2.5 hours

HBS 231

Delegating

The Delegating module makes available proven tools for assessing any assignment, matching employee skills to tasks, selecting the right person, and supporting the delegation all the way through completion. It includes strategies for communicating the assignment, monitoring progress, and dealing with reverse delegation.

Course Length: Approximately 2.5 hours

HBS 232

Developing Employees

The Developing Employees module provides easily applied recommendations for addressing employees' developmental needs. The module includes strategies for maximizing return on management, growing competent employees, and keeping star performers motivated. It also addresses the use of development planning to help team members improve individual performance, make the most of career opportunities, and maximize contributions to your organization's performance.

Course Length: Approximately 2.5 hours

HBS 233

Feedback Essentials

This module shows how and when to use various types of feedback to maximize openness and encourage learning. It covers information on establishing a receptive work environment, giving effective feedback, receiving feedback openly, being patient with non-communicators, and managing barriers to feedback.

Course Length: Approximately 2.5 hours

HBS 234

Goal Setting

The Goal Setting module supplies tools and techniques for establishing realistic goals, creating a task list, tracking milestones, and evaluating achievement.

Course Length: Approximately 2.5 hours

HBS 235

Performance Appraisal

The Performance Appraisal module provides guidelines on appropriate documentation and handling problem situations, as well as specific before, during, and after steps designed to reinforce desirable behavior and change where needed.

Course Length: Approximately 2.5 hours

HBS 236

Career Management

This module helps you develop a straightforward approach to managing your career or helping others manage their own careers. It includes tools for matching your interests, values, and skills to the right job or development opportunity, with valuable advice on resources such as career counselors, mentors, networking, informational interviews, and professional development reviews.

Course Length: Approximately 2.5 hours

HBS 237

New Manager Transitions

This module provides concepts and practical advice to help a new manager make a successful transition to the managerial role. The module will discuss common myths of management, the nature of the transition process from individual contributor to manager, how to enhance your self-knowledge, ways to build effective teams, and how to cope with the stresses and emotions that characterize the managerial role.

Course Length: Approximately 2.5 hours

HBS 238

Stress Management

The Stress Management module outlines the difference between positive stress that enhances productivity and negative stress that breeds tension, lowers productivity, and undercuts job satisfaction. It includes strategies for dealing with underlying causes of worry and stress, with tactical advice and coping mechanisms for immediate problem management.

Course Length: Approximately 2.5 hours

HBS 239

Team Management

The Team Management module outlines how to diagnose and overcome common problems—such as poor communication and interpersonal conflict—that can impede team progress. Participants will also learn to take corrective measures to remove team problems and improve team performance.

Course Length: Approximately 2.5 hours

HBS 240

Virtual Teams

This module offers concrete suggestions for forming virtual teams, including assessing technology and communication needs, structuring the team to build trust, and keeping the team on track.

Course Length: Approximately 2.5 hours

HBS 241

Hiring

The Hiring module offers techniques for finding, interviewing, and selecting top performers. The module covers information on screening resumes, checking references, asking effective questions, making the hiring decision, and extending the offer. It includes tools for creating a job profile, preparing for an interview, and evaluating job candidates.

Course Length: Approximately 2.5 hours

HBS 242

Retaining Employees

This module provides strategies for attracting and keeping top performers, how to handle common obstacles to retention such as burnout and work/life balance, and how to develop programs that address the diverse needs and interests of your workforce.
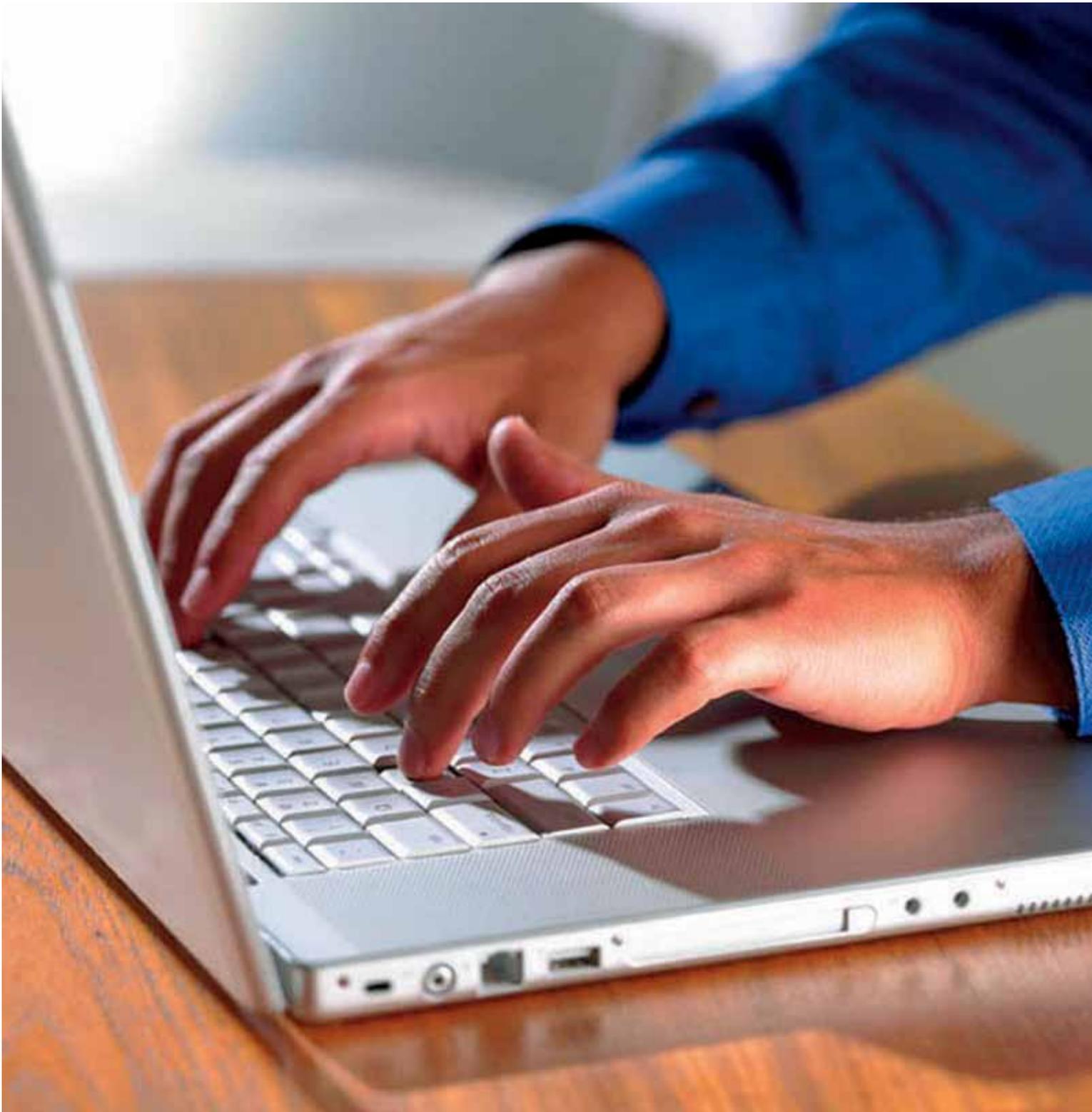
Course Length: Approximately 2.5 hours

HBS 301

Managing Difficult Conversations

This module immerses managers in dialogue-based situations that foster learning by doing, where they make key decisions that drive the dialogue and ensuing results. The module helps managers identify and adjust thought patterns before approaching the difficult conversations that arise in business. The module provides firsthand experiences in a safe environment and gives managers the opportunity to use interactive tools and apply follow-up action plans.

Course Length: Approximately 3 hours

HBS 302

Negotiating for Results

This module immerses managers in dialogue-based situations that foster learning by doing, where they make key decisions that drive the dialogue and ensuing results. Your managers will learn how to avoid common traps and find common ground for opportunities. The interactive module helps managers prepare for and conduct effective negotiations that produce a winning edge for your organization. The interactive environment will enable managers to tap into expert insights, discover proven tactics, and sharpen their own skills for getting results when negotiating with others.

Course Length: Approximately 3 hours

HBS 303

Leading Teams with Emotional Intelligence

This module immerses managers in dialogue-based situations that foster learning by doing, where they make key decisions that drive the dialogue and ensuing results. The module puts the student into situations where they must be flexible with their own emotional intelligence skills to drive high team performance. Engaging interactive exercises reveal the secret behind exceptionally productive teams. The interactive environment will enable managers to tap into expert insights, discover proven tactics, and sharpen their own skills in the area of emotional intelligence.

Course Length: Approximately 3 hours

HBS 304

Managing Difficult Conversations High Bandwidth

This module immerses managers in dialogue-based situations that foster learning by doing, where they make key decisions that drive the dialogue and ensuing results. The module helps managers identify and adjust thought patterns before approaching the difficult conversations that arise in business. The module provides firsthand experiences in a safe environment and gives managers the opportunity to use interactive tools and apply follow-up action plans.

Course Length: Approximately 3 hours

HBS 305

Negotiating for Results High Bandwidth

This module immerses managers in dialogue-based situations that foster learning by doing where they make key decisions that drive the dialogue and ensuing results. Your managers will learn how to avoid common traps and find common ground for opportunities. The interactive module helps managers prepare for and conduct effective negotiations that produce a winning edge for your organization. The interactive environment will enable managers to tap into expert insights, discover proven tactics, and sharpen their own skills for getting results when negotiating with others.

Course Length: Approximately 3 hours

HBS 306

Leading Teams with Emotional Intelligence High Bandwidth

This module immerses managers in dialogue-based situations that foster learning by doing, where they make key decisions that drive the dialogue and ensuing results. The module puts the student into situations where they must be able to flex their own emotional intelligence skills to drive high team performance. Engaging interactive exercises reveal the secret behind exceptionally productive teams. The interactive environment will enable managers to tap into expert insights, discover proven tactics, and sharpen their own skills in the area of emotional intelligence.

Course Length: Approximately 3 hours

Standard Procurement System Training

SPS 100

Standard Procurement System and Federal Procurement Data System—Next Generation System Administrator

This module contains information required to work with the Standard Procurement System (SPS) and Federal Procurement Data System—Next Generation (FPDS-NG) Integration at a system administrator level. SPS is one of the first automated contract writing systems to receive certification for

integration with FPDS-NG v1.2. This module is designed primarily for SPS system administrators, and it will enable them to set up their sites, allow users to interact with FPDS-NG, and to troubleshoot issues related to user and system access with FPDS-NG.

Course Length: Approximately 1 hour

SPS 101

Standard Procurement System and Federal Procurement Data System— Next Generation User

This module provides professionals information required to work with the Standard Procurement System (SPS) and Federal Procurement Data System—Next Generation (FPDS-NG) at the user level. SPS is one of the first automated contract writing systems to receive certification for integration with FPDS-NG v1.2. This module 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.

Course Length: Approximately 2.5 hours

SPS 102

Contracts for Production

This module focuses on the procurement process, introduces the 'basics' of PD², and explains the specific components of the performance requirements process.

Course Length: Approximately 4 hours

SPS 103

SPS System Administration

This module is focused on system administrators responsible for executing tasks related to configuring and maintaining an organization's PD² system. In order to achieve competence in these tasks, this training module first provides background on the general PD² environment. The student will also learn how to utilize the extensive help resources built into the system.

Course Length: Approximately 11 hours

SPS 104

Report Writing (WBT)

This course is an online version of the existing instructor-led training currently offered by the Joint Program Management Office. The purpose of the conversion is to open the training up to more procurement professionals than it is possible to accommodate in the classroom setting and it is a viable option for procurement professionals who cannot fit the classroom training into their busy schedules.

Course Length: Approximately 7 hours

SPS 105

Adapter Online Support Tool

This module was created to assist the user/learner in troubleshooting the most common problems the field encounters with the PD² Adapter. This module will review attributes, characteristics, and architecture to provide the learner with a better understanding of how to utilize the PD² Adapter.

Course Length: Approximately 2 hours

SPS 106

Database Maintenance

This module is an online version of the existing instructor-led training currently offered by the Joint Program Management Office. The purpose of this conversion is to provide a viable option for procurement professionals who cannot fit the classroom training into their busy schedules.

Course Length: Approximately 4 hours
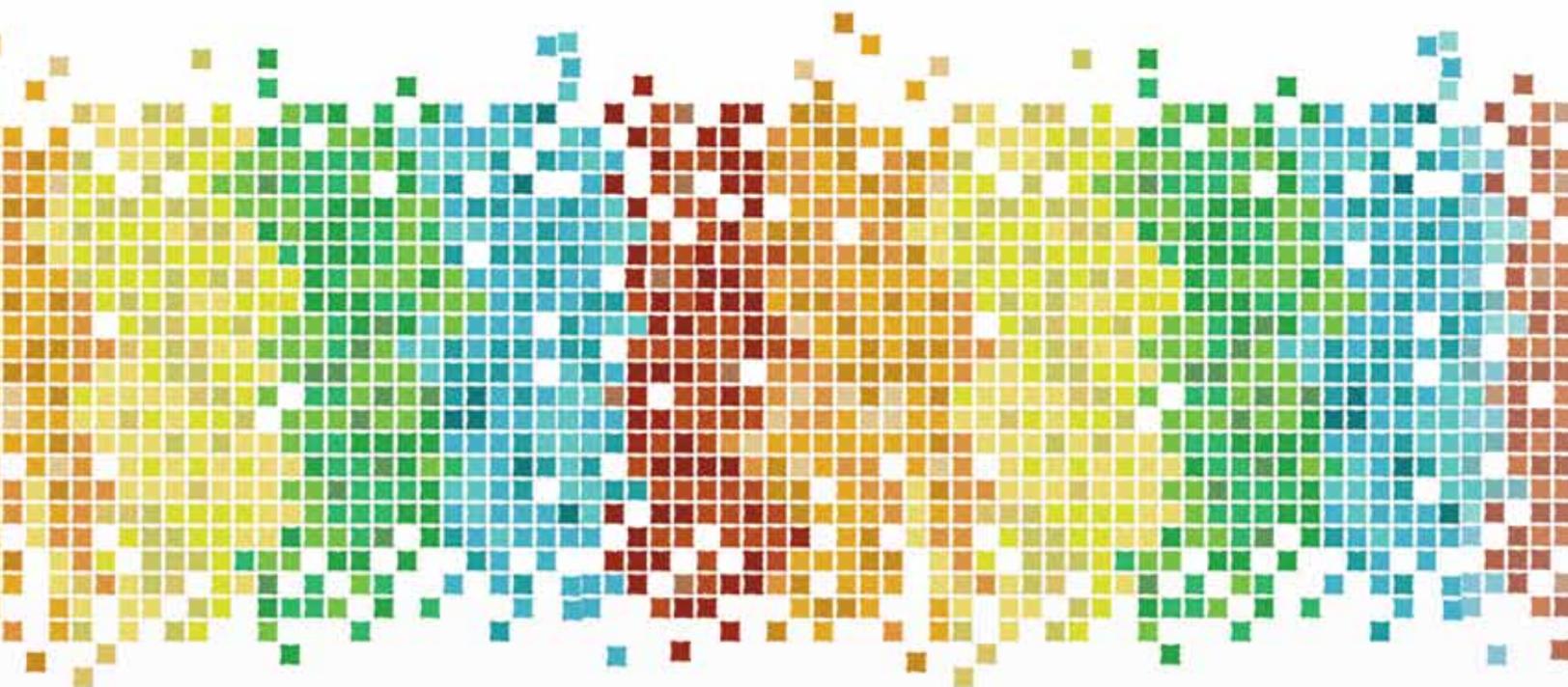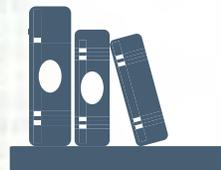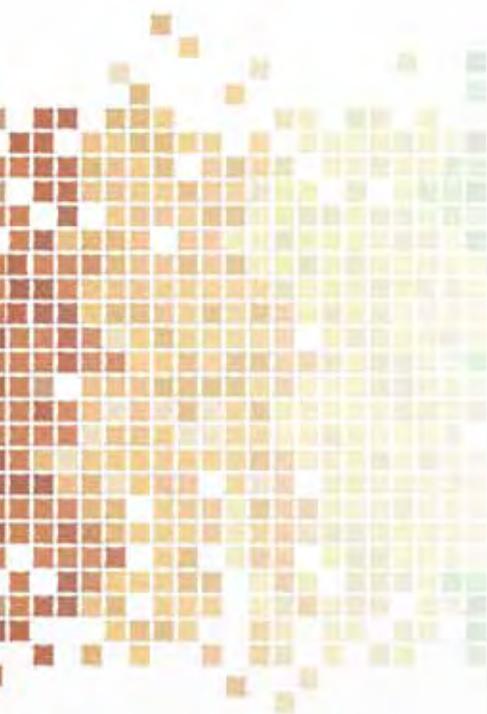
Appendix C
Targeted Training

Go to the iCatalog at http://icatalog.dau.mil for information on scheduling Targeted Training courses.

Business

TTB 001

Activity-Based Costing Principles (ABCP)

Provides an overview of the activity-based costing methodology, which allows acquisition professionals to establish a realistic cost (including indirect costs) for all activity resources for products and services.

Course Length: 3.5 class days

TTB 002

Budget Execution

Reviews the monetary concepts of commitment, obligation, expenditure, and outlay. Discusses the preparation of obligation and expenditure plans, variance reports, and reclamas to budget adjustments proposed by higher headquarters.

Course Length: 1 class day

TTB 004

DoD Budget "Primer"

Explores how funds are programmed, budgeted, enacted, and executed to enable a successful acquisition program.

Course Length: 1 class day

TTB 005

Economic Analysis for Decision Making

Prepares students to conduct economic analyses, with a focus on formulating an objective; examining assumptions, constraints, and alternatives; identifying and comparing costs and benefits; and performing final analysis and documentation.

Course Length: 5 class days

TTB 006

Economic Analysis for Managers

Prepares students to make economic decisions, exploring time/value of money and cost comparison techniques such as net present value, uniform annual cost, savings-to-investment ratio, internal rate of return, and capitalized cost.

Course Length: 5 class days

TTB 007

POM Development Process

Provides an introduction to Program Objective Memorandum (POM) development in the context of the planning, programming, budgeting, and execution process, including how the POM is developed, the process of submitting it to the Office of Secretary of Defense (OSD), and how it is reviewed and adjusted during the OSD integrated program and budget review.

Course Length: 1 class day

TTB 008

Earned Value Management

Examines the Earned Value Management (EVM) process, which is key in establishing a realistic program baseline and can help identify program trends for technical, cost, or schedule performance.

Course Length: 3 class days

TTB 009

Business Financial Management Integration into Programs

Discover how the business financial manager integrates cost estimating, budget development, and defense, and ensures timely budget execution to enable the program manager to succeed.

Course Length: 1 class day

Contracting

TTC 004
Sole Source Commercial Item Pricing

Examines when a sole source commercial supply or service should be used and provides methods to determine if the price is reasonable.

Course Length: 1 class day

TTC 005
Source Selection

Provides an overview of the source selection process, which consists of competitive proposals allowed via Federal Acquisition Regulation Subpart 15.3, and examines Technical Evaluation Board documentation.

Course Length: 2 class days

TTC 006
Alternative Dispute Resolution

Reviews the Alternative Dispute Resolution (ADR) process, which can assist the government and contractor in resolving disputes, leading to mutual agreements that benefit both parties.

Course Length: 2 class days

TTC 013
Performance-Based Service Acquisition

Reviews performance-based methods, which requires acquisition professionals to focus on results and assign responsibility for performance to the contractor, and examines how to determine when the methods are required.

Course Length: 3 class days

TTC 014
Service Acquisition Workshop

Reviews the complete acquisition process, from team formation to requirements and business strategy development to contract award and performance assessment, to help an acquisition program begin its work efficiently.

Course Length: 4 class days

TTC 015
Negotiation Training for the Acquisition Workforce

This 2-day course teaches acquisition professionals how to use interest-based negotiation (IBN) techniques to reach mutually beneficial agreements with vendors, internal departments, colleagues, and other stakeholders. This interactive course includes dynamic hands-on negotiating exercises that allow participants to apply collaborative, problem-solving techniques to realistic acquisition challenges.

Course Length: 2 class days

Professional Development

TTD 002
Crucial Confrontations®

Provides a step-by-step process for how managers can identify and resolve performance gaps, strengthen accountability, eliminate inconsistency, and reduce resentment throughout an office or organization.

Course Length: 2 class days

TTD 003

Leading Project Teams Course

Emphasizes best practices of building and maintaining high-performing teams using practical examples and exercises.

Course Length: 3.5 class days

TTD 004

Myers-Briggs Type Indicator® Workshop

The Myers-Briggs Type Indicator (MBTI) is a self-report personality inventory based on the theory of psychological type developed by Swiss psychiatrist Carl Jung. This workshop allows participants to complete the instrument and receive individual feedback on their results.

Course Length: 1 class day

TTD 005

Crucial Conversations®

Provides solutions to how individuals, teams, and organizations can overcome problems stemming from under-communicating, withholding information, or failing to act with unity and conviction.

Course Length: 2 class days

TTD 007

Strength Deployment Inventory® Workshop

The SDI® (Strength Deployment Inventory®) is a proven, memorable tool for improving team effectiveness and reducing the costs of conflict. During the workshop, you will receive a brief overview of the tool, complete the assessment instrument, do a self-validation, participate in fun activities to reinforce learning, and receive general feedback.

Course Length: 4 hours

Engineering and Technology

TTE 002

Problem-Solving Techniques for Quality Improvement (PSTQ)

How can you achieve continuous quality improvement of work processes? A very tough assignment! This course examines problem-solving methodology and statistical techniques, and offers a "tool kit" of ideas that may be used to achieve quality improvement goals.

Course Length: 3 class days

TTE 003

Navy Systems Engineering Guide

Reviews the Naval Air Systems Command (NAVAIR) approach to systems engineering, focusing on NAVAIR's internal policies and procedures and how to tailor this corporate approach to specific programs or projects.

Course Length: 5 class days

TTE 004

DISA Information Systems Engineering Seminar (ISES)

Introduces a Defense Information Systems Agency software management team to basic information regarding procurement, acquisition, basic systems, and software engineering.

Course Length: 3 class days

TTE 005

Systems Engineering Plan

Provides students with the knowledge, material, and understanding of internal program documentation to develop an executable SEP for their programs.

Course Length: 4 class days

TTE 006

Engineering Management Workshop

Using hands-on engineering experience and software-intensive skills needed to build an operating robot, students gain an understanding of the defense acquisition life cycle from a systems and software engineering perspective.

Course Length: 5 class days

TTE 007

Technology Assessment and Transition Management

Prepares students to conduct technology assessments; reviews mechanisms available to support transition; and provides training on technology development strategies, technology transition agreements, and other technology transition documentation.

Course Length: 2 class days

TTE 008

Resources for the Test and Evaluation Professional

Explores information and resources available to assist the test and evaluation workforce in performing their day-to-day duties.

Course Length: 1 class day

TTE 009

Design of Experiments—Industrial Strength

Provides an overview of the design of experiments methodology, which is an iterative product/process improvement method and an important part of a student's Lean, Six Sigma, or quality improvement plans.

Course Length: 10 class days (accelerated version, 5 class days)

TTE 011

Statistical Process Control

Introduces students to statistical process control and provides an overview of basic statistical techniques.

Course Length: 5 class days

TTE 012

Statistical Process Control for Short Runs

Explores how statistical process control can effectively be used in short-run production operations, focusing on its application in job shops and in low-volume production situations.
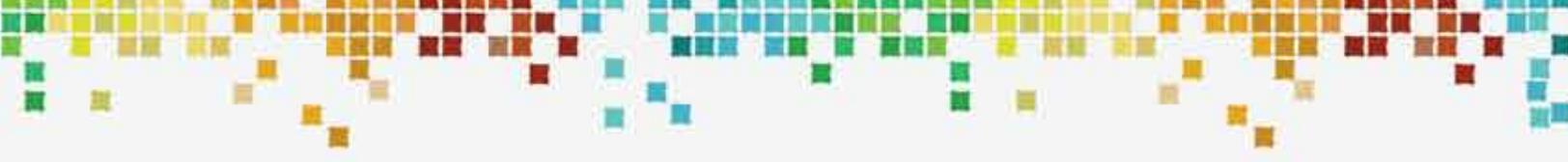
Course Length: 3 class days

TTE 014

Technical Project Management Using Intermediate Product Breakdown Structures

Reviews how Naval Air Systems Command systems engineers/class desk officers should plan, organize, and manage engineering staffing efforts of acquisition programs.

Course Length: 2.5 class days

TTE 015

JCTD Executions (How to Run A JCTD)

Explores the necessary programmatic, technical, operational, and transition management skills and know-how students need to become effective, productive members of the Joint Capability Technology Demonstrations execution team.

Course Length: 2.5 class days

TTE 016

JCTD Transition Management Course

Introduces the Joint Capability Technology Demonstrations (JCTD) management team to procurement and acquisition situations that affect many JCTDs during transition.

Course Length: 5 class days

TTE 018

Reliability and Maintainability (R&M) for Engineers

Explores how to apply reliability and maintainability models commonly used by DoD weapons system contractors to the design and development of equipment and systems.

Course Length: 3 class days

Logistics

TTL 001

Performance-Based Logistics

Examines problem-solving and statistical methodologies, and provides students with techniques to improve work processes and achieve quality improvement goals.

Course Length: 2.5 class days

TTL 002

Provisioning Management

Examines management-level planning and oversight of logistics support development for a new system, ensuring students gain a sound understanding of the normal sequence of events in system provisioning.

Course Length: 3 class days

TTL 003

Reliability and Maintainability for Logisticians

Reliability and Maintainability (R&M) for Logisticians presents an overview of acquisition R&M policy and its application to logistics support.

Course Length: 3 class days

TTL 005

ISO 9000—2000

Introduction to the application, interpretation, and evaluation of the ISO 9000 series standards for quality management systems as used in defense acquisitions.

Course Length: 2 class days

TTL 006

Logistics Test and Evaluation

Provides an overview of DoD Directive 5000.1 and DoD Instruction 5000.2, as well as acquisition processes involved with systems engineering, test and evaluation, acquisition logistics (including reliability, maintainability, and availability), and contractor operations and test reporting.

Course Length: 2 class days

Acquisition and Management

TTM 001

Program Attorney's Acquisition Overview Course

Provides program attorneys an overview of program management office functions, challenges, and processes involved in fielding needed capabilities within budget and schedule constraints.

Course Length: 5 class days

TTM 002

Risk Management Workshop

Provides an overview of risk management and explores a step-by-step process to identify, evaluate, and develop risk-handling strategies, allowing the student to effectively perform and communicate risk planning.

Course Length: 1 class day

TTM 003

New Program Startup Workshop

Emphasizes better government and industry teaming after contract award, and is tailored to match the specific needs of the each program.

Course Length: 3.5 class days

TTM 004

Program Management through the Looking Glass

Using the Looking Glass interactive behavioral management simulation, program managers and their team explore personal leadership and management styles and receive feedback on improving the team's performance.

Course Length: 3 class days

TTM 005

Integrated Baseline Review Workshop

Reviews the Integrated Baseline Review (IBR) process—which was developed to assess the reasonableness, adequacy, and accuracy of this baseline plan—and provides tailored feedback on how best to conduct an IBR for a student's particular project.

Course Length: 2 class days

TTM 006

System Acquisition Overview (SAO)

An introduction to the terms, relationships, decisions, and actions taken by a program management office during the life cycle of a major weapon system.

Course Length: 3 class days