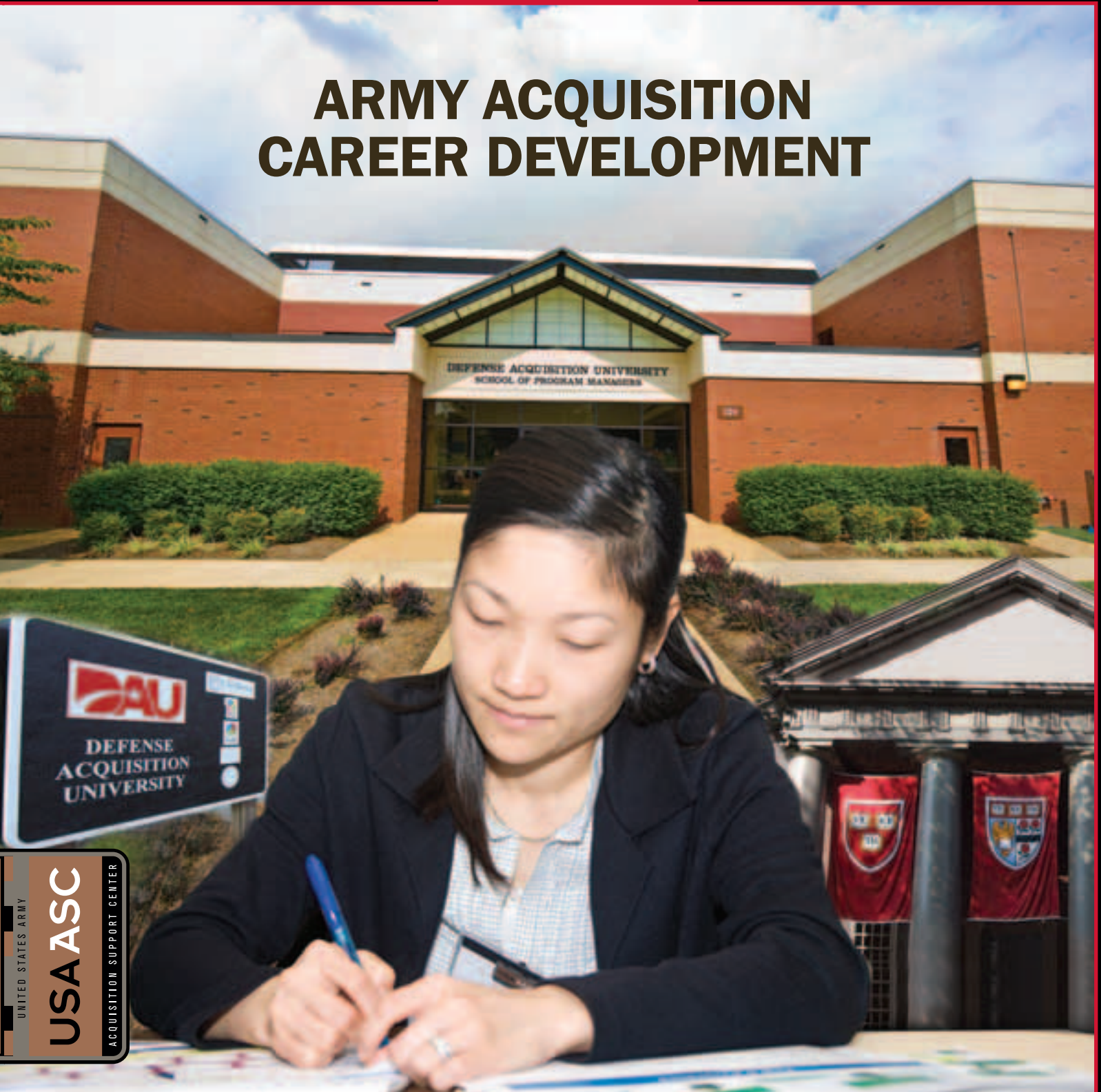


ARMY AL&T

October–December 2009



ARMY ACQUISITION CAREER DEVELOPMENT



UNITED STATES ARMY
USA ASC
ACQUISITION SUPPORT CENTER

From the Army Acquisition Executive

Acquisition Career Development



In the *Best Places to Work in the Federal Government* rankings for 2009, the U.S. Army Acquisition Support Center (USAASC), home of the Acquisition, Logistics, and Technology (AL&T) Workforce, ranked 32 out of 216 organizations for overall employee satisfaction. This finding is a great source of pride for our senior leaders and the entire U.S. Army because employee satisfaction drives agency performance—and we are a high-performing organization. With less than 41,000 members, our workforce successfully manages roughly one-quarter of the Army's budget, including a diverse portfolio of more than 650 programs.

With a heavy workload that continues to increase in both magnitude and complexity, it is imperative that our workforce has a great place to work. My special thanks to the U.S. Office of Personnel Management for conducting this biennial survey, as well as the Partnership for Public Service and the American University's Institute for the Study of Public Policy Implementation, for compiling and publishing the results. Further, I wish to extend my congratulations to LTG N. Ross Thompson III, our Director, Acquisition Career Management (DACM), and Mr. Craig A. Spisak, the USAASC Director and Deputy DACM, for their effective leadership and guidance of the Army's acquisition workforce.

Our people are our most important asset, and their mission is clear—to equip and sustain the world's most capable, powerful, and respected Army. Our dedicated workforce puts in long hours to make sure that our Soldiers have what they need, when they need it. We must do all we can to improve attracting and retaining people for this critical work.

That is why one of our strategic goals is to grow and enhance the capability of the acquisition workforce. It is well understood that in order for our acquisition system to function effectively, it must be supported by an appropriately sized cadre of acquisition professionals with the right skills and training to successfully perform their jobs. Our plans include increasing acquisition positions by more than 5,000 people in the next few years. In addition, we are working closely with members of Congress and DOD on initiatives to enrich the stature and career development of military and civilian acquisition professionals.

To better prepare our people to deal with acquisition in the 21st century, we are improving professional development, certification, education, and acquisition experience opportunities at all workforce levels. This issue of *Army AL&T Magazine* showcases the many ways our AL&T

Workforce can work to obtain career-broadening opportunities through education, training, and experience.

Our primary developmental resource is the Defense Acquisition University (DAU). The Army supports DAU

in the development of course curriculums to explore and develop training programs to ensure that our AL&T Workforce has the best information and tools available anywhere. DAU offers several hundred resident and online courses and continuous learning modules, providing our acquisition professionals with readily accessible and accurate training on topics that have an immediate impact on their daily operations. In addition, DAU's Rapid Deployment Training initiative quickly pushes important acquisition information and related policy changes out to the workforce—around the world and around the clock—so that well-informed business and program decisions are made.

One of the greatest parts of my job is the ability to recognize and reward acquisition excellence throughout the community. Each year, at an awards dinner held in conjunction with the Association of the United States Army's Annual Meeting and Exposition, we honor Army acquisition workforce individuals and teams whose performance and contributions set them apart from their peers with awards that showcase the workforce members' outstanding achievements in support of the Soldier and the Army's Business Transformation efforts. Award categories include: the Secretary of the Army Project and Product Manager and Acquisition Director of the Year Awards, the Assistant Secretary of the Army for AL&T Contracting Noncommissioned Officer Award for Contracting Excellence, the Army Life Cycle Logistician of the Year Award, and the Secretary of the Army Excellence in Contracting Awards. The Army also supports the DOD David Packard Excellence in Acquisition Award, which recognizes groups and teams who have made significant contributions or demonstrated exemplary innovations and best practices in the defense acquisition process. The November *Army AL&T Online* (visit <http://asc.army.mil> and click on the *Army AL&T Online* tab located on the bottom of the flash banner in the center of the page) will showcase the winners of these prestigious awards.

It is my sincere hope that, as you read this issue, you will gain additional insight and appreciation for the outstanding work done by the Army AL&T Workforce. As a community, it is second to none in its tenacity, commitment, and superb support for our Soldiers.

Dean G. Popp
Army Acquisition Executive



**ARMY
AL&T**
October–December 2009

ACQUISITION, LOGISTICS &
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Army AL&T Magazine (ISSN 0892-8657) is published quarterly by the ASAALT. Articles reflect views of the authors and not necessarily official opinion of the Department of the Army. Articles may be reprinted if credit is given to *Army AL&T Magazine* and the author.

Private subscriptions and rates are available from:
SUPERINTENDENT OF DOCUMENTS
U.S. GOVERNMENT PRINTING OFFICE
WASHINGTON, DC 20402
(202) 512-1800

Periodicals official postage paid at Fort Belvoir, VA, and additional post offices.

POSTMASTER: Send address changes to:
DEPARTMENT OF THE ARMY
ARMY AL&T
9900 BELVOIR RD SUITE 101
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This medium is approved for official dissemination of material designed to keep individuals within the Army knowledgeable of current and emerging developments within their areas of expertise for the purpose of enhancing their professional development.

By order of the
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United States Army
Chief of Staff

Official:

JOYCE E. MORROW
Administrative Assistant to the
Secretary of the Army
0925901

ARMY ACQUISITION CAREER DEVELOPMENT

The U.S. Army Acquisition Support Center (USAASC) is a Direct Reporting Unit to the Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASAALT)/Army Acquisition Executive. A primary ASAALT responsibility is to educate and train Army AL&T Workforce members who work daily to ensure quality products for the Soldier. We must ensure the readiness and sustainment of a professional civilian and military (Active, Reserve, and National Guard) workforce by promoting leadership and professional development. USAASC addresses the ASAALT strategic initiative to grow and enhance the capability of the workforce by sponsoring Acquisition Education, Training, and Experience (AETE) opportunities and Defense Acquisition University (DAU) training. Additionally, USAASC ensures that our future leaders acquire a broad knowledge base, balancing quality education, leadership training, and career-broadening opportunities designed to enhance the leaders' technical proficiency.

This issue of *Army AL&T Magazine* focuses on acquisition workforce career development. As such, the below theme articles describe some of the training, programs, and educational opportunities that USAASC provides to our workforce.

- *Army Civilian Acquisition Career Development Model*—This article explains the model, which is key to the progression and education of the AL&T Workforce.
- *The Six Most Important Steps to Managing Your AL&T Career Progression*—This segment explains what AL&T Workforce members need to know regarding certification mandates for their assigned positions and how to locate the resources and automated tools available to assist them in accomplishing *Defense Acquisition Workforce Improvement Act* certification.
- *Military Acquisition Careers*—The U.S. Army Human Resources Command provides a brief outline regarding officer accessions into the AL&T Workforce and points of contact for noncommissioned officers (NCOs) interested in service in the U.S. Army Acquisition Corps.
- *Career Development of the Army Reserve Component*—The U.S. Army Reserve and Army National Guard are crucial components in completing the Army's mission. This article outlines how these components must remain trained, educated, and prepared.
- *The Army Acquisition Workforce*—The USAASC Acquisition Career Development Division (ACDD) Chief provides an overview of the Army acquisition workforce and how ACDD provides acquisition proponency to the military and civilian AL&T Workforce.
- *AETE Team Supports AL&T Workforce*—AETE training is crucial to the Army's transformation, as well as to sustaining and improving critical weapon systems for our Soldiers. This article explains how the ACDD AETE Team is dedicated to managing the AL&T Workforce's education and training.
- *Policy and Proponency (P&P) Team Helps Build a Competent, Agile Workforce*—This article describes how the ACDD P&P Team ensures that existing and emerging Army policies are reviewed to assess impact to the Army's civilian and military AL&T Workforce.
- *Functional Integrated Process Teams (FIPTs) and Career Program Support*—This article discusses FIPTs and describes how proponency officers provide a comprehensive career management framework for contracting and acquisition professionals.
- *Military Proponency—Functional Area 51*—This article highlights Military Proponency Officer and Chief NCO Proponent Sergeant Major responsibilities for advising and assisting the Director, Acquisition Career Management (DACM)/Deputy DACM (DDACM) in establishing personnel management policies that attract, develop, educate, and retain acquisition officers and NCOs.
- *DAU Course Registration for Army Acquisition Students*—The USAASC ACDD has a team responsible for assisting in DAU Army student registration. This article provides information on the student registration process and priority scheme.
- *Section 852—Student Loan Repayment Program*—This article explains how the fund enables DOD to recruit and hire, develop and train, and recognize and retain its acquisition workforce.
- *Regional Customer Support Offices (RCSOs)*—USAASC's RCSOs are separated into two regions: Eastern and Western. This piece explains how the RCSOs support ASAALT's career management customer support mission to grow and enhance the capability of the acquisition workforce.

We hope that you find a plethora of pertinent information in this issue. As USAASC Director and DDACM, I stand ready to assist workforce members in any way I can. Please make note of the links and points of contacts in the following articles and don't hesitate to contact us with your acquisition career management questions.

Craig A. Spisak
USAASC Director/DDACM



Army Acquisition Career Development Model

Gloria R. King

The U.S. Army Acquisition Support Center's (USAASC's) goal is to have an educated and appropriately trained Acquisition, Logistics, and Technology (AL&T) Workforce that supports the Army's transformation, and sustains and improves current weapons systems critical to the support of our Soldiers. To ensure this goal is met, USAASC provides the best education and career development opportunities possible to create a qualified AL&T Workforce that is properly trained, educated, and poised to meet the future needs of our joint forces.

Joan L. Sable, USAASC Acquisition Career Development Division Chief, meets with personnel to discuss AL&T Workforce education and career development opportunities. (U.S. Army photo by McArthur Newell II, BRTRC.)

The success of the Army begins with educating its current and future leaders. Army civilians will become 21st century leaders who personify the warrior ethos in all aspects, from war-fighting support, to statesmanship, to business management. The basic acquisition career path can be best described as three progressive developmental levels that facilitate increased career advancement over time. These levels—Functional Expertise, Broadening Experience, and Strategic Leadership—are displayed in the Army Acquisition Career Development Model on Page 6.

The three career levels depicted in the model are key to the progression and education of the AL&T Workforce. The focus is to build the entire organization through a holistic approach, ensuring that our workforce members are trained and certified while providing a solid foundation of complementary experience. Leadership and functional competencies are important fundamentals in ensuring that we are fulfilling the Army's business strategies. This applies across the spectrum of the AL&T Workforce, from senior acquisition leaders to the most junior interns.

To advance from one level to the next, individuals are required to meet defined requirements or "standards" and to create and maintain an Individual Development Plan that will build the necessary leadership and management competencies in preparation for the next level.

Functional Expertise

At the first level, civilians should focus on developing technical competencies in their primary acquisition career field (ACF) by achieving the education, training, and experience required for Level I certification. This can be accomplished by completing acquisition training, such as that offered by the Defense Acquisition University (DAU) or alternate training sources, including the Army Acquisition Basic

Course (AABC). The AABC, revised for FY10, prepares officers, noncommissioned officers, civilians, and international students for entry-level acquisition workforce positions by providing *Defense Acquisition Workforce Improvement Act (DAWIA)* Level I training in program management and contracting. Additional information can be obtained at <http://www.almc.army.mil/hsv/aabc.htm> for AABC training and <http://www.dau.mil> for DAU training.

Each acquisition position within DOD is assigned an acquisition position category and is aligned with both an ACF and a certification level that must be achieved. There are minimum education, training, and experience standards that must be attained to meet the certification requirements for the position. The competencies gained from fulfilling these requirements are fundamental to successful performance in the ACF at the stated level. Similar to the ACF certification standards, DOD has identified Core Plus Standards for each ACF at each level—Level I (Entry), Level II (Intermediate), and Level III (Advanced). These standards can be reviewed at http://www.dau.mil/workforce/index_sub1_coreplus.asp.

The DAU Core Plus construct was designed to advance the DOD AL&T competency management model by providing a "road map" for the development of acquisition workforce members beyond the minimum certification standards required for their position. Core Plus helps identify the right learning for the right people at the right time during their professional development. Core Plus connects workforce members with their ACF, level, and particular job assignment needs.

Broadening Experience

At the second level, workforce members are encouraged to complete training that builds cross-functional/leadership competencies through

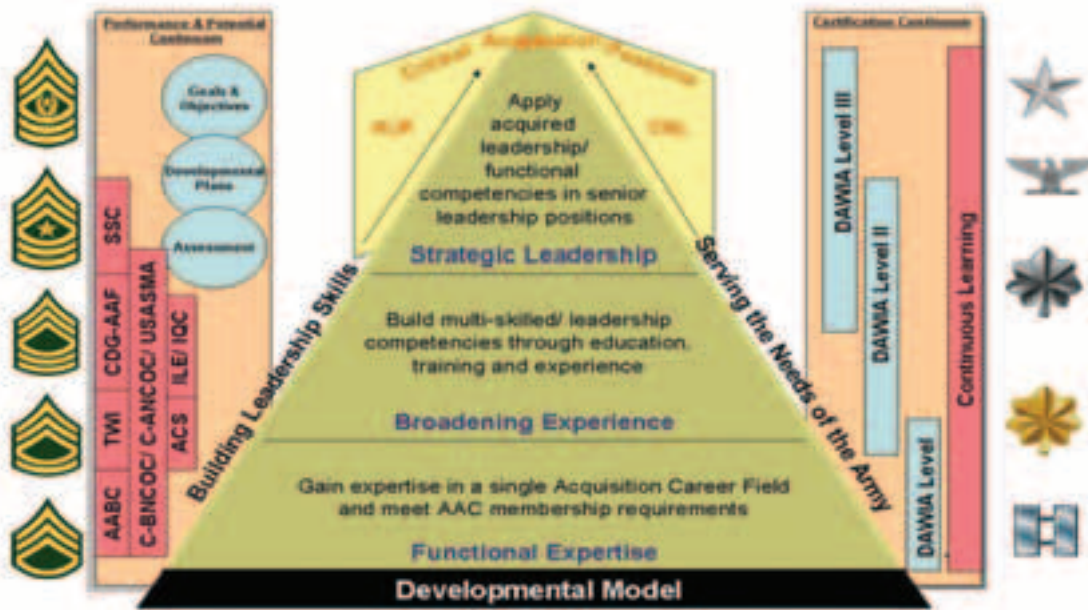
education, training, and experience. The Competitive Development Group/Army Acquisition Fellowship (CDG/AAF) Program is a 3-year leadership developmental program that offers expanded training, leadership, experiential, and other career development opportunities. The program is designed to develop our future Army acquisition leaders. Additional information on the CDG/AAF Program can be found at <http://asc.army.mil/career/programs/cdgaaf>.

Strategic Leadership

At the third level, workforce members are encouraged to apply for and attend a Senior Service College (SSC). The DAU SSC Fellowship (SSCF) Program, Industrial College of Armed Forces (ICAF), Army War College (AWC), and National War College (NWC) are recommended SSCs that workforce members are encouraged to attend. Completion of at least one SSC provides a senior-level master's degree and, in some cases, training for Level III *DAWIA* certification. These senior-level opportunities prepare workforce members for positions of greater responsibility within DOD. A brief description of the SSCs follows.

- DAU's SSCF Program develops acquisition leaders for critical senior leadership roles, such as product and project managers, program executive officers, and other key acquisition positions.
- ICAF prepares selected military officers and civilians for senior leadership and staff positions by conducting postgraduate, executive-level courses of study and associated research dealing with the resource component of national power.
- AWC prepares military and civilians for leadership responsibilities in a strategic security environment during peacetime and wartime, while the NWC provides military and civilians a broad understanding of national security policy and strategy.

Developmental Model



The success of the Army begins with educating its current and future leaders. Army civilians will become 21st century leaders who personify the warrior ethos in all aspects, from warfighting support, to statesmanship, to business management.

In addition, Senior Executive Service (SES)-level employees are encouraged to complete leadership training. For example, the Team Learning Event is a “by invitation” senior executive leadership, acquisition, and sustainment course developed for current U.S. Army Acquisition Corps (AAC) General Officers (GOs) and SES employees. This course is designed to accommodate the review, analysis, and discussions of major issues impacting the AL&T Workforce. SES members and GOs are invited to this event by the Assistant Secretary of the Army for AL&T (ASAALT), USAASC, or the U.S. Army Materiel Command. The 2009 Acquisition

Education, Training, and Experience Catalog (http://asc.army.mil/docs/pubs/aete/AETE_2009_Appendix_C.pdf) identifies other non-mandatory learning and training opportunities in leadership, acquisition, sustainment, and operational exposure. Many of these opportunities are sponsored by the federal government (e.g., Office of Personnel Management, DOD, and defense organizations and commands), colleges and universities, and private industry (e.g., commercial-off-the-shelf). AL&T SES members are also encouraged to participate in these learning/training opportunities to fulfill their mandatory AL&T requirement for 80 continuous learning points every

2 years. At this level, SES members and GOs are able to apply their acquired leadership and functional competencies while serving in key leadership positions.

An overarching goal of the ASAALT in his role as the Army Acquisition Executive is to grow and enhance the capability of the acquisition workforce to create a more professional AAC to ensure quality products and services for the Soldier—our ultimate customer. The career levels shown in the Army Acquisition Career Development Model provide the framework to enable our entire workforce to achieve this goal.

GLORIA R. KING is a USAASC Acquisition Career Management Specialist. She holds a B.S. in management from the University of Maryland and an M.S. in management and leadership from Webster University. King is Level II certified in program management.

The Six Most Important Steps to Managing Your AL&T Career Progression

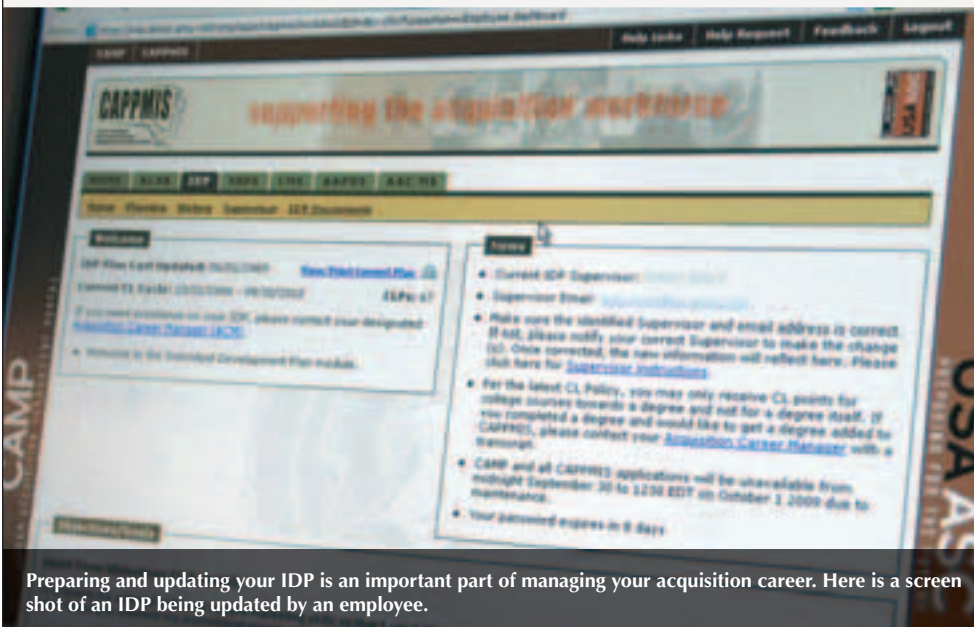
Alexis C. Holden

As a civilian Acquisition, Logistics, and Technology (AL&T) Workforce member, it's essential to know your position's certification mandates and how to find the resources and automated tools to help you achieve certification.

Whether you are a new or seasoned AL&T Workforce member, knowing how to meet your certification requirements is crucial to a successful acquisition career. Verify with your supervisor that your job is a designated AL&T Workforce position and, if so, find its Acquisition Position Category and Acquisition Position Level. Once you know the answer to these questions, you can follow the six steps to managing your acquisition career:

- **Step 1:** Review certification requirements.
- **Step 2:** Prepare/update your Individual Development Plan (IDP).
- **Step 3:** Submit your IDP for approval.
- **Step 4:** Apply for Defense Acquisition University training.
- **Step 5:** Prepare an Acquisition Career Record Brief.
- **Step 6:** Apply for position certification.


A 6-Step Guide to Acquisition Career Management can be found on the U.S. Army Acquisition Support Center's (USAASC's) Web site at <http://asc.army.mil/organization/western/outreach.cfm>. For more information on acquisition career management, contact your command/organization-assigned Acquisition Career Manager (ACM). For a complete ACM listing, visit <http://asc.army.mil/contacts/acms.cfm>.



Preparing and updating your IDP is an important part of managing your acquisition career. Here is a screenshot of an IDP being updated by an employee.

ALEXIS C. HOLDEN is an ACM in USAASC's Western Region Customer Support Office. She holds a B.S. in office administration from Alabama A&M University. Holden is a U.S. Army Acquisition Corps member and is certified Level II in program management and Level I in life-cycle logistics.





Once accessed into the AAC, officers can expect to attend a wide range of training opportunities to get them started in their career with the Corps. Here, LTC Norman A. Hilton, an AAC member, conducts a briefing. (U.S. Army photo.)

Military Acquisition Careers

Catheryn Johnston

This is an exciting time to be part of the Army Acquisition Corps (AAC). We are experiencing growth in the contracting arena while simultaneously developing, fielding, and sustaining every system a Soldier wears, rides, flies, or employs. Your skills and experiences can add greatly to the collective ability the AAC needs to ensure that future Soldiers have all the capabilities required to succeed wherever and whenever called upon.

Generally speaking, to be eligible for accession into the AAC in 2010 you must be a captain, hold a baccalaureate degree, be a graduate of the Captains Career Course, and have completed the “key and developmental” positions required by your basic branch. Captains in all branches, with the exception of Chaplain, Judge Advocate General, Medical Service Corps, Medical/Dental Corps, and all other special branches, are eligible for consideration.

Once accessed into the AAC, officers can expect to attend a wide range of training opportunities to get them started in their career with the Corps. AAC career paths mirror those of other branches in the Army, including Training with Industry, Advanced Civil Schooling, Senior Service College, and command at both the lieutenant

colonel and colonel levels. Additionally, the AAC offers various training specific to the duties and functions performed by career acquisition professionals.

The U.S. Army Human Resources Command (HRC) Acquisition Management Branch (AMB) is the organization responsible for managing the accession process. The opportunity for accession is announced annually through a number of media outlets, including Military Personnel (MILPER) messages and e-mail to eligible officers. Specific eligibility criteria will be outlined in the MILPER message. This process is separate from the usual Career Field Designation procedure and consideration is not automatic.

The AAC is always interested in the Army’s brightest business minds seeking

the opportunity to ensure that our warriors are armed and equipped with the best technology to increase their mission success. It is a great opportunity to make a difference.

Noncommissioned officers (NCOs) interested in AAC service may visit the U.S. Army Acquisition Support Center’s NCO Web page at <http://asc.army.mil/career/programs/nco/default.cfm> for additional information and points of contact.

For more detailed information regarding either officer or NCO Army acquisition careers, see the article on Page 25 of this issue.

CATHERYN JOHNSTON is a Human Resources Specialist (Military) at HRC AMB.

Career Development of the Army Reserve Component

Thomas H.E. Drinkwater and LTC George Holguin

The U.S. Army Reserve (USAR) and Army National Guard (ARNG) are crucial components in completing the Army's mission, and, like the Active Component, must remain trained, educated, and prepared. This article details acquisition career development of the Army Reserve Component.

LTG Jack Stultz, USAR Chief, visits with Multi-National Division-Baghdad Soldiers and other USAR Soldiers at al-Faw Palace, Iraq, July 26, 2009. Stultz said a recent poll on the most admired profession in the United States indicated that the most admired by far was the military. (U.S. Army photo.)

USAR

The USAR maintains an Acquisition Personnel Management Division (APMD) at the U.S. Army Human Resources Command, St. Louis, MO; and a USAR Chief, Acquisition Management Office (CAMO) at the U.S. Army Acquisition Support Center (USAA-SC), Fort Belvoir, VA. The APMD's responsibility is to validate or revalidate and access qualified or potential USAR Acquisition Workforce/Corps (UAW/C) Soldiers based on position requirements and the overall needs of the service. To be considered, Soldiers are requested to complete a "data call" packet, even if they have previously been provided AW/C membership. This process allows information to be loaded into the Army Reserve Acquisition Corps Management Information System database and the Soldier's status updated.

If accessed, the APMD Career Manager will determine training required to continue development as a UAW/C professional. Active Guard and Reserve officers will be identified for rotation into various acquisition positions within the USAR, and since UAW/C Soldiers can dual track, those accessed will be eligible for basic branch or other functional area assignments. USAR Medical Service Corps officers selected will be single tracked within

the functional area, 70K (Medical Logistics), and awarded a U.S. Army Acquisition Corps (AAC) Additional Skill Identifier.

CAMO's responsibility is to assist the Director, Acquisition Career Management, by acting as the USAR's Army Acquisition, Logistics, and Technology (AL&T) Workforce proponent and single point of contact on all matters pertaining to implementing the *Defense Acquisition Workforce Improvement Act (DAWIA)* for USAR Soldiers. In this capacity, CAMO is on point to ensure AAC transformation initiatives are supportable, advise USAR Soldiers on career progression and promotion opportunities, maintain/review documentation and revision of new and current unit positions, monitor accessions, approve reclassifications of positions, and represent USAR interests on Central Selection List Boards.

The *DAWIA Title XII of Public Law 101-510* and *10 U.S. Code 1732* set the statutory standards for AAC membership and career management. The AAC's mission is to create a corps of dedicated military and civilian acquisition leaders that capitalizes on the operational experience of military officers and the technical skills of civilians. Since most Reserve Component AAC officers acquire qualifying acquisition

experience in their civilian careers, they bring a mix of both attributes to their acquisition assignment.

ARNG Contingency Contracting Teams (CCTs)

As part of the 2004–2006 AL&T transformation, ARNG CCTs were established. Originally, the number of CCTs was associated with the number of ARNG divisions and brigades; however, in reviewing that number, then-ARNG Director LTG Roger Schultz ordered that there be a minimum of one team per state, territory, and the District of Columbia to ensure support for state as well as federal missions. The result was 64 ARNG CCTs, with the mission of supporting both state and federal contingency contracting missions. In addition, ARNG was authorized two Contingency Contracting Battalions (CCBNs) in Alabama and Texas.

The 54 states and territories began filling the CCT positions in 2007. To date, ARNG has filled more than 215 of the 272 CCT positions. Soldiers are engaged in becoming qualified in their new Military Occupational Specialty (51C), becoming certified under *DAWIA* requirements, and obtaining quality on-the-job-training by working in the Purchasing and Contracting Offices of the 54 U.S. Property and Fiscal Offices (USPFOs) that are responsible for contracting with federal funds in each state.

DAWIA certification requirements are extensive. In addition to the courses required for certification from the Defense Acquisition University (DAU), ARNG requires its contingency contracting officers (CCOs) and noncommissioned officers (NCOs) to complete courses in construction contracting and use of the automated contracting system, the Standard Procurement System.

As an alternative to completing DAU training courses, limited seats for ARNG Soldiers are available at the



Pictured are CCOs from the Alabama ARNG's 279th Army Field Support Brigade and 1169th CCBns on location in Kandahar, Afghanistan. From left to right are MAJ David Bunt, MAJ Ken Arnold, BG William Phillips, MAJ Rosemary LaQua, and MAJ Allen Cheek. (U.S. Army photo.)



SSG Elizabeth Carroll, an OIF veteran with the 203rd Military Intelligence Bn, studies before being called before the selection board during the USAR Command NCO and Soldier of the Year "Best Warrior" Competition. (U.S. Army photo.)

8-week Army Acquisition Basic Course taught by the Army Logistics Management College (ALMC) in Huntsville, AL; the Army Intermediate Contracting Course taught by ALMC in Huntsville; and the Mission Ready Airman Course taught by the U.S. Air Force at Lackland Air Force Base, TX. Since most ARNG Soldiers have jobs in their civilian communities, the training method of choice is the completion of DAU courses, most of which are online.

In the Army Force Generation (ARFORGEN) Model, ARNG has committed to supplying nine teams per year to support the Active Component around the world. At the present time, a CCT from Minnesota, as well as an officer from the 56th Stryker Brigade Combat Team, are assigned to Joint Contracting Command-Iraq/Afghanistan (JCC-I/A), supporting *Operation Iraqi Freedom (OIF)*. A team from California is supporting peacekeeping operations in Kosovo with a team from Utah scheduled to replace them this fall. Team members work alongside Active Component Soldiers and civilians, performing all contracting functions associated with the environment where they are located. In FY10 and the out-years, additional teams are planning to mobilize to meet ARFORGEN commitments.

ARNG CCT members bring a wealth of knowledge to the contracting arena. One team member has more than 29 years of contracting experience and others have 10–20 years of contracting experience gained from their civilian jobs. New CCT members benefit by having these mentors and by enthusiastically embracing their new positions. Several ARNG CCT members have applied and been hired for full-time contracting positions, either in ARNG purchasing and contracting offices or in other Army, DOD, or federal agency contracting offices. One ARNG warrant officer (WO), working in JCC-I/A with more than 35 years of experience as a contracting officer, found that the command did not want to see him return home because of the experience that he brought to the warfight. ARNG has other WOs with similar experience who are looking forward to a WO specialty in contracting.

ARNG CCTs are engaged and working hard to lead the way in supporting the Army's contingency contracting efforts. As time continues, and with projected growth of the CCTs, contracting support to the warfight will continue to be first-rate.

Active Duty Special Work (ADSW)

The ADSW measure is designed to activate nine ARNG teams with 4–5 Soldiers (beginning in FY09) and three USAR teams with 4–5 Soldiers (beginning in FY10) and provides the Soldiers an opportunity to gain the needed experience, thus reducing risk to the contracting process. ADSW provides opportunities for the AL&T Workforce to ensure solid leadership skills and career-broadening experiences that will prepare our workforce to develop, design, deploy, acquire, field, and maintain systems that will impact the decisive success of our Soldiers in tactical, strategic, and operational environments. Teams will be activated through

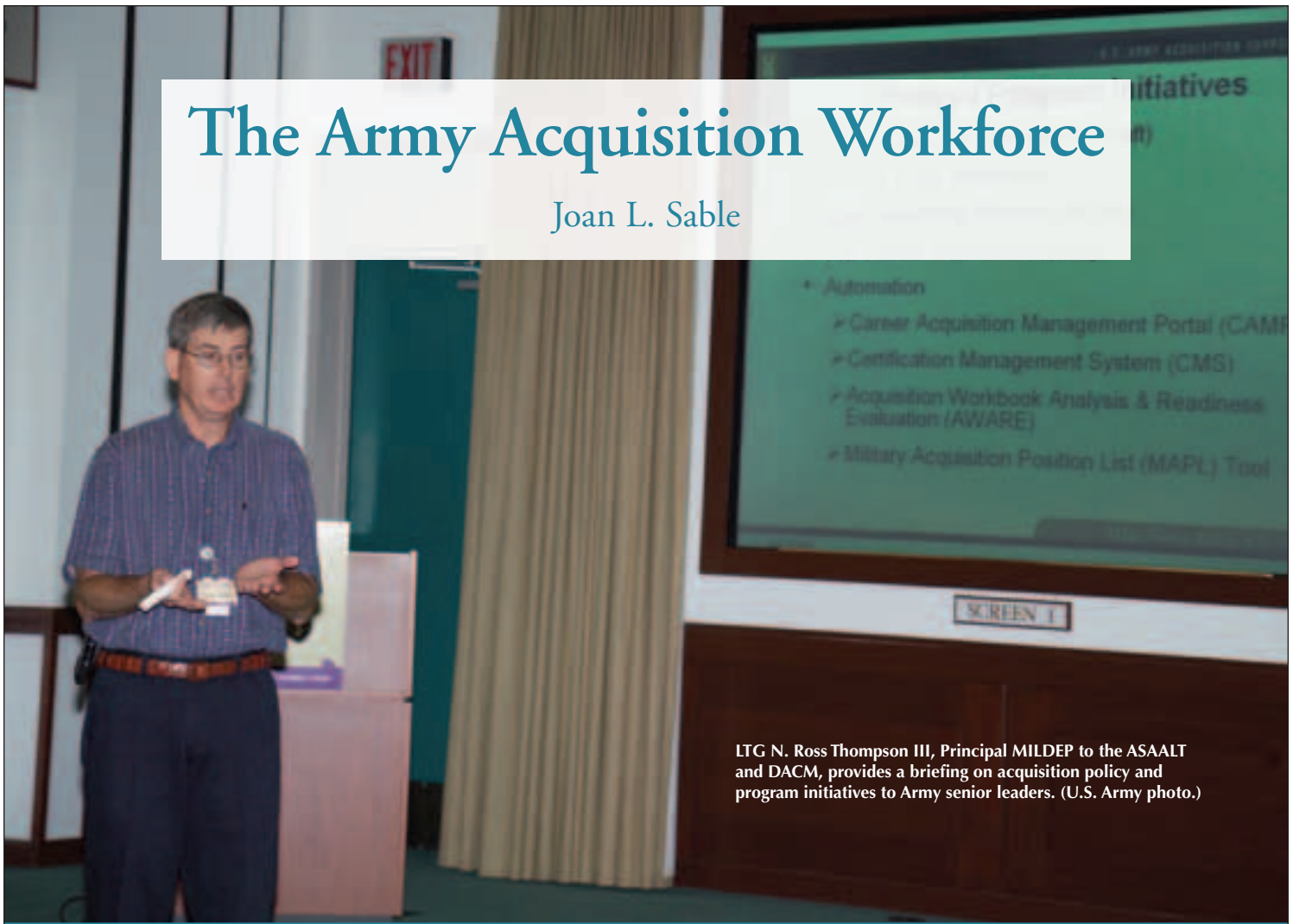
ADSW and gain 1 year of contracting experience prior to deploying. The teams work in a Director of Contracting/Acquisition Center/USPFO for 1 year before mobilizing to current operations. The intent is to cover man-days (i.e., basic allowance for subsistence, basic allowance housing, health care benefits, and retirement) centrally through USAASC. ADSW will not cover travel and/or per diem expenses. This program is for ARNG and USAR Soldiers only. For additional information about ADSW, call (703) 805-2879/DSN 665-2879.

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The Army Acquisition Workforce

Joan L. Sable



LTG N. Ross Thompson III, Principal MILDEP to the ASAALT and DACM, provides a briefing on acquisition policy and program initiatives to Army senior leaders. (U.S. Army photo.)

As a Direct Reporting Unit to the Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASAALT), the U.S. Army Acquisition Support Center (USAASC) supports the Army's acquisition mission through superior personnel development systems and management support capabilities, enabling the most effective equipping of the Nation's forces while maintaining an internal culture of constant organizational improvement. A major responsibility of ASAALT is to educate and develop the members of our AL&T Workforce who work daily to ensure quality products for the Soldier. To this end, we must uphold a professional civilian and military

(Active, Reserve, and National Guard) workforce by promoting leadership and professional development within it. ASAALT is strategically organized to meet this responsibility, and of the seven key ASAALT strategic initiatives, USAASC is poised to address initiative number five: to grow and enhance the capability of the AL&T Workforce. USAASC accomplishes this through its Acquisition Career Development Division (ACDD) by sponsoring and promoting Acquisition Education, Training, and Experience (AETE) opportunities; promoting training; and providing a registration process for Army acquisition students to attend courses through the Defense Acquisition University.

Strategically, USAASC is dedicated to “supporting the fight, improving the force, and building the future.” That is our ultimate goal. As proponents for acquisition capabilities, we support and enable acquisition leaders, the workforce, and organizations to accomplish their mission for the warfighter while meeting statutory and regulatory requirements. USAASC’s career development mission is a major focus of the Principal Military Deputy (MILDEP) to the ASAALT, who also serves as the Director, Acquisition Career Management (DACM). USAASC’s Director also has a dual mission as the Deputy DACM (DDACM). In this role, the DACM/DDACM ensure compliance with the requirements

and intent of the *Defense Acquisition Workforce Improvement Act (DAWIA)*. *DAWIA* was enacted in 1990 to professionalize the acquisition workforce through AETE and continuous learning opportunities. *DAWIA* also:

- Identifies appropriate career paths in terms of AETE and assignments necessary for career progression.
- Provides effective management of persons serving in acquisition positions.
- Provides opportunities to acquire the AETE necessary to qualify for senior acquisition positions.
- Provides selection of the best qualified individuals for a position.

State of the AL&T Workforce

As discussed earlier, and in support of *DAWIA*, USAASC is responsible for capturing details regarding the AL&T Workforce. The captured information is highlighted and produced via a briefing package each quarter. This information provides the DACM/DDACM with specific details regarding the workforce numbers in each of the 13 Acquisition Career Fields (ACFs) that the Army supports, as well as a pulse of the workforce certification results.

As of third quarter FY09, the total amount of military and civilian personnel in the Army AL&T Workforce is 40,916. Of the 40,916 workforce members, 39,285 are civilians and 1,631 are military (201 noncommissioned officers and 1,430 officers). Figure 1 outlines the overall AL&T Workforce by acquisition position categories.

Figure 1

Acquisition Position Category	Total	Percentage
Business, Cost Estimating, and Financial Management (BCEFM)	3,176	7.8
Contracting (CON)	8,042	19.7
Education, Training, and Career Development (Civilian)	35	0.1
Facilities Engineering	945	2.3
Industrial/Contract Property Management	90	0.2
Information Technology (IT)	1,829	4.5
Life Cycle Logistics (LOG)	7,739	18.9
Production, Quality, and Manufacturing (PQM)	1,928	4.7
Program Management (PM)	3,578	8.7
Program Management Oversight	35	0.1
Purchasing	332	0.8
Systems Planning, Research, Development, and Engineering (SPRDE)—Program Systems Engineer	29	0.1
SPRDE—Science and Technology Manager	202	0.5
SPRDE—Systems Engineering	10,639	26.0
Test and Evaluation (TE)	2,173	5.3
All Others (Unknown)	144	0.4
Total	40,916	

The Department of the Army AL&T Workforce is distributed among several organizations. Figure 2 depicts the dispersal of people in each acquisition position and the organizations in which they are assigned.

We are proud to say that 51.84 percent of Army AL&T Workforce personnel are certified for their current position, which is a 2.54 percent increase from 1 year ago. Level I certifications are at 28 percent, Level II are at 41 percent, and Level III are at 65 percent.

ACDD

The ACDD’s vision is to be recognized throughout the Army as an acquisition proponent for the military and civilian AL&T Workforce. The workforce can use ACDD as the first and last resource for acquisition workforce proponentcy for the 13 ACFs that the Army supports. On behalf of the DACM/DDACM and pursuant to *DAWIA*, ACDD develops, plans, staffs, seeks approval for, and performs limited execution of acquisition career development policy, programs, and processes.

Figure 2

Organization	Acquisition Position Category								
	BCEFM	CON	IT	LOG	PQM	PM	SPRDE	TE	Others
Army Materiel Command	1,661	4,323	1,219	6,986	1,779	770	8,826	226	363
USAASC	630	390	223	287	25	1,772	667	20	5
Corps of Engineers	524	2,083	27	168	8	328	763	64	880
Army Test and Evaluation Command	77	27	85	32	10	127	89	1,773	19
Space and Missile Defense Command	90	78	17	9	3	33	207	25	13
Medical Command	26	292	104	50	0	51	114	6	83
Other	168	849	154	207	103	532	204	59	183

the AL&T Workforce. ACDD addresses the full spectrum of acquisition career development to include: developing Army Acquisition Workforce Development Policies; Acquisition Workforce Proponency for each of the ACFs; 51A and 51C military proponency details; Career Programs; Human Capital Initiatives; and DACM/DDACM representation at DOD AL&T-led integrated product teams. In addition, ACDD is responsible for developing Army AL&T Workforce proponency policies relating to the eight

ACDD performs all assigned tasks in conjunction with various strategic partners within the Army and DOD. This mission is extremely broad in scope and provides the following key points:

- Serves as proponency for the military and civilian acquisition workforce.
- Facilitates Army acquisition career development policy per *DAWIA* and DOD instructions and directives.
- Plans, budgets, and, in some cases, executes acquisition training and development programs and initiatives.
- Performs all assigned tasks in conjunction with various strategic partners within the Army and DOD.
- Serves as ASAALT AL&T Workforce strategic partner.

ACDD comprises the following:

- **AETE.** The AETE team manages the education and training of the AL&T Workforce. The team is dedicated to providing a well-educated, well-trained workforce, and recognizes that planned training endeavors are crucial to critical support of our Soldiers. For more detailed information on AETE, see the article on Page 15.

- **Policy and Proponency (P&P).** The P&P team manages the myriad of AL&T career development programs and policies for the U.S. Army Acquisition Corps (AAC), in conjunction with the U.S. Army Human Resources Command. As acquisition proponency specialists, the team also provides one face to the AL&T Workforce regarding each of the 13 ACFs in support of the AAC. More detailed information regarding P&P is available in the article on Page 20.
- **Functional Integrated Process Teams (FIPTs) and Career Program Support.** ACDD proponency officers serve as the DACM functional area representatives for FIPTs. In addition, they manage the Army Contracting and Acquisition Career Program (CP-14) mission and provide a comprehensive career management framework for contracting and acquisition professionals as well as serve as the Military Proponency Cell for Functional Area 51. The article on Page 23 provides more detailed information regarding FIPTs and career program support.

ACDD's main purpose is to support ASAALT's strategic objective to grow and enhance the capability of


personnel life-cycle management functions, per applicable legislation, and DOD, joint, and Army regulations and policies.

The defense acquisition workforce has been at the forefront of many recent discussions and initiatives. In an April 6, 2009, press conference with Secretary of Defense Robert M. Gates on the proposed FY10 DOD budget, Gates addressed a goal of increasing the size of the workforce with an overall objective: to ensure DOD has the right acquisition capability and capacity to produce best value for the American taxpayer and for the Soldiers, Sailors, Airmen, and Marines who depend on the weapons, products, and services we buy. ASAALT and USAASC provide the impetus to ensure that the Army's AL&T Workforce is a professionally competent and capable entity in ultimate support of our Soldiers.

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Acquisition Education, Training, and Experience (AETE) Team Supports the AL&T Workforce

Chandra Evans-Mitchell, Veronica Gonzalez, and Gloria R. King



The U.S. Army Acquisition Support Center's (USAASC's) Acquisition Career Development Division (ACDD) AETE Team is dedicated to managing the education and training of the Acquisition, Logistics, and Technology (AL&T) Workforce. AETE is crucial to the Army's transformation, as well as to sustaining and improving critical weapon systems for our Soldiers. To guarantee that future leaders acquire a broad knowledge base, there must be a balance of quality education, leadership training, and career-broadening opportunities that will enhance technical and functional competency and leadership skills obtained through a specific career program. AETE ensures this is accomplished.

ACDD's AETE Team is dedicated to managing the education and training of the AL&T Workforce. Here, ACDD personnel meet to discuss acquisition career development opportunities. (U.S. Army photo by McArthur Newell II, BRTRC.)

AETE Team Functions

Each year, the AETE Team announces and conducts selection boards for many of its programs. AL&T Workforce members in entry-level to key leadership positions are encouraged to apply for AETE opportunities. They can also review the 2009 AETE catalog (<http://asc.army.mil/career/pubs/aete/default.cfm>), which provides the AETE opportunities that will assist them in establishing training and educational goals. The catalog serves as an important reference for career development information and outlines all AETE opportunities available for military and civilian personnel.

Most AETE opportunities are sponsored and funded by USAASC with selections made by nomination and selection board processes using the Army Acquisition Professional Development System (AAPDS), an automated application system that can be accessed via the Career Acquisition Management Portal (CAMP) and then, more specifically, through the Career Acquisition Personnel and Position Management Information System (CAPPMS) Web site at <https://rda.altess.army.mil/camp>. CAMP stores all of the USAASC applications in one convenient location.

As applicable, all AL&T Workforce members must submit their online

To guarantee that future leaders acquire a broad knowledge base, there must be a balance between quality education, leadership training, and career-broadening opportunities.

applications for AETE opportunities through AAPDS. Most AETE opportunities are advertised annually, based upon funding availability, with specific application instructions. Furthermore, applicants must adhere to the specific requirements of the announcement for consideration. Eligible AL&T Workforce members are notified of these opportunities by e-mail blasts, USAASC Web site postings, *Army AL&T Magazine*, newsletters, and regional career days. Individuals can check and apply for these opportunities using AAPDS.

Additionally, the AETE Team has expert individuals responsible for assisting Army acquisition employees with Defense Acquisition University (DAU) course registration using the Army Training Requirements and Resources System Internet Training Application System. Details regarding Army acquisition registration procedures are highlighted in the “Defense Acquisition University Course Registration for Army Acquisition Students” article on Page 30.

Degree-Assistance AETE Opportunities

The following opportunities are available to all levels of the AL&T Workforce.

- Acquisition Tuition Assistance Program (ATAP).** ATAP is a part-time tuition assistance program that helps civilian AL&T Workforce members wishing to complete an undergraduate or graduate degree, or fulfill the business hour requirement for a specific acquisition career field (ACF) certification, from an accredited college or university. Individuals may attend an institution of their choice, during non-duty hours, either online or within their local commuting area. The ATAP application is announced twice each fiscal year and will accept students as the budget allows. Additional policy and procedure information is available at <http://asc.army.mil/career/programs/atap/default.cfm>.
- School of Choice Program (SOC).** SOC is a full-time tuition assistance program designed to assist entry- to senior-level civilian AL&T Workforce members and those who are certified in their current acquisition position with completing a bachelor's or master's degree in an acquisition-related discipline during duty hours. The degree must be obtained within 18–24 months from an accredited college or university within the individual's local commuting area. For further information on this opportunity, view the annual announcement each January at <http://asc.army.mil>. USAASC sponsors up to 12 individuals each year depending on budget.

NPS Master's Degree Programs are just some of the graduate degree programs available to the AL&T Workforce. Hermann Hall, shown here, is located on the NPS campus in Monterey. (Photo courtesy of NPS.)



The following opportunities are available to mid- to senior-level AL&T Workforce members.

- **Naval Postgraduate School (NPS) Master's Degree Programs.** NPS, in Monterey, CA, offers graduate-level degree programs to qualified DOD uniformed officers, federal employees, and a limited number of defense contractors. USAASC board-selects and sponsors up to 30 AL&T Workforce members annually to participate in the M.S. in program management (MSPM) and M.S. in contracting management (MSCM) programs. These graduate degree programs provide an opportunity for AL&T Workforce members to complete a graduate degree by distributed learning. The graduate degrees are part-time and require students to complete eight quarters over 24 months. These programs prepare acquisition personnel for key leadership positions.

The degree programs are delivered exclusively over the Internet using Elluminate, an Internet Web-conferencing tool, in two 3-hour sessions per week. Each program requires students to take two courses per quarter for eight consecutive quarters over a 24-month period. Students who complete the program are awarded a master's degree and various equivalent DAU Continuing Education Units. The graduate degree programs are highlighted below.

- ▲ **MSPM** provides DOD acquisition professionals with a defense-focused degree. The curriculum offers acquisition professionals the knowledge, skills, and abilities to lead and manage effectively. Students study concepts, methodologies, and analytical techniques necessary for successful leadership of programs/projects within complex organizations. The curriculum focuses on
- ▲ **MSCM**, an NPS distance-learning program, provides DOD and other federal government agency civilians with an advanced education in the concepts, methodologies, and analytical techniques necessary for successful management of acquisition and contracting within complex organizations. The curriculum focuses on problem solving and decision making within the acquisition environment using



Each year, ACDD's AETE Team announces and conducts selection boards for many of its programs. Here, ACDD personnel discuss AL&T Workforce career development issues. (U.S. Army photo by McArthur Newell II, BRTRC.)

problem solving and decision making within the acquisition environment using case studies, teaming exercises, hands-on applications, active participation, research, and integrative exercises. Students receive an MSPM and *Defense Acquisition Workforce Improvement Act (DAWIA)* training requirements for program management (PMT 352), life-cycle logistics (LOG 304), software acquisition (SAM 201), systems engineering (SYS 201), contracting (CON 100, 101, 110, 111, and 112), production and quality management (PQM 101 and 201), and test and evaluation (TST 202). In addition, the program meets the requirements for 24 hours of business subjects and mandatory continuous learning points (CLPs).

case studies, teaming exercises, hands-on applications, active participation, and other similar activities. Lecture and laboratory tasks require the application of critical thinking to problem solving within actual situations. This program is not offered to individuals outside of the federal government and applicants must work with their Army Civilian Training, Education, and Development System manager. The curriculum is designed to provide federal civilian employees with the knowledge, skills, and abilities to manage and lead effectively in hardware systems buying offices, field contracting offices, contract administration offices, and contracting policy offices.

Applicants must meet the NPS prerequisites for the MSPM and MSCM programs. Those interested in applying to these programs must have a bachelor's degree, certification at Level II or higher in a career field, completed a college algebra or pre-calculus course, and have a grade point average of 2.20. Additional USAASC requirements include a grade of GS-11 or higher or broad/pay band equivalent and an acceptance letter from NPS. Applicants should refer to the current announcement for the specific program. The programs may be restricted to specific

grades or levels based on funding constraints and the needs of the Army.

If you are interested in these career opportunities, be sure to add them to your Individual Development Plan (IDP) and discuss your career goals with your supervisor. Once listed on your IDP and approved by your supervisor, look for the open dates of the announcements located in the CAMP and CAPPMS Web site (<https://rda.altess.army.mil/camp>). The applications are available online to provide you quick access for achieving your career development goals.

AETE Leadership Opportunities

USAASC also offers numerous short- and long-term AETE leadership opportunities. Individuals interested in applying for these opportunities should check details and apply for them using the AAPDS through the CAMP and CAPPMS Web site (<https://rda.altess.army.mil/camp>).

The following *short-term* leadership AETE opportunity is available to *mid-* to *senior-level* members of the AL&T Workforce.

- **Congressional Operations Seminar.** This training seminar opportunity is offered to mid- to senior-level civilian AL&T Workforce members who are certified in their current

position. It is an opportunity to attend a 5-day course on Capitol Hill with a comprehensive look at congressional processes and procedures, as well as the “culture” that is the U.S. Congress. Participants will have an extended opportunity to hear from members of Congress, congressional committees, personnel staff, political scientists, lobbyists, and news media representatives when in session. The announcement for this opportunity can be viewed on the USAASC Web site (<http://asc.army.mil>) in April of each year. At the conclusion of the seminar, students may request a certificate of completion.

The following *short-term* leadership AETE opportunity is available to *senior-level* members of the AL&T Workforce.

- **Executive Leadership Program (ELP).** The ELP is a “by invitation” senior-level 5-day team learning event held at the Airlie Center in Warrenton, VA, for U.S. Army Acquisition Corps (AAC) General Officers, Senior Executive Service (SES) members, promotable colonels, and high-performing grade GS-15 or broad/pay band equivalent civilians. These executives review, analyze, and discuss major issues impacting the AL&T Workforce, including Life Cycle Management Command structure, leadership challenges, and capital working funds. Event participants are invited by the Assistant Secretary of the Army for AL&T (ASAALT), Principal Military Deputy to the ASAALT, the U.S. Army Materiel Command (AMC), and USAASC. The event is centrally funded, excluding TDY costs, by USAASC and AMC and is held approximately three times during the year (February, June, and November). There are no more than 22 applicants accepted per offering.

The following *long-term* leadership AETE opportunities are available to *mid-* to *senior-level* AL&T Workforce members.

- **Excellence in Government (EIG) Acquisition Concentration Program.** Conducted by Partnership for Public Service, Washington, DC, EIG is a hands-on leadership development program specifically designed for federal and state government professionals. EIG provides fellows with a hands-on, results-based leadership development program and a transformational experience concentrating on leadership and management challenges specific to government. It meets the interagency training requirements for Office of Personnel Management (OPM)-approved candidate development programs and complements the core qualifications for SES members. Each EIG fellow devotes approximately 21 contact days during the program year. The program helps participants develop their leadership/management abilities while creating strategies and achieving results for their agencies. The EIG program transforms managers into leaders. AL&T Workforce members grades GS-13 and above or broad/pay band equivalent are eligible. USAASC sponsors up to 20 fellows each year.
- **Competitive Development Group/Army Acquisition Fellowship (CDG/AAF) Program.** The CDG/AAF program is a 3-year leadership developmental program that offers developmental assignments, expanded training, leadership, experiential, and other career enhancement opportunities for up to 24 competitively selected acquisition workforce members. To be eligible, an applicant must be a current Department of the Army AL&T Workforce member in grade GS-13 or broad/pay band equivalent and Level III certified in any ACF. Applications are submitted through AAPDS and selection is a 2-phase process. During Phase I,



The ELP is one of the AETE opportunities available to senior-level AL&T Workforce members. The “by invitation” 5-day team learning event is held at the Airlie Center, pictured here. (Photo courtesy of Airlie Center.)



LDS is a long-term AETE opportunity available to senior-level AL&T Workforce members. The program is conducted at the FEI in Charlottesville, shown here. (Photo courtesy of FEI.)

all eligible applicants are reviewed by a board, resulting in a Relative Standing List (RSL) of the best-qualified candidates. In Phase II, candidates on the RSL are required to appear before the board for an interview at a designated location.

The following *long-term* leadership AETE opportunities are available to *senior-level* AL&T Workforce members.

- **Senior Service College Fellowship Program (SSCFP).** SSCFP offers a unique opportunity for AAC members to gain advanced leadership training and experience specifically designed for senior leadership positions. SSCFP is for high-performing grades GS-14 and above or broad/pay band equivalent AAC members in the AL&T Workforce. SSCFP provides leadership and acquisition training and an excellent mentoring program. Graduates are awarded equivalency for the Program Manager's Course (PMT 401) and have the option to pursue a master's degree at a local university. SSCFP emphasizes leadership in acquisition with core elements in leadership, research, program management, and mentoring. The program prepares AL&T Workforce members for critical senior leadership positions such as project/product managers and program executive officers, among others. Graduates are placed in key

positions by their organizations at the time of application for the program. The 10-month program is conducted by DAU at Huntsville, AL; Warren, MI; and Aberdeen Proving Ground, MD, in July of each year. Up to eight applicants are accepted per location.

- **Leadership for a Democratic Society (LDS).** LDS is a program conducted at the Federal Executive Institute (FEI) in Charlottesville, VA, and is reserved for AAC members who are grades GS-15/colonels and above or broad/pay band equivalent. To be considered, individuals must first ensure that the course is annotated on their IDP. FEI uses the U.S. Constitution as the overarching theme in understanding the diverse talents, needs, and goals of your organization and the citizens you serve. FEI fosters executives who excel in a 21st-century world while remaining connected to the constitutional principles forged in the 18th century. The themes of FEI's LDS program reflect and enhance the constitutional underpinning of federal government work and the common culture of senior federal executives. At FEI, students will build their skills in personal leadership and gain insights into organizational theory, the policy framework in which government leadership occurs, and the broad global trends and events that shape government agendas. FEI's approach builds a learning community where federal executives and faculty are both teachers and participants. The LDS program is customized to fit students' particular interests through individual feedback, small- and large-group sessions, one-on-one coaching from a faculty facilitator, and assistance from program colleagues in a small Leadership Development Team. USAASC is normally allocated two places a year in the program from OPM.

Most AETE opportunities are announced and offered annually. With

a few exceptions, AL&T Workforce members must apply to AAPDS and be certified in their current acquisition position to be considered for selection. To view many of these opportunities, visit CAMP at <https://rda.altess.army.mil/camp>.

Be sure to add these leadership AETE opportunities to your IDP as you plan your career and discuss your career progression details with your supervisor. AL&T Workforce members certified in their current position are required to attain 40 CLPs, and the above short-term opportunities provide an excellent conduit toward meeting that requirement. In addition, the long-term opportunities provide you a packaged product of education, training, and developmental assignment experiences as you look ahead to your leadership future.

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Policy and Proponency (P&P) Team Helps Build a Competent, Agile Workforce

Mary McHale

ASAALT/AE Dean G. Popp introduces Kristen Baldwin, Office of the Deputy Under Secretary of Defense for Acquisition and Technology, who discussed the impact of new acquisition policy on AL&T programs at the Army Senior Leaders' Training Forum in Dallas, TX, November 19, 2008. (U.S. Army photo by McArthur Newell II, BRTRC.)

The U.S. Army Acquisition Support Center's (USAASC's) Acquisition Career Development Division's (ACDD's) P&P Team ensures that existing and emerging Army policies are reviewed to assess impact to the Army's civilian and military Acquisition, Logistics, and Technology (AL&T) Workforce. ACDD's policy analysts serve as subject matter experts (SMEs) on policies that affect the overall career development of the Army AL&T Workforce.

This team interprets DOD acquisition policies and coordinates with stakeholders including the Office of the General Counsel, DOD, Defense Acquisition University (DAU), U.S. Army Human Resources Command, Army G-1, functional representatives, and the Assistant Secretary of the Army for AL&T (ASAALT)/Army Acquisition Executive (AAE), to develop and provide the most accurate and timely information via Army policies, instructions, and memoranda.

The civilian and military proponency officers assigned to the P&P Team provide advice and interpret policy for the AAE; Director, Acquisition Career Management (DACM); senior Army leadership; and AL&T Workforce members on career development matters, from accession into the acquisition workforce or U.S. Army Acquisition Corps (AAC) through a civilian or military workforce member's retirement. Proponency officers support the people, processes, programs, and products that build a competent and agile workforce equipped to support Soldiers today and in the future.

The P&P Team represents the DACM on the DOD Functional Integrated Product Teams (FIPTs), where DOD functional leaders (FLs) for each of the acquisition career fields (ACFs) discuss and determine certification standards, DAU curriculum changes, and emerging trends and challenges to the DOD acquisition community. Each ACF has its own FIPT, comprising representatives from DAU, the Office of the Secretary of Defense, DOD agencies, and functional and DACM representatives from each of the services. The FIPTs generally meet bimonthly and advise the DOD FLs on emerging issues, field concerns, and the overall health of the community. FLs are appointed by the Under Secretary of Defense to serve as senior DOD SMEs for their respective communities. They establish, oversee, and maintain

AL&T position category descriptions and education, training, and experience requirements for their functional area(s), including AL&T career field competency standards, certification standards, and course content requirements. To assist in carrying out these responsibilities and to ensure input from the DOD components and DAU, the FL appoints a representative to serve as chair of an FIPT with membership that must include DOD component and DAU representatives, and others as deemed appropriate. The FIPTs prepare recommendations for the respective FL and generally attempt to minimize frequent ACF certification changes and try to time the implementation of any needed changes to the beginning of a fiscal year.

In March 2009, USAASC provided an online tool for AAC membership. Now, AL&T Workforce members can complete an AAC membership application using a completely paperless process. This process modeled the successful ACF certification online system. The next online application system being tested is an automated position waiver process.

In February 2009, the Under Secretary of Defense for Acquisition, Technology, and Logistics released the draft Appendix 12 to the *DOD Civilian Human Capital Strategic Plan*. This document addresses the health and trends of the DOD acquisition community and focuses on seven ACFs.

When released, the final version of this document will be posted on USAASC's home page. Future versions of this report will address the remaining ACFs. We must keep abreast of changes to laws and regulations such as the *Defense Acquisition Workforce Improvement Act*, the *DoD 5000* series, and Army regulations such as *AR 600-3* and *AR 70-3*.

The latest law is the *Weapon System Acquisition Reform Act of 2009*. The DOD Defense Exports and Cooperation community recently announced that acquisition corps members who occupy Level III program management positions and work at least 50 percent of the time on international programs will be identified for specialized training. The Army DACM and functional representatives are now assessing the decision and determining how to notify and recode incumbents in affected positions.

ACFs

A brief description of the ACFs in which the Army AL&T community participates follow.

- Business-Cost Estimating and Business-Financial Management—Individuals in this ACF conduct business and financial planning, formulate financial programs and budgets, conduct budget analyses, and perform cost-estimating and related analyses. Effective Oct. 1, 2009, this ACF changed into two

Dr. Thomas H. Killion, Deputy Assistant Secretary of the Army for Research and Technology, discusses S&T issues and the efforts and funding needed to recruit and train Army scientists, engineers, and technical support personnel. (U.S. Army photo by McArthur Newell II, BRTRC.)



distinct career paths: Business-Cost Estimating and Business-Financial Management.

- Contracting—Individuals in this ACF develop alternatives to produce best-value supplies and services, as well as manage all aspects of the life cycle of a contract or other vehicle; apply statutory and policy procurement-related requirements; conduct market research; prepare, negotiate, and award contracts; and perform contract administration and contract closeout activities.
- Facilities Engineering—Individuals encumbering these positions are responsible for all aspects of acquiring life-cycle management of DOD installations, facilities, civil works projects, and roadways that support military missions. This includes design, construction, environmental management, base operations and support, housing, real estate, and real property management.
- Industrial/Contract Property Management—Individuals in this ACF develop policies and procedures for government property management and oversee life-cycle management processes, including damage assessment of property provided to government contractors.
- Information Technology (IT)—Individuals in IT positions provide direct support for acquisitions that use IT. They apply IT laws and guidance throughout the total acquisition life cycle.
- Life-Cycle Logistics—Individuals in this ACF plan, develop, and implement effective and affordable support strategies throughout the entire life cycle for weapons, materiel, or information systems.
- Production, Quality, and Manufacturing—Individuals in this ACF monitor the manufacturing and production efforts at industry facilities, conduct feasibility assessments of risk during transition, and offer advice on make or buy decisions. Quality assurance personnel manage processes to



Civilian and military proponent officers provide advice and interpret acquisition policy. Here, USAASC Army Acquisition Policy Officer LTC Kenneth Gambles discusses an upcoming meeting with Acquisition Career Management Specialist Veronica Gonzalez (U.S. Army photo by McArthur Newell II, BRTRC.)

establish essential quality standards and controls throughout the various phases of the system's acquisition cycle.

- Program Management (PM)—Individuals in PM positions manage a defense acquisition program and execute duties governed by the *DoD 5000* and *8000* series documents.
- Purchasing—Individuals in these positions purchase, rent, and lease supplies, services, and equipment through either simplified acquisition procedures or placement of orders against pre-established contractual instruments to support operational requirements.
- Systems Planning, Research, Development, and Engineering (SPRDE)-Systems Engineering—Individuals in this ACF plan, manage, or perform analysis, research, design, development, fabrication, installation, modification, and disposal of systems or system components across the entire life cycle and apply one or more of the DOD Systems Engineering Technical Processes or Technical Management Processes for a specific domain subsystem or component level.
- SPRDE-Program Systems Engineer—Individuals in this ACF plan, manage, or perform analysis, research, design, development, fabrication, installation, modification, and disposal of systems or system components across the entire life cycle and apply most of the DOD Systems Engineering Technical Processes or

Technical Management Processes, integrating multiple domains at a system or systems-of-systems level.

- SPRDE-Science and Technology (S&T) Manager—Individuals in this ACF develop overall program goals using S&T funds; acquire the services of scientists, engineers, and technical support personnel to perform S&T research for DOD; provide funds and oversee S&T performers including universities, industry, and federal government organizations; and interface with technology customers.
- Test and Evaluation (T&E)—Individuals in this ACF perform duties such as analyzing requirements/capabilities documents to determine testability and measurability; planning, managing, or conducting T&Es associated with concepts, emerging technologies, and experiments; developing T&E processes; supporting operational tests; and certifying readiness for operational T&E.

For more complete descriptions of each ACF, go to the Position Category Descriptions posted on DAU's Web site at <http://www.dau.mil/workforce/pcds.asp>.

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MAJ Charlotte Rhee, U.S. Army Corps of Engineers, receives a Secretary of the Army Excellence in Contracting Award for Outstanding Contracting Officer, Installation Level Contracting Center. The awards are just one of the initiatives that the Career Program Support Team helps to execute. (U.S. Army photo by McArthur Newell II, BRTRC.)

Functional Integrated Process Teams (FIPTs) and Career Program Support

Mitchell Colston

The U.S. Army Acquisition Support Center's (USAASC's) Acquisition Career Development Division (ACDD) proponent officers serve as the Director, Acquisition Career Management (DACM) functional area representatives for FIPTs. In addition, proponent officers manage the Army Contracting and Acquisition Career Program (CP-14) mission and provide a comprehensive career management framework for contracting and acquisition professionals, as well as serve as the

Military Proponency Cell for Functional Area (FA) 51. ACDD is responsible for managing and executing the CP-14 functions on behalf of the Functional Chief and the Functional Chief Representative for our contracting and acquisition civilians, as well as managing the military proponent mission for FA51 acquisition officers and Career Management Field 51 noncommissioned officers. These responsibilities support the overall mission to improve the capacity and capability of the acquisition workforce.

FIPT representation is organized according to the following structure. A Functional Leader (FL) supports the Under Secretary of Defense for Acquisition, Technology, and Logistics (AT&L) in establishing these career development policies and procedures for civilian and military personnel who occupy AT&L positions. The FIPT assists the FL. Each functional area has an FIPT, which includes an FL, a DACM representative from each service, a functional expert from each service selected by the Component Acquisition Executive in conjunction with the service DACM, functional experts from the 4th Estate (DOD agencies) as determined by the FL, and the Defense Acquisition University (DAU) Program Director for the functional area as determined by the DAU President.

The career program mission provides a proponency office for the civilian workforce members in the contracting, purchasing, and industrial/contract property management acquisition career fields (ACFs). Acquisition proponency officers provide advice to workforce members on all aspects of professional career development in their ACF. Proponency officers also plan, develop, and execute career management programs and policy.

ACDD's career program team provides insight regarding contracting and acquisition career development and workforce issues to the Deputy Assistant Secretary of the Army for Procurement (DASA(P)), supporting, managing, and executing programs and initiatives for the CP-14 workforce. The DASA(P) is responsible for the management, measurement, and continuous improvement of the Army's procurement mission. The DASA(P) acts as the Army's interface on procurement with the Office of the Secretary of Defense, defense agencies, small business, Congress, Army staff, Heads of Contracting Activities, and

The CPD Program is used to train and educate personnel in the latest business analysis and management techniques through formal degree-granting university programs and executive education.

Principal Assistants Responsible for Contracting. In direct support of the Assistant Secretary of the Army for Acquisition, Logistics, and Technology, the DASA(P) creates the policies, processes, and tools that allow the contracting workforce to execute, manage, and measure its full range of duties.

Competitive Professional Development (CPD) Program

The Army Civilian Training, Education, and Development System (ACTEDS) CPD Program is a primary tool used to train and educate CP-14 careerists. As the contracting and acquisition mission continues to expand, the workforce at all levels must be equipped with the knowledge-based tools and experiences necessary to fulfill their greater responsibilities. The CPD Program is used to train and educate personnel in the latest business analysis and management techniques through formal degree-granting university programs and executive education. CPD Program opportunities include short-term training, such as leadership seminars and courses to enhance management and leadership skills. In addition, the CPD Program provides high-potential individuals with experiential and developmental assignments to broaden perspectives and participate in policy-making, program execution functions, and career management.

The CPD Program within CP-14 emphasizes distribution of funds across a wide spectrum of training, education, and developmental activities to prepare the contracting workforce for future contracting and acquisition challenges. This mix of

training, education, and developmental activities supports the Army Leader Development model, the U.S. Army Acquisition Corps (AAC) model, and policies for continuing education, acquisition excellence, leadership, and management education established by DOD for contracting personnel. The target audience for the CPD Program-funded training is the CP-14 professionals who have attained at least Level II certification in their ACF, are GS-11 or above (or equivalent broad/pay band), and who could benefit from advanced professional training. Selection for CPD Program-funded opportunities is competitive.

The Army Acquisition Professional Development System (AAPDS) is used to apply for CPD Program-funded opportunities. AAPDS can be accessed through the Career Acquisition Management Portal Web site at <https://rda.altess.army.mil/camp>.

Additional information on the CPD Program can be found in the ACTEDS Training Catalog on the Civilian Personnel On-Line Web site at <http://cpol.army.mil/library/train/catalog>.

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U.S. Soldiers discuss the contract of the Al Mayah Primary School in Basra, Iraq, with the construction company manager on June 18, 2009. (U.S. Army photo by Chrissy Best, Joint Combat Camera Center Iraq.)

Military Proponency— Functional Area (FA) 51

LTC Kenneth Gambles, MAJ(P) Ellsworth K. Johnson III,
and SGM Ethan A. Jones

The U.S. Army Acquisition Corps (AAC) consists of commissioned officers, noncommissioned officers (NCOs), and Department of the Army (DA) civilians. Commissioned officers in the AAC are designated as FA51 officers and can be assigned to 5 of the 13 acquisition career fields (ACFs), while NCOs are managed through a specific Military Occupational Specialty (MOS) 51C-Acquisition, Logistics, and Technology (AL&T) Contracting NCO. Unique functions performed by the Army acquisition workforce are based in statute and cannot be performed by non-acquisition personnel. The applicable statute is contained in the *Defense Acquisition*

Workforce Improvement Act (DAWIA), consisting of *Title 10 United States Code, Sections 1701-1764*, and further referenced in the *DoD Instruction 5000* series. FA51 officers effectively and efficiently develop, acquire, field, test and evaluate, and sustain materiel by leveraging domestic, organic, commercial and foreign technologies, and capabilities to meet the Army's current and future mission requirements. MOS 51C NCOs are in the contracting ACF and function as warranted contingency contracting officers responsible for acquiring critical supplies, services, and minor contractual operations in support of Army, joint, and coalition expeditionary forces.

The U.S. Army Acquisition Support Center (USAASC) serves as the Proponent of Military FA51-Acquisition. Our Military Proponency Officers and Chief NCO Proponent Sergeant Major are responsible for advising and assisting the Director, Acquisition Career Management (DACM)/Deputy DACM in establishing personnel management policies that attract, develop, educate, and retain acquisition officers and NCOs to support the total force using the eight life-cycle management functions per applicable legislation and DOD, joint, and Army regulations and policies. FA51 proponency officers provide force structure, acquisition, distribution, professional development, deployment, compensation, sustainment, and transition information. In addition, the proponency officers provide the following career development assistance:

- Advise Soldiers on career progression and promotion opportunities.
- Monitor accessions and approve reclassifications, certifications, and separations.
- Survey and communicate with Soldiers in the field on proponent topics.
- Monitor Soldier strength within the AAC.
- Implement personnel management policies and procedures.

Military officers interested in joining the AAC are encouraged to consider applying to the annual accession board. The accession board focuses on attracting officers at the senior captain or major level who are branch-qualified and have at least 24 undergraduate business hours. NCOs at the sergeant, sergeant promotable, staff sergeant, and sergeant first class (SFC) level with less than 10 years of service who are interested in being reclassified into MOS 51C can apply under an open continuous process. The FA51 proponency will assess and submit reclassification actions through the U.S. Army Human

MOS 51C NCOs are in the contracting ACF and function as warranted contingency contracting officers responsible for acquiring critical supplies, services, and minor contractual operations in support of Army, joint, and coalition expeditionary forces.

Resources Command Reclassification Branch using the “Whole Soldier Concept.” Leadership experience at the squad leader, drill sergeant, section sergeant, recruiter, inspector general, or as an NCO-in-Charge leading troops provides a significant advantage for reclassification. Donor branches must be in balance or over strength. In addition, NCOs considering reclassification into MOS 51C who have not completed the Basic NCO Course will get credit after attending the Army Acquisition Basic Course (AABC) in Huntsville, AL, or the Mission Ready Airman Contracting Course at Lackland Air Force Base, TX. Details for both the officer accessions and the NCO reclassification process can be found on USAASC’s Web site at <http://asc.army.mil/career/military.cfm>.

As the proponent for FA51 officers and MOS 51C NCOs, USAASC is able to provide state-of-the-art acquisition courses to the AL&T community. In addition to these courses providing pertinent information to Active Component officers and NCOs, many of these courses have limited quota slots that enable us to offer these educational and training opportunities to civilian and Reserve Component personnel as well. Changes occur that dictate adjustment of course curriculum, and as the 51 proponents, USAASC evolves these courses to meet critical needs. As the AAC’s military contracting force structure continues to change and grow in support of expeditionary forces, installations, and global DOD missions, it is necessary to continue building a viable and solid training institution that provides for the professional development

and certification needs of its acquisition professionals. Starting in FY10, the AAC will integrate the following acquisition courses for its AAC professionals.





NCO Training

- *Acquisition Noncommissioned Officers Leadership Course (ANLC)*—This 1-week performance-oriented course prepares SFCs and master sergeants for positions of responsibility as a unit first sergeant (1SG) and to perform both tactical and garrison-related 1SG duties. ANLC provides leadership training to senior acquisition MOS 51C NCOs. The maximum number of students per class is 20.

Officers, NCOs, and Civilian Training

- *FA51 Basic Qualification Course (BQC)*—The FA51 BQC consists of the AABC, Acquisition Intermediate Program Management (AIPM) Course, Army Acquisition Intermediate Contracting Course (AAICC), and the Army Intermediate Contracting Laboratory (AICL).
- *AABC*—The AABC trains AL&T Workforce officers, NCOs, and civilians so they will be prepared for entry-level workforce positions by providing *DAWIA* Level I training in program management (PM) and contracting. This 5-week graduate-level course provides a broad spectrum of information pertaining to the materiel acquisition process. It covers the legal and regulatory policies and objectives that shape the acquisition process and the implementation of these policies and objectives by the U.S. Army. Areas of coverage include

Figure 1. Professional Development Model (Officer)

RANK SKILL LEVEL	CPT 	MAJ 	LTC 	COL 
OPERATING FORCE	CONTRACTING OFFICER CCT CONTRACTING BN STAFF OFFICER CONTRACTING BDE STAFF OFFICER	CONTRACTING OFFICER TEAM LDR CCT CONTRACTING BN STAFF OFFICER	CSL – CONTRACTING COMMAND CONTRACTING OFFICER SCCT LDR CONTRACTING BRIGADE STF OFFICER	CSL – CONTRACTING CMD/PARC
GENERATING FORCE ASSIGNMENT (not all inclusive)	ASSISTANT PRODUCT MANAGER OPERATIONAL TEST OFFICER COMBAT DEVELOPER	ASA(ALT)/DA STAFF OFF/ASSIGN OFF CONTRACTING OFFICER (USACE/DOD) DEPUTY PROJECT MANAGER OPERATIONAL TEST OFFICER COMBAT DEVELOPER	CSL – PRODUCT MANAGER CONTRACTING TM LD (USACE/DOD) ASA(ALT)/DA STAFF OFFICER DIRECTOR OF CONTRACTING DEPUTY PROJECT OFFICER	CSL – PROJECT MANAGER DEPUTY PEO ASA(ALT)/DA STAFF OFFICER ECC/ACC STAFF OFFICER
PROFESSIONAL MILITARY EDUCATION	CPT CAREER COURSE AABC/AAICC/LAB	AABC/AAICC/LAB INTERMEDIATE LEVEL EDUCATION INTERMEDIATE QUALIFICATION COURSE	PRE-COMMAND COURSE	SENIOR SERVICE COLLEGE PRE-COMMAND COURSE
CAREER DEVELOPMENT	FUNCTIONAL EXPERIENCE		BROADENING EXPERIENCE	
FUNCTIONAL TRAINING	ASI: 5P (PARACHUTIST) ASI: 3B (AIR ASSAULT)	ASI: IX (GRN LEAN SIX SIGMA)	ASI: IY (BLK LEAN SIX SIGMA) ASI: A3 (FORCE DEVELOPMENT)	
SELF DEVELOPMENT (STRUCTURED)	MISSION SUPPORT TRAINING CONTINUOUS LEARNING POINTS	MISSION SUPPORT TRAINING CONTINUOUS LEARNING POINTS	CONTINUOUS LEARNING POINTS	CONTINUOUS LEARNING POINTS
SELF DEVELOPMENT (GUIDED)	ADVANCED CIVIL SCHOOLING TRAINING WITH INDUSTRY			
CIVILIAN EDUCATION GOALS	BA/BS 24 HOURS (BUSINESS)	MA/MS (BUSINESS DISCIPLINE)	MA/MS	MA/MS
CERTIFICATIONS	DAWIA LEVEL I/II	DAWIA LEVEL II/III	DAWIA LEVEL III	DAWIA LEVEL III
READING LIST		REIMER LIBRARY/ACCP/SMARTBOOK	REIMER LIBRARY/ACCP/SMARTBOOK	REIMER LIBRARY/ACCP

fundamentals of system acquisition management and contracting. Officers, NCOs with the rank of E-5 or E-6, and civilians GS-7 through GS-13 or broad/pay band equivalent are encouraged to apply. The maximum number of students per class is 48.

- *AIPM Course*—This 3-week graduate-level course provides a broad spectrum of knowledge pertaining to the materiel acquisition process. The AIPM Course trains officers and civilians in the AL&T Workforce so that they will be prepared for entry- and mid-level acquisition positions by providing DAWIA Level II training in PM and systems planning, research, development, and engineering management. Areas of coverage include PM, science and technology management, information technology, and systems engineering. Officers must be captains or majors and civilians must be GS-7 through GS-13 or broad/pay band equivalent

to apply. The maximum number of students per class is 42.

- *AAICC*—The AAICC trains AL&T Workforce military and civilian personnel. Officers, NCOs, and civilians who successfully complete this course will be prepared for mid-level positions in contracting organizations and regionalized rotational assignments by receiving DAWIA Level II training in contracting. This 4-week course provides the AL&T Workforce with Defense Acquisition University-equivalent training in intermediate contracting and emphasizes Army doctrine and Army-unique system acquisition procedures and organizations throughout its curriculum. AAICC addresses *Federal Acquisition Regulation (FAR)* and *Defense Federal Acquisition Regulation (DFAR)* principles as well as managing, performing, and administering contracting functions for commodities, services, and construction using acquisition procedures, negotiation, and other

approved methods. Officers, NCOs with the rank of E-7, and civilians GS-7 through GS-13 or broad/pay band equivalent are encouraged to apply. The maximum number of students per class is 42.

- *AICL*—The AICL trains officers, NCOs, and civilians on contingency contracting and on how to use Procurement Desktop-Defense (PD2) software. AICL is applicable for Contingency Contracting Teams; Directorates of Contracting at posts, camps, and stations; Contracting Offices within the U.S. Army Corps of Engineers; and other organizations using PD2 software. This 2-week course develops skills needed for contracting support provided to joint forces across the full spectrum of military and disaster relief operations. PD2 is a software tool that supports all phases of the procurement cycle, from entering the customer’s requirements to closing out or terminating the contract. PD2 divides the major

As the proponent for FA51 officers and MOS 51C NCOs, USAASC is able to provide state-of-the-art acquisition courses to the AL&T community.

procurement functions into requirements, pre-award/award, and post award. Officers, NCOs with the rank of E-7, and civilians GS-7 through GS-13 or broad/pay band equivalent are encouraged to apply. The maximum number of students per class is 36.

- *Contracting Officer's Representative (COR) Course*—This 5-day course provides students with an overview of the contracting process, with the major emphasis on contract administration. Discussions focus on services, supplies, medical, and construction contracts. The course helps students become familiar with statutory laws and regulations that govern the contracting process with emphasis on the

FAR and *DFAR*. The COR Course prepares officers, NCOs, and civilians for contract surveillance positions in government agencies. It trains individuals so they can be certified as a COR by their organization's contracting officer. This course is open to anyone who works with defense contractors and serves as refresher training for those who have served as CORs for 2–5 years. The maximum number of students per class is 36.

NCO and Officer Training

- *FA51 Intermediate Qualification Course (IQC)*—The IQC is designed for AAC officers, Year Group (YG) 94 and subsequent, to attend in conjunction with the Army's Core

Intermediate Level Education to obtain Military Education Level 4. In addition to AAC majors (YG 94), DA civilians enrolled in the Competitive Development Group/ Army Acquisition Fellowship Program (GS-13 or broad/pay band equivalents) and senior AL&T contracting NCOs attend the 4-week course (20 training days) at the University of Texas-Austin's Institute for Advanced Technology and collocated with the Senior Service College Fellows Program. Beginning in FY10, we will offer 5 classes per year with 35 seats in each. The proposed dates for 2010 are: Class 1 Jan. 25–Feb. 19; Class 2 April 26–May 21; Class 3 July 12–Aug. 6; Class 4 Sept. 6–Oct. 1; and Class 5 Oct. 25–Nov. 19.

The Career Developmental Model (see Page 6) provides details for AAC success. AAC key goals include accessing qualified personnel, meeting *DAWIA*/regulatory and statutory

Figure 2. Professional Development Model (51C NCO)

RANK SKILL LEVEL	SL3-SSG	SL4-SFC	SL5-MSG	SL5-SGM/CSM
OPERATING FORCE ASSIGNMENT	CONTRACTING NCO CCT CONTRACTING NCO SCCT CONTRACTING NCO BN STAFF CONTRACTING NCO BDE STAFF	CONTRACTING NCO TEAM LDR CCT CONTRACTING NCO BN OPS & REQ CONTRACTING NCO BDE OPS & REQ CONTRACTING NCO BDE PLANS & POLICY CONTRACTING NCO BN PLANS & POLICY	CONTRACTING NCO PLANS & OPS SCCT CONTRACTING NCO PLANS & OPS BDE	CSM ACC CSM ECC CSM MICC CSM CSB SGM CCBN
GENERATING FORCE ASSIGNMENT	DRILL SGT	INSTRUCTOR CAREER MANAGEMENT NCO CONTRACTING NCO TEAM LDR	CONTRACTING CBT DEV NCO CONTRACTING POLICY AND COMPLIANCE NCO CONTRACTING NCO PLANS & OPS FIRST SERGEANT	AAC REGIMENTAL SGM CHIEF NCO PROPONENT
PROFESSIONAL MILITARY EDUCATION	BNCOC MISSION READY AIRMAN COURSE (OR) ARMY ACQ. BASIC COURSE	ANCOC ARMY INTER CONTRACTING CRS CONTRACTING LAB	INTERMEDIATE QUALIFICATION CRS	SMC
ARMY WAR TRAINING	SL3 ARMY WARRIOR STP 51C SMCT 2-4	SL4 ARMY WARRIOR STP 51C SMCT 2-4	SL5 ARMY WARRIOR STP 51C	
FUNCTIONAL TRAINING	ASI: 8P (PARACHUTIST) ASI: 2B (AIR ASSAULT) SQI: X (DRILL) ASI: 2S (BATTLE STAFF)	ASI: 8P (PARACHUTIST) ASI: 8 (INSTRUCTOR) ASI: 2B (AIR ASSUALT) ASI: 2S (BATTLE STAFF)	SQI: M (FIRST SERGEANT) ASI: IX (GRN LEAN SIX SIGMA) ASI: 2S (BATTLE STAFF)	ASI: IX (GRN LEAN SIX SIGMA) ASI: IY (BLK LEAN SIX SIGMA) ASI: A3 (FORCE DEVELOPMENT)
SELF DEVELOPMENT (STRUCTURED)	MISSION SUPPORT TRAINING CONTINUOUS LEARNING POINTS	MISSION SUPPORT TRAINING CONTINUOUS LEARNING POINTS	CONTINUOUS LEARNING POINTS (DL) ACQUISITION TRAINING	CONTINUOUS LEARNING POINTS (DL) ACQUISITION TRAINING
SELF DEVELOPMENT (GUIDED)	CLEP	DANTE SOCAD AARTS DEGREE COMPLETION PROGRAMS	ACES LEADER DEVELOPMENT PROFILE	1SG CRS ARMY E-LEARNING DEVELOPMENTAL COUNSELING
DEGREE COMPLETION GOALS	AA/BA/BS	AA/BS/BA	BA/MS	BA/MS
CREDENTIALING/CERTIFICATIONS	DAWIA LEVEL I/II ACCREDITATION LEVEL I/II	DAWIA LEVEL I/II ACCREDITATION LEVEL I/II	DAWIA LEVEL III	DAWIA LEVEL III
READING LIST	REIMER LIBRARY/ACCP/SMARTBOOK	REIMER LIBRARY/ACCP/SMARTBOOK	REIMER LIBRARY/ACCP/SMARTBOOK	REIMER LIBRARY/ACCP



An acquisition officer gives a presentation to visitors attending a public display of equipment prototypes and models the Army wants to design and field to Soldiers in the future. (U.S. Army photo.)

requirements, developing trained and ready leaders, and providing quality education, training, and experiential opportunities. The quality military proponent officers at USAASC ensure that we meet these goals.

The Army deliberately develops acquisition professionals according to well-defined career path models. Figures 1 and 2 on Pages 27 and 28 represent the career path models for military acquisition professionals and serve as a guide for developing military professionals within the acquisition workforce through experience, education, and training. These career models provide ample opportunity and experience for acquisition professionals at all ranks and provide a path for promotion and greater responsibility within the acquisition workforce.

As defined by *DA Pamphlet 600-3, Commissioned Officer Development and Career Management*, the AAC is executing the FA51 Leader Development Plan. It is an end-to-end plan designed to prepare newly accessed AAC officers

for assignment to any acquisition organization and to develop them at the ranks of captain and major for positions of higher responsibility. The FA51 Leader Development Plan consists of the courses discussed earlier in this article. Additionally, the development of military acquisition workforce members is enhanced by the use of Senior Regional Acquisition Officers (SRAOs). Appointed by the DACM, SRAOs coordinate with other senior acquisition leaders to ensure that all officers assigned to their regions have a professional development plan that includes rotation through several ACFs and developmental opportunities to support acquisition excellence and agile, adaptive acquisition leaders.

The AAC continues to implement initiatives to attract, train, and retain the highest quality enlisted personnel. Detailed information regarding MOS 51C is available at <http://asc.army.mil/career/programs/nco/default.cfm>. Using the published acquisition career path as a guide, leadership may provide each officer or NCO individual

AAC key goals include accessing qualified personnel, meeting DAWIA/regulatory and statutory requirements, developing trained and ready leaders, and providing quality education, training, and experiential opportunities.

developmental guidance, placing them on a path to greater responsibility and opportunity in the AL&T Workforce. The acquisition leadership remains watchful to address the major challenges within the workforce and to ensure that acquisition personnel are appropriately developed per DOD and Army requirements.

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Defense Acquisition University (DAU) Course Registration for Army Acquisition Students

Christine E. Rimestad and Karen Atkins

The U.S. Army Acquisition Support Center's (USAASC's) Acquisition Career Development Division (ACDD) has a team responsible for assisting in DAU Army student registration. This article provides information on the student registration process and priority scheme. DAU's online version of its interactive catalog (iCatalog), located at <http://icatalog.dau.mil>, is where the most current certification standards, course descriptions, and other relevant acquisition career field (ACF) information is maintained. The iCatalog identifies "core" standards that must be achieved to attain ACF certification; however, it also identifies "Core Plus" standards that define enhanced ACF activities and a development framework designed to guide acquisition professionals to competency development beyond the minimum standards required for certification, based on specific types of assignments within an acquisition function/career field.

USAASC's ACDD has a team that assists with DAU course registration. Shown here is the DAU School of Program Managers. (U.S. Army photo by McArthur Newell II, BRTRC.)



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- **Applications**—Army Acquisition, Logistics, and Technology (AL&T) Workforce military and civilian personnel apply for DAU classes through the Army Training Requirements and Resources System Internet Training Application System (AITAS) (<https://www.atrrs.army.mil/channels/aitas>). All applications are worked in the order in which they are received within each priority for a particular class. Although the AITAS Web site may show there are seats available in a particular class, the number of pending applications the quota manager already has in the queue is not

shown. The number of seats available or waits against a specific class are not real-time numbers. They are updated each evening, so the information you are seeing is that of the previous workday.

- **Priority**—Student priority is based on the information contained in Section 1 of the Acquisition Career Record Brief (ACRB). Students can access their ACRB through the Career Acquisition Management Portal (<https://rda.altess.army.mil/camp>). If your priority is not correct in your ACRB, please call your Human Resources point of contact. Although an Acquisition

Career Manager can temporarily change the information in Section 1, there is a data transfer from the Defense Civilian Personnel Data System (DCPDS) to the ACRB every 2 weeks, and the temporary information will be overwritten by the information from the DCPDS database.

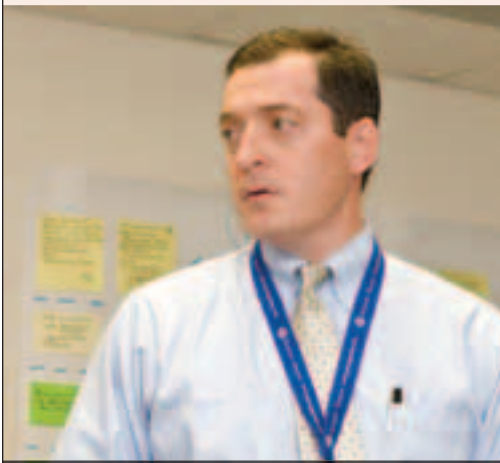
- **Prerequisites**—Please ensure that you meet the prerequisites for the classes you are requesting. A complete list of all classes, their prerequisites, and the Certification and Core Development Guides are in the DAU iCatalog (<http://icatalog.dau.mil>).

Forecasting Army Acquisition Training Requirements for DAU Courses

To better forecast Army acquisition DAU course requirements to ensure our students have enough seats in DAU classes, USAASC is sponsoring a Lean Six Sigma (LSS) Green Belt Project. The project name is Data Improvement for DAU Forecasting and Analysis.

This project seeks to identify reasons for a significant variance between the forecast of students for a class or period of classes from the actual number of students attending the class. The project also focuses on the related budget projected for this task and the variance associated with this budget and actual expenditures. The project's goal is to improve the accuracy of the training forecast and improve the consumption of the budget for annual class requirements.

There is a substantial gap between what is currently forecast for DAU certification class requirements and what DAU may authorize for the Army AL&T Workforce. Some DAU classes may be canceled because of low registration, while other classes are not being offered in the locations and at the frequency needed to meet the needs of the workforce. The forecasting



Chad Jones, an LSS Master Black Belt, discusses an LSS Value Stream Map. The map was used to better forecast DAU course requirements. (U.S. Army photo by McArthur Newell II, BRTRC.)

DAU Student Priority Descriptions

Priority Code	Priority Title	Priority Description
1	Position/Program Requirements	Training required to meet position certification or program requirements.
2	Career Development	Training to become eligible for the next higher certification level above the certification level required for position. Individuals should meet position certification requirements before requesting training at the next higher level. Individuals will be selected on a space available basis.
3	Cross-Functional Training	Personnel who occupy an acquisition position in one ACF, but desire training in a different ACF. Individuals should complete all mandatory training required for their position before attending any cross-functional training. Individuals will be selected on a space available basis.
4	Previously Taken or Certified	Individuals who previously completed the DAU course or Individuals who have received equivalency or Individuals who are already certified at the career level and have not previously taken the course. Individuals will be selected on a space available basis.
5	Non-Acquisition Workforce	Individuals who are not in a designated acquisition workforce position. If selected, individual's command will be required to fund the travel and per diem. The instructional training (classroom/Web) will be at no cost to the student. Individuals will be selected on a space available basis.

process does not accurately capture the certification training requirements. The objective is to close or significantly lessen the gap as it is affecting the availability of certification training classes offered to the AL&T Workforce, the certification level of the workforce, and the ability to maintain the *Defense Acquisition Workforce Improvement Act* training standards.

A 3-day workshop was conducted to identify other possible reasons for a variance in the forecast. Attendees reviewed the Voice of the Customer comments and provided feedback on their role in the forecasting process. A Value Stream Map was developed to show the current forecasting process, the execution of the allocated quotas or the steps in the registration process, and the performance and reporting of the annual requirements and quotas. The attendees developed proposed solutions that are being worked as part of the Improve Phase of the project.

After a pilot of the proposed forecasting process is conducted, the project will move forward to the Control Phase. A Standard Operating Procedure

(SOP) and new Value Stream Map will be developed to outline the revised forecasting process. The SOP and map will identify the various tasks in the process and the roles and responsibilities of those involved.

For additional information on DAU course registration, please contact an Army DAU Quota Manager at (703) 805-1237/DSN 655-1237 or usaascreservations@conus.army.mil.

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KAREN ATKINS is the Team Lead of the DAU Management Team and a Contracting Quota Manager within ACDD. She is certified Level III in information technology and Level II in program management.

Section 852—Student Loan Repayment Program (SLRP)

Kelly Terry

As was previously highlighted in *Army AL&T Magazine* and *Army AL&T Online* articles, *Section 852 of the National Defense Authorization Act of 2008, Public Law No. 110-181*, directed the establishment of the Defense Acquisition Workforce Development Fund (DAWDF). This fund enables DOD to recruit and hire, develop and train, and recognize and retain its acquisition workforce. The complete language of the law can be found online at <http://www.govtrack.us/congress/billtext.xpd?bill=h110-4986>.

Under the auspices of *Section 852*, the U.S. Army Acquisition Support Center (USAASC) announced the SLRP call for applications in January 2009. The SLRP was open to all Department of the Army (DA) civilian Acquisition, Logistics, and Technology (AL&T) Workforce members. The intent of this program is to facilitate the recruitment and retention of highly qualified civilian AL&T Workforce members by repaying part or all of their federally insured student loans.

Eligible AL&T Workforce members were considered for personal loan repayment up to \$10,000 per calendar year, with a potential \$60,000 lifetime maximum for any individual. More than one loan may be repaid, as long as the combined repayments do not exceed these limits.

The SLRP requires a 3-year service obligation, followed by supplemental increases in subsequent years for employees who use this program to repay their student loan(s). Before any loan repayment is made, the employee must sign a written agreement to serve a minimum of 3 years with the DA, regardless of the amount of repayment authorized. This 3-year period begins when the first payment is made to the lending institution. Any further repayment made after the initial agreement has been completed would extend the service agreement by 1 additional year for each additional payment made. As per Office of Personnel Management guidelines, eligible SLRP loans include those covered under the *Higher Education Act* and loans covered under the *Public Health Service Act*.

During the open announcement period, many of our AL&T Workforce members asked for guidance on what criteria USAASC might use in making SLRP decisions. Decisions were based on the following factors (not all-inclusive):

- AL&T Workforce member's career status.
- Relationship of degree discipline to acquisition career field(s).
- Level of study/degree achieved through the outstanding loan (e.g., business hours, associate's, bachelor's, master's degrees).
- AL&T Workforce member's certification status.
- Loan beneficiary.

USAASC received 1,240 applications resulting from the SLRP open

announcement. Using the aforementioned criteria, 438 loan repayments were approved, with a total obligation of approximately \$4.1 million.

The following chart synthesizes the professional portfolio of those 438 loan repayment recipients.

USAASC will continue to ensure that the AL&T Workforce is kept apprised of future efforts related to the Army's implementation of *Section 852* DAWDF via *Army AL&T Magazine* and *Army AL&T Online* articles.

The Army's point of contact for *Section 852* efforts is Kelly Terry at (732) 414-1431 or kelly.terry@us.army.mil.

KELLY TERRY is a USAASC Acquisition Project Officer. She holds a B.S. in business with a concentration in marketing from Georgian Court College and an M.B.A. from Monmouth University. Terry is certified Level III in program management and contracting and Level I in acquisition logistics, and is an AAC member.

Loan Recipient Demographic Data

Average Enter on Duty Service Date	
1970s	2
1980s	22
1990s	26
2000s	388

Acquisition Position Category	
A – Program Management	5
C – Contracting	150
F – Facility Engineer	2
H – Quality Assurance	21
I – Science and Technology Management	2
K – Business, Cost Estimating	18
L – Acquisition Logistics	48
R – Information Technology	16
S – Systems Planning	126
T – Test and Evaluation	46
W – Program Systems Engineering	1
Not Posted	3

Acquisition Position Level	
Level I	66
Level II	297
Level III	75

Army Workforce Status	
Army Acquisition Corps (AAC)	17
Army Acquisition Workforce	421

Army Command	
Army Contracting Command	94
Army Materiel Command Headquarters	1
Aviation and Missile Command	10
Army Materiel Command Training Activities	2
Army National Guard 32	1
Army Signal Command	1
Army Test and Evaluation Command	43
Communications-Electronics Command	15
Corps of Engineers	12
Field Operations Agency Secretary of the Army	39
Intelligence and Security Command	1
Medical Command	3
Operations Support Command	18
Research, Development, and Engineering Command	135
Space and Missile Defense Command	6
Tank-automotive and Armaments Command	39
U.S. Army Acquisition Support Center	16
U.S. Army Institute for Military Assistance	1
U.S. Army Recruiting Command	1

Regional Customer Support Offices (RCSOs)

Tom Evans and Shirley Hornaday

The U.S. Army Acquisition Support Center's (USAASC's) RCSOs are separated into two regions: Eastern and Western. Within the Eastern Region, there are two CSOs: the National Capital Region, Fort Belvoir, VA, and Aberdeen Proving Ground, MD. Within the Western Region, there are three CSOs: Huntsville, AL; Warren, MI; and White Sands Missile Range, NM. Each region supports approximately 50 percent of our acquisition workforce population of 40,916 civilian and military members (as of 3rd quarter FY09). RCSOs support the career management customer support mission of the Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASAALT) to grow and enhance the capability of the acquisition workforce. The RCSOs are staffed by Acquisition Career Managers (ACMs) who address acquisition career issues.



Yves Jackson, a USAASC RCSO Eastern Region ACM, provides information regarding AL&T careers at USAASC's booth at the Association of the United States Army Annual Convention, October 2008. (U.S. Army photo by McArthur Newell II, BRTRC.)

ACMs

USAASC ACMs assist the AL&T Workforce, workforce supervisors, and Acquisition Career Management Advocates (ACMAs) with the execution of their responsibilities. The ACM's primary function is to support and promote USAASC policies and programs and provide career assistance to the AL&T Workforce through supervisor outreach, career counseling, and assistance with certification requirements. ACMs are the primary source for acquisition career management information for the Army's AL&T Workforce.

ACMAs

ACMAs are senior acquisition leaders recommended by their organization to serve as the Director, Acquisition Career Management's (DACM's) link to the AL&T Workforce. ACMAs are chartered by the DACM, who is also the Principal Military Deputy to the ASAALT. These individuals are responsible for command-specific issues and are principal advisors to the DACM, acquisition leaders, and the AL&T Workforce on matters related to acquisition career development policy, procedures, programs, and management.

Career Acquisition Personnel and Position Management Information System (CAPPMIS)

CAPPMIS is the Army's executive system for managing all Army acquisition positions and personnel. CAPPMIS provides the applications/tools to assist those individuals and offices that perform acquisition career management for AL&T Workforce members. Created in 2001, CAPPMIS is a set of applications and tools collected into



ACMs are the primary source for acquisition career management information. Shown here is the Frequently Asked Question page that is available online at <http://asc.army.mil/faqs/ask/default.cfm>.

the Career Acquisition Management Portal (CAMP) to support the Army DACM's mission.

CAPPMIS features eight Web applications:

- Acquisition Career Record Brief (ACRB)—The ACRB is accessed by Army acquisition civilians, Army National Guard (ARNG) and U.S. Army Reserve (USAR) members, and enlisted workforce members via Army Knowledge Online, CAPPMIS user name and password, and/or common access card (CAC). The ACRB serves as the official record for training, work experience, education, awards, acquisition status, current position information, and acquisition career field (ACF) certification. ARNG and USAR members use the ACRB to reflect their acquisition qualifications. The ACRB is

the civilian equivalent to the Officer Record Brief (ORB) and is required for competitive development boards, including Program Manager; Acquisition Education, Training, and Experience (AETE); and Acquisition Tuition Assistance Program (ATAP), to provide a succinct and comparable assessment of an individual's capability and past performance. CAPPMIS provides online tools to manage ACRB-related data to the USAASC Regional Directors, ACMs, ACMAs, and organizational career management points of contact.

- Individual Development Plan/Continuous Learning (IDP/CL)—The IDP/CL is also Internet-accessible to AL&T Workforce members via a user name and password and/or CAC. Employees and supervisors can use IDP/CL to identify and track career AETE objectives over a 5-year period. It is also used by supervisors to approve Defense Acquisition University courses for employees before they register through the Army Training Requirements and Resources System Internet Training Application System. The IDP/CL is also used to

The ACM's primary function is to support and promote USAASC policies and programs and provide career assistance to the AL&T Workforce through supervisor outreach, career counseling, and assistance with certification requirements.

annotate, award, and track CL points per DOD's CL Policy.

- **Workforce Management (WFM)**—The WFM replaced the legacy Acquisition Data Review System. WFM stores acquisition workforce members' personal and acquisition-related data including certification, acquisition training, and current and past acquisition assignments. Authorized WFM users can add and edit acquisition information for AL&T Workforce members.
- **Senior Rater Potential Evaluation (SRPE)**—The SRPE is required for competitive board-select positions. CAPP MIS provides the supervisor the ability to request SRPEs and senior raters with an online tool to produce and manage evaluations of civilian employees' leadership potential. CAPP MIS maintains, tracks, and archives SRPEs.
- **Army Acquisition Professional Development System (AAPDS)**—The AAPDS allows AL&T Workforce members to submit online applications for programs managed and funded by USAASC. It also provides functionality to conduct virtual boards for assessing tuition assistance programs, including the Competitive Development Group, AETE, ATAP, and Contracting and Acquisition Career Program (CP-14) training. AAPDS uses the data tracked in CAPP MIS so AL&T Workforce members can automatically include a current ACRB and SRPE as required for each program's application packets.
- **Certification Management System (CMS)**—The CMS is a virtual application portal for processing the Army's *Defense Acquisition Workforce Improvement Act (DAWIA)* certification requests. The certification process is how AL&T Workforce members can obtain a *DAWIA* certification within a specific ACF at a specific acquisition career level. The certification request includes an online application, which depends

on data contained in each individual applicant's ACRB, ORB, or Enlisted Record Brief. Certification requests are reviewed by a designated certifying official or functional designee and then certification applicants are notified of the training, education, and experience requirements for their current position. CMS applies additional USAASC business rules to CAPP MIS data to streamline the certification request and allow all AL&T Workforce members to apply online for their certifications without going through another external system. The CMS is under a separate tab on CAMP/CAPP MIS at <https://rda.altess.army.mil/camp>.

- **Position Management Module**—This module is used by USAASC's Program Structures Division to manage and input the approved Military Acquisition Position List data.
- **U.S. Army Acquisition Corps (AAC) Membership**—The *FY04 National Defense Authorization Act* amended the *DAWIA*, passed in 1990, to give the Secretary of Defense greater flexibility in managing the AL&T Workforce. Pursuant to the amended *DAWIA*, now referred to as *DAWIA II*, there is now only one acquisition corps: the Defense Acquisition Corps (AC). Current AAC members automatically become members of the new AC. To be eligible for AAC membership, applicants must:
 - ▲ Be Level II certified in an ACF.
 - ▲ Have a college degree (with 24/12 business hours) or 10 years' experience prior to Oct. 1, 1991.
 - ▲ Have 4 years of acquisition experience.
 - ▲ Be GS-13/Step 1 or broad/pay band equivalent, or in a position coded level 3 of highest level of a career field, or selected for a Critical Acquisition Position (CAP).

All CAPs and Key Leadership Positions require AC membership before placement in the position or a waiver is required. These positions require a tenure agreement.

USAASC automated the AAC application process in March 2009. The AAC Management System (MS) is a separate tab—AAC MS—in CAMP/CAPP MIS (<https://rda.altess.army.mil/camp>) along with the ACRB, IDP, SRPE, and the AAPDS.

The AAC MS replaced the previous manual process for the workforce. It features the AAC membership application process and permits designated regional reviewers to evaluate applications online. Current AAC members can print their membership certificates under the Print Certificate tab. Only those who are AAC members will see the AAC MS tab.

Acquisition policies and procedures are available on USAASC's Web Site at <http://asc.army.mil/policies/policiesprocedures.cfm>.

TOM EVANS is USAASC's Eastern Regional Director. He holds a B.A. in accounting from Alfred University and an M.B.A. in acquisition and procurement from Webster University. Evans is certified Level III in program management and Level II in business, cost estimating, and financial management. He is a retired Army lieutenant colonel.

SHIRLEY HORNADAY is USAASC's Western Regional Director. She holds a B.A. in journalism/public relations from the University of Central Florida and an M.B.A. in acquisition and procurement from the Florida Institute of Technology. Hornaday is Level III certified in program management; business, cost estimating, and financial management; and contracting.

Training is one of the main three components of effective leadership development. Here, SSG Bruce Wiles points to the Ammunition Team Chief while verifying the artillery shell during the M777 Howitzer fielding on Grafenwoer Training Area, Germany, July 24, 2009. (U.S. Army photo by SPC Pastora Y. Hall.)

Growing 21st Century Leaders— A Comprehensive Leadership Development Strategy

Whitney F. Pyle

In an era of persistent conflict, the Army needs officers and noncommissioned officers who are adaptive enough to take on changing threats and understand the full spectrum of operations. As 21st century warfare is all about hybrid threats, leadership development must focus on preparing individuals to manage transitions and to be agile, adaptive, and decisive.

At the Fire Support Seminar, Fort Sill, OK, June 2–4, 2009, LTG William B. Caldwell IV, Commanding General, Combined Arms Center and Fort Leavenworth, KS/Command and General Staff College Commandant, discussed the Field Artillery's (FA's) proposed comprehensive leadership development strategy. The strategy focuses on expanding skill sets and training leaders in the right places. Referencing Army *Field Manual (FM) 3-0*, Caldwell discussed how today's

Army leaders must be competent in core proficiencies, broad, able, culturally astute, courageous, and grounded in Army Values and Warrior Ethos.

Leadership Development Themes

The FA leadership development strategy is intertwined with four themes to ensure that our Soldiers continue to be the most lethal and effective warfighters on the battlefield. The first theme, derived from *FM 3-0* and

the concept for joint operations, focuses on balancing the crosswalk of abstract attributes against concrete actions. Soldiers must be able to take theoretical situations that they have been exposed to in training and apply them to real-world circumstances in the operational environment.

Second, leadership development must provide Soldiers the ability to deal with complexity over an extended time. Because the operational environment



As 21st century warfare is all about hybrid threats, leadership development must focus on preparing individuals to manage transitions and to be agile, adaptive, and decisive.

changes, training must change to prepare Soldiers for the complexity of that environment. We must train leaders for the complexities of a hybrid campaign that not only focuses on interim solutions, but provides them with a strategy for maintaining complexity for the long term. Caldwell said that if this ideology is stressed throughout education and training, “we will develop leaders who thrive in ambiguity and complexity and can think before they plan.”

Third, Army leaders must be adept at solving complex, ill-structured

problems through design. Design is not a process, but a set of thinking tools with which our Soldiers need to be equipped. Through education, we must complement and reinforce the Army’s operational process with a rational and logical approach.

Lastly, the strategy concentrates on the shifting balance of operational and tactical art. Commanders must be able to understand the problem first before they can visualize an appropriate end state and begin planning. Our warfighters cannot solve the wrong problem—they must understand

what the problem is and then react. The contemporary operating environment requires commanders of upper echelons to instill this value in their subordinates.

Components of Leadership Development

Caldwell advised that there are three components of leadership development—education, training, and experience—that must be harmoniously instilled in our future leaders to provide them with the best opportunity for success.

Caldwell stressed how important education is in developing flexible, adaptable, and responsive leaders on the battlefield. He said, “Education is the one thing that best prepares us for the uncertainties of the future.” Soldiers must be taught *how* to think and not *what* to think. Caldwell advised that the Army needs to grow leaders to be critical and creative thinkers who are lifelong learners, always striving to expand their knowledge sets.

Today’s training must introduce future leaders to complex environments and hybrid threats. The *right* training will prepare leaders for near-term requirements as well develop their understanding for future uncertainties. Caldwell said, “It’s all about training. Training allows a person to react to the right situation at the right time.” Putting Soldiers in various hypothetical situations will foster their understanding of when a situation has changed and how to adapt in the moment.

Providing future leaders the opportunity to see cumulative effects across multiple venues allows them to broaden their experiences. Experience in dealing with different circumstances will give our leaders the confidence they need to handle any situation they may face in the future. Although it can be argued that experience may be the most



Experience in dealing with different circumstances will give our Soldiers the confidence they need to handle any situation they may face in the future. Here, U.S. Army Soldiers from 1st Battalion, 32nd Infantry Regiment, maintain a firing position during a firefight at Vehicle Patrol Base Badel, Konar Province, Afghanistan, Aug. 14, 2009. The Soldiers quickly suppressed the enemy after receiving sniper fire from a nearby ridge line. (U.S. Army photo by SSG Andrew Smith, 55th Combat Camera.)



Education is key to developing future Army leaders who are critical and creative thinkers that always strive to expand their knowledge sets. Here, PFC Daniel McAfee, left, and PVT Ishmael Dixon work math exercises while in class at the Army Preparatory School. (U.S. Army photo.)

There are three components of leadership development—education, training, and experience—that must be harmoniously instilled in our future leaders to provide them with the best opportunity for success.

important aspect of leadership development because it truly reflects a leader's abilities, Caldwell strongly advised that it does not replace education. It is imperative that leadership development provides a balance of all three components to ensure that the Army continues to produce the most effective leaders on the battlefield.

According to the FA's proposed strategy, leadership development methods must focus on the individual. To develop agile and adaptive leaders, training must implement talent management—allowing Soldiers to gather experience in various areas to discover what their

specialties are. Caldwell believes that leaders must learn how to master transitions and be developed as well-rounded warfighters. By focusing on self-development and implementing assessment processes, future leaders will learn to take ownership of continuing their growth as individual Soldiers.

In the 21st century, leadership development will continue to be a critical component to the Army's success. Caldwell concluded by saying, "Leadership development is crucial because if we can't develop the right leaders, we won't be successful. If we do this right, we'll have leaders who can

perform simultaneously. They will be effective problem solvers who can play both offense and defense." Although we are in an era of persistent conflict with the current mission requiring the most attention, the Army still needs to ensure that it fosters leadership development for the future. There needs to be a balance—training and education cannot fall to the wayside of a hectic, overextended environment. To ensure that our Army continues to be the most adaptive, effective, and lethal fighting force possible, our future leaders must be given every opportunity possible to expand their skills sets and grow as individuals.

WHITNEY F. PYLE is an editor for *Army AL&T* Magazine and supports the U.S. Army Acquisition Support Center through BRTRC Technology Marketing Group. She holds a B.A. in English from Virginia Tech.

Setting a Firm Foundation for the Way Ahead in Army Contracting

Jeffrey P. Parsons

Activated in March 2008, the U.S. Army Contracting Command (ACC) intensely focuses on reorganizing and reenergizing the Army's contracting mission. Substantial progress is being made implementing business processes, technology solutions, and staffing recommendations made in the October 2007 *Urgent Reform Required: Army Expeditionary Contracting*, also known as the *Gansler Commission Report*.

CORs are responsible for being the "eyes and ears" that monitor contractor value and effectiveness. Here, 1LT Justin Casey, COR assigned to Special Troops Battalion, 2nd Brigade Combat Team, 1st Infantry Division, and Dr. Ibrahim Al-Nedawi walk along an unpaved road discussing the asphalt and road-paving equipment operator apprenticeship program in Nasir Wa Salam, Baghdad, Iraq, June 16, 2009. (U.S Army photo by SSG Peter Ford.)

Being responsive to warfighter needs while ensuring vigilant stewardship of taxpayer dollars is the heart of the Army's contracting mission. The ACC's dedication to weaving together best practices from industry and the military to move Army contracting forward in the most effective and efficient manner possible is unparalleled.

Of the 22 Army-specific recommendations in the report, ACC is moving forward with bold actions on 21 of those, and the remaining item, increased staffing, is also being addressed. The Gansler Commission recommended increasing the contracting workforce by 400 military personnel and 1,000 civilians. ACC will increase in workforce size deliberately over the next 3 years to ensure it has both the quality and quantity necessary to execute its contracting mission.

ACC places a strong emphasis on leveraging innovative technology to accelerate contracting processes, improve the accuracy and timeliness of information flows, and deploy the tools that contracting personnel need to excel in their mission. Regarding expeditionary operations, ACC is firmly committed to providing its people with the technology, tools, and training they need to succeed in the fast-paced environment of theater operations.

Current capabilities in the Standard Procurement System and Procurement Desktop-Defense (SPS/PD2) systems are enhanced by the Army's Virtual Contracting Enterprise (VCE) solution. This Web-based VCE solution enables SPS/PD2 capabilities and contract information to be shared Armywide. The development and deployment of a fully automated, paperless, and Web-based enterprise contracting and procurement system will occur in stages over the next several years.



Jeffrey P. Parsons, ACC Executive Director, discusses the command's status with his staff during one of many strategic planning sessions. ACC is a subordinate 2-star level command under AMC. (U.S. Army photo by Larry D. McCaskill.)

Implementing Gansler Recommendations

Ensuring the success of expeditionary missions and overall contracting operations, the Gansler Commission made four overarching recommendations:

- Increase the stature, quantity, and career development of military and civilian contracting personnel, especially for expeditionary operations.
- Restructure the organization and restore responsibility to facilitate contracting and contract management in expeditionary and CONUS operations.
- Provide the training and tools for overall contracting activities in expeditionary operations.
- Obtain legislative, regulatory, and policy assistance to enable contracting effectiveness in expeditionary operations.

Standing up ACC is an essential aspect of fulfilling the recommendations of the Gansler Commission and the Army Contracting Campaign Plan Task Force (ACCP-TF). This task force was created to address the findings of the Commission and another independent review, the Army Contracting Task Force, which focused on immediate, short-term needs and complemented

the Commission's strategic orientation. With ACC in place, the ACCP-TF's primary work is completed. The fulfillment of all of the Gansler Commission recommendations are occurring over time as budgetary cycles and institutional capacities ramp up to accommodate new training regimens and newly hired staff.

Training, Tools, and Career Development

Facilitating the career development of military and civilian contracting personnel requires a host of organizational and process changes that include extensive development and revision of training opportunities. As a result of recent actions, military contracting officers and noncommissioned officers (NCOs) can now begin to pursue their acquisition careers 2 to 3 years earlier than previously allowed, enabling personnel to have more time to develop contracting expertise.

The Army is also working with multiple educational institutions, including the Defense Acquisition University (DAU), the U.S. Army Training and Doctrine Command, and the U.S. Army Logistics Management College (ALMC) to enhance contracting training opportunities. More than 100 DAU contracting courses have

been added and ACC is working with Army training organizations to update curricula based on lessons learned and increase the number of courses offered for certifications.

A newly developed course at ALMC addresses the importance of overseeing contractors who support military forces. To help provide officers and NCOs with the tools and training they need prior to their initial contracting assignments, the U.S. Army Acquisition Support Center is administering a scenario-based contracting lab focused on contract preparation and execution.

All of these activities are representative of efforts occurring across the Army to improve training related to contracts and contract management. At least 16 courses for officers and NCOs have been developed or revised to improve the level of awareness across the Army about the importance of contracting and contract management.

Training for program management personnel has also been upgraded over the last several years to emphasize performance measurement tools such as earned value management, total cost of ownership, and other techniques. All of these tools focus on establishing goals for cost, schedule, and performance as well as enabling regular assessments of progress made toward achieving goals.

To enhance knowledge sharing and skills development for Contracting Officer's Representatives (CORs), a deployment handbook has been published that contains practical examples. The handbook is a very useful tool in the field for CORs, who are responsible for being the "eyes and ears" that monitor contractor value and effectiveness. With the complexity of the contracting process, and at a time of significant increases in contract-related spending, CORs are more critical than ever to the process. Reflecting the increasingly important role of CORs is an entire

division of ACC dedicated to improving COR development. Additionally, a new emphasis is being placed on educating and informing commanders, their staff, and other non-contracting personnel about the role that CORs play in oversight.

By forging stronger links between commanders and contracting personnel, the Army's expeditionary contracting operations are better positioned to fulfill their important roles. Enhancements to expeditionary contracting operations include the use of planning cells within Contracting Support Brigades (CSBs), which further improves communication between contracting personnel and their customer, the warfighter.

Other guides recently published include the Joint Contingency Contracting (JCC) Handbook and a training manual for the Army's new contracting NCOs. Developed as a collaborative effort between the Army and the Office of the Secretary of Defense, the JCC Handbook is used to help develop training material for expeditionary contracting operations.

Process Improvements

Contracting is a complex process involving solicitations, negotiations,

and enforcement of terms and conditions. Contractor performance must be monitored, and systems and processes must be in place to efficiently and effectively collect and report data to measure contract compliance.

The Army is forming a comprehensive strategy to capture lessons learned from three perspectives: the requiring activity, the contracting officer, and the contractor. By establishing a formal process for the analysis of lessons learned data, ACC will be able to discover and rectify operational gaps in areas such as organizational structure, doctrine, training, and personnel development.

Among the process improvements identified and implemented is guidance restricting military contracting personnel from working in theater until they have at least 1 year of contracting experience stateside. Additionally, ACC has increased the resources dedicated to overseeing contractor performance and developed improved processes for evaluating and managing contracts.

In the area of business information systems, the implementation of immediate improvements, development of near-term solutions, and the planning of a future enterprise solution are in



Parsons concentrates during an ACC strategic planning session. He is moving the command forward to ensure it reaches its fully operational capabilities. (U.S. Army photo by Larry D. McCaskill.)

progress. Effective information technology is the key to uniting everyone involved in contracting. Information about the receipt of goods and services must be efficiently captured and property accountability systems must keep track of contracts and associated property and supplies. Later, the expended funds must be accurately documented and reconciled with contract closeout. There are also issues regarding aligning funding with actual dollars spent and the reapplication of excess funds to current accounts.

Cohesively performing all of these tasks in an efficient manner requires an enterprise solution, which will serve as a single information source for all parties involved in contracting and contract management. The system will enable total visibility of all aspects of the contracting process, and it will deliver a world-class information system that will make a significant difference on the battlefield.

With the improvements already implemented, ACC continues to make great strides in establishing the foundation needed to provide timely situational awareness to commanders in theater. By automating and standardizing many aspects of the contract-writing process, ACC has given expeditionary contracting personnel the tools they need to be more effective in theater. With forthcoming enhancements, commanders will have the precise information they need regarding the role and location of contracting personnel, which will enable them to better plan their military operations.

Demands on Systems and People

In ideal environments, large-scale contracting can be a challenging task. The operational tempo of expeditionary warfare creates even greater opportunities. ACC has risen to these challenges with a comprehensive plan of action and the will to act on it.

Contracting operations and contractors in theater are key contributors to mission success and commanders need to know how these personnel are contributing to operations in theater. ACC ensures that contracting expertise is placed in CSBs to coordinate contracting requirements with operational commanders.

Contracting is a critical link between warfighter requirements and the contractors who work diligently to meet those requirements. Restructuring within ACC ensures that expeditionary contracting personnel receive the necessary pre-deployment experience and training to provide excellent support to the warfighter—the ultimate customer.

As part of the ACC continuous process improvement approach to contracting, expeditionary personnel will capture and report key information to compile lessons learned, perform internal audits, and update policies and training as needed. ACC is constantly working to identify areas for performance improvements so the Army can be assured it is obtaining full value from contractors.

Hard data and concrete metrics are essential to measuring contractor performance, and ACC is developing key metrics related to costs, performance, and schedules that emphasize value delivered. By tracking metrics over time as an integral aspect of contract oversight, the Army will have advance notice of developing issues and whether they are arising because of difficulties beyond the contractor's control or due to contractor performance. As a result, ACC will be able to take corrective actions earlier, thereby reducing delays and improving the delivery of services for more cost-effective operations.

ACC strives to continually improve contracting, acquisition, and program management in expeditionary and installation operations. Recognizing the road ahead presents significant



Then-AMC Commanding General GEN Benjamin S. Griffin (left) stands up the ACC March 13, 2008, at Fort Belvoir, VA, under the leadership of ACC Executive Director Parsons (center) as AMC CSM Jeffrey J. Mellinger looks on. (U.S. Army photo by J.D. Leipold.)

challenges and opportunities, ACC has firmly planted the cornerstone and implemented the overarching framework envisioned by the Gansler Commission and the ACCP-TF.

ACC remains committed to the empowerment of the Army's contracting personnel by providing specialists the tools, systems, training, and career development opportunities needed to deliver excellent service to the warfighter. Contracting and procurement must be a core competency in the Army, and ACC is delivering on its mission to provide the Army and the taxpayer with the value and performance they deserve.

JEFFREY P. PARSONS is the Executive Director of ACC, a U.S. Army Materiel Command (AMC) major subordinate command. He holds a B.A. in psychology from St. Joseph's University, an M.S. in administration with a concentration in procurement and contracting from George Washington University, and an M.S. in national resource strategy from the National Defense University. Parsons is an Industrial College of the Armed Forces and Defense Systems Management College Executive Program Management Course graduate, and is Level III certified in contracting and program management.

CCE Interns Experience More Variety and Greater Challenges

LTC Jonathan D. Long

I*ntern*—the word is easy to recognize and understand. According to the *American Heritage Dictionary of the English Language*, an intern is “a student or a recent graduate undergoing supervised practical training.” However, for interns assigned to the U.S. Army Contracting Command (ACC) Contracting Center of Excellence (CCE) through the Army Civilian Training, Education, and Development System (ACTEDS) and local intern programs, the life of an intern is much more.


Undra Robinson, CCE Director of Contracting (DOC), explains that the intern program “is the key mechanism for replenishing our workforce as contracting professionals move within the National Capital Region [NCR] or choose to retire.” CCE Deputy DOC Jackie Woodson adds that, “the Army intern program in contracting is the first step to growing future leaders. The complexity of the requirements and volume of what we do here at CCE provides our interns more variety and greater challenges.”

Unique Assignments

While the intern program follows a traditional model combining standardized Defense Acquisition University (DAU) education and on-the-job training found at most acquisition centers, it's the specific nature of the skill-broadening assignments that make the CCE intern program a unique experience. Interns start with the educational aspects of the program providing the foundation for contracting during the first year of the 2-year program. All interns in

the contracting program will normally complete DAU courses, including:

- CON 110 Mission Support Planning.
- CON 111 Mission Strategy Execution.
- CON 112 Mission Performance Objective.
- CON 120 Mission Focused Contracting.
- CON 202 Intermediate Contracting.
- CON 204 Intermediate Contract Pricing.



Derwin Rush, CCE KO, provides mentorship to Na Lin, a first-year CCE ACTEDS intern, as they discuss how to determine best value. (U.S. Army photo by LTC Jonathan D. Long.)

- CON 210 Government Contract Law.
- CON 353 Advanced Business Solutions for Mission Support.

These courses offer contracting fundamentals and how to interpret and apply the *Federal Acquisition Regulation* when developing acquisition strategies. Aspiring contract specialist interns arrive at CCE ready to learn the fundamentals and excel in completing the program.

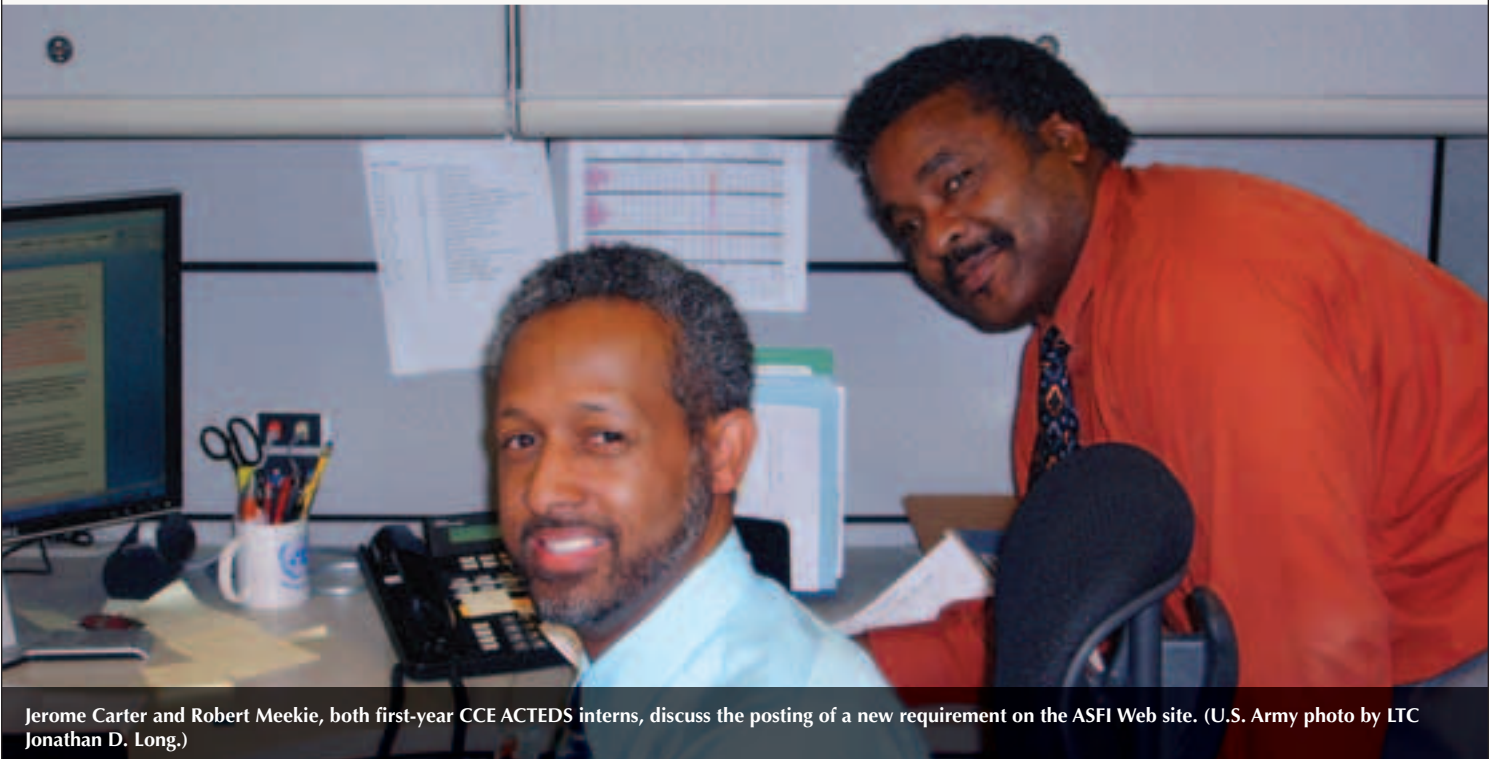
Once assigned to CCE, interns work in one of two contracting divisions. Here, they serve as contract specialists within a contracting branch and begin to learn and use the Procurement Desktop Defense (PD2), the contract writing system. PD2 is the automated tool used to compete contracts through the Army Single Face to Industry (ASFI) for award. Interns initially focus on post-award work where they interact with customers, review contract folders, prepare modifications, and exercise options.

At the practical level, this means interns contact customers to better understand requirements and review

It's the specific nature of the skill-broadening assignments that make the CCE intern program a unique experience.

funding documents (quantity, type, requirements, and cost estimate). With oversight and guidance from their contracting officer (KO), interns plan their work, input data into PD2, and run integrity checks to ensure the inputs synchronize with funding and other contract line item number data. They then create contract action reports that contain all the necessary data required to be entered into the Federal Procurement Data System (FPDS). This is one of the many practical training areas experienced by interns, as the FPDS data provides several reports to the federal government. One of the most important data points for CCE is measuring the extent to which small, veteran-owned, service-disabled, HUBZone, disadvantaged, and women-owned businesses receive contract awards. The experience that interns gain with FPDS prepares them for future work in the CCE.

Interns then move within CCE during the first year to work pre-award actions. The most distinguishing characteristic for the CCE intern program is the opportunity for interns to be involved in and lead multimillion-dollar source selections. The source selection objective, often viewed as a complicated process, is to select the proposal that represents the best value. CCE interns work with their KO to set up an evaluation team for their particular requirement. In this case, the intern has the unique chance to work with other more experienced contracting specialists, legal representatives, customer representatives with technical expertise, small business representatives, and other experts, such as cost and price analysts, to ensure a comprehensive evaluation of the offers. The opportunity to work source selections so early in an intern's career is a distinguishing aspect of the CCE intern program.



Jerome Carter and Robert Meekie, both first-year CCE ACTEDS interns, discuss the posting of a new requirement on the ASFI Web site. (U.S. Army photo by LTC Jonathan D. Long.)

Learning Opportunities

While interns at CCE may make some minor mistakes during their initial contract preparation and acquisition planning assignments, with the help and mentorship of more senior and experienced KOs, these mistakes are turned into learning opportunities. According to Robinson, “we talk to the interns weekly and provide guidance and feedback for a broad overview of defense contracting to include the other services.”

Contract specialist interns are constantly challenged to research answers and make recommendations on how their procurements should proceed. The result is the interns quickly begin to develop their own individual “tool box” of skills because they are greatly challenged to learn how to complete the pre-award, contract award, contract administration, and contract closeout procedures. During the second and third exposures to the procurement process, intern mistakes are minimized. According to Na Lin, a first-year CCE ACTEDS intern, “the intern program helps me to quickly develop my multitasking ability ... and continues to build on my undergraduate degree in business.”

“The goal of the intern program within CCE is to provide a breadth of training,” said Robinson. “There is the necessary *Defense Acquisition Workforce Improvement Act* training, which works hand-in-hand with the CCE on-the-job training. Interns rotate among the various CCE divisions including Small Business, Government Purchase Card, and Contract Administration, and may be assigned other short-term assignments with the NCR Contracting Center, Principal Assistant Responsible for Contracting Office, or Deputy Assistant Secretary of the Army for Procurement staffing actions.”

According to CCE leadership, the command’s workload serving the



First-year CCE ACTEDS intern Nashaunte Graham pauses during a Source Selection Evaluation Board to review the key evaluation factors. (U.S. Army photo by LTC Jonathan D. Long.)

The intern has the unique chance to work with other more experienced contracting specialists, legal representatives, customer representatives with technical expertise, small business representatives, and other experts.

Department of the Army Staff in the Pentagon and the Joint Staff is focused heavily on services contracting with numerous source selection evaluations in progress at any one time. The opportunity to work complex and many different types of requirements allows CCE interns great opportunities in the future. The goal at the end of the program’s second year is that each intern will become Level II certified as a career field 1102 contract specialist.

CCE Commander COL James Simpson sums up the program best: “Where else can a new person to government contracting get the opportunity to be responsible for developing, evaluating, and recommending a contract award for a multimillion-dollar requirement?” The combination of DAU core training, CCE on-the-job training, and

developmental training in the specialty divisions results in well-rounded CCE contract specialists who are much more confident in their abilities.

To apply for an ACC CCE internship, visit http://www.amc.army.mil/acc/career_op.asp.

LTC JONATHAN D. LONG is a KO and CCE Branch Chief. He holds B.S. degrees in business and fine arts from Lewis and Clark College and an M.B.A. in marketing management from the Claremont Graduate University. Long is certified Level III in contracting, Level II in program management, and Level I in quality assurance, logistics, and information technology management.

Lean Six Sigma—Improving the Competitive Development Group/Army Acquisition Fellowship (CDG/AAF) Program

Joan Moses

When the CDG/AAF program was launched in 1997, more than 800 GS-13s competed for the first 25 positions. Within 1 decade, applicant numbers dwindled to less than 50 applicants competing for approximately 11 positions each year.

Alvin Bing, YG09, poses with a T-9 Dozer, one of the programs he is managing during the first year of his developmental assignment in the CDG/AAF program. (U.S. Army photo courtesy of Aberdeen Test Center.)

While better odds may be good for applicants eager to participate in this prestigious program, red flags were raised at the U.S. Army Acquisition Support Center (USAASC). Was CDG/AAF still meeting the needs of Army senior leaders? Were other long-term training programs drawing away qualified applicants? These concerns prompted Shirley Hornaday, USAASC Western Regional Director and CDG/AAF year group (YG) 97, to sponsor a Lean Six Sigma (LSS) black belt project to improve the program.

As a certified Army LSS Black Belt and Acquisition Career Manager (ACM) in the USAASC Warren, MI, Customer Support Office (CSO), I knew that using LSS tools such as Voice of the Customer surveys and cause and effect diagrams would help the project team to identify solutions and make fact-based decisions. Project team members included Chandra Evans-Mitchell, USAASC CDG/AAF Program

CDG/AAF is a unique combination of high-quality leadership training and practical on-the-job career experience.

Manager; Laverne Kidd, USAASC ACM; Roosevelt Ingram, USAASC ACM; Marque Cryderman, Program Executive Office Combat Support and Combat Service Support (PEO CS&CSS) and CDG/AAF YG02; and Willie Brazile, HQ U.S. Army Materiel Command (AMC) G-4/7/9 and CDG/AAF YG07.

CDG/AAF is a unique combination of high-quality leadership training and practical on-the-job career experience. Fellows receive rotational assignments to complete Level III certification in their primary acquisition career field (ACF) (if needed) and to obtain certification in a secondary ACF. There are two 1-year developmental assignments and one 6-month assignment.

Leadership training courses are planned between developmental assignments, allowing fellows to focus on learning and bringing new insights to their next assignment.

The project team designed several surveys to measure the program's effectiveness in meeting the Army's needs. Senior leaders of several Army organizations, including the U.S. Army Aviation and Missile Command Life Cycle Management Command (LCMC); U.S. Army Aviation and Missile Research, Development, and Engineering Center; PEO Ground Combat Systems (GCS); and the U.S. Army Tank-automotive and Armaments Command LCMC, were surveyed via personal interviews. Web-based surveys



CDG/AAF YG06 fellows proudly display their certificates at the graduation ceremony held Feb. 4, 2009. From left: Robert Hamilton, Joseph Baldauf, Craig Fleming, Kimberly Carroll, Paula Taylor, Leonard Jefferson, Richard King, and Joseph Pellegrino. (Photo courtesy of PEO Simulation, Training, and Instrumentation.)

Obtaining detailed customer feedback was vital to identifying improvement opportunities, while still retaining the most valued features of the program.

gathered feedback from potential applicants, supervisors, and CDG/AAF fellows. We knew that a 360-degree approach would help us observe the CDG/AAF program from the customer's point of view. Obtaining detailed customer feedback was vital to identifying improvement opportunities, while still retaining the most valued features of the program.

Leadership Training—Strength of the CDG/AAF Program

The leadership training provided in the CDG/AAF program was cited as a key strength by 88 percent of supervisors, 76 percent of CDG/AAF fellows, and 67 percent of potential candidates. One YG07 fellow noted that the program has “outstanding [leadership courses] ... [I] would never have had the opportunity to attend these classes without the CDG/AAF program.”

USAASC invests \$32,000 in leadership training (tuition and TDY) for each CDG/AAF fellow, including:

- Intermediate Qualifications Course in Austin, TX (4 weeks).
- Operational Experience Training at the National Training Center at Fort Irwin, CA (4 days).
- Congressional Operations Course on Capitol Hill (1 week).
- Darden Business Executive Education at the University of Virginia (two 1-week courses).
- Top priority for any Defense Acquisition University class needed for certification in all fellows' chosen primary and secondary ACFs, including PMT 352B for fellows on the product/project manager leader track.

6-Month Assignment in DC

All CDG/AAF fellows are assigned to the Pentagon or HQ AMC in the Washington, DC, area for at least 6 months. All senior leaders surveyed for the black belt project highly valued this program feature. Exposure to the DC environment is an experience that benefits both the careerists and their organizations. Understandably, 6 months away from home discourages many potential candidates, with family commitments cited as the number one reason for not applying to the CDG/AAF program.

“I applied for the potential opportunities of the program, to include developmental assignments in other career fields and exceptional training,” said Colleen Setilli, YG03. “The only

thing I worried about was leaving my 3 children for the 6-month assignment in DC. I felt very guilty, but it ended up being a very rewarding and fun experience and my children were fine.”

Developmental Assignments—Customized Career Path

Applicants and their nominating organizations have complete flexibility when designing CDG/AAF developmental assignments. The fellow and his or her senior leader mentor work together to identify career development assignments that strengthen functional area experience and broaden skills in new career fields. Alvin Bing, YG09 at Warren, was pleasantly surprised when both BG R. David Ogg (PEO GCS) and Kevin Fahey (PEO CS&CSS) personally sat down with him to plan his rotational assignments after his selection to the CDG/AAF program.

The CDG/AAF program has two tracks. The product/project manager leader track provides developmental experience in one or more PEOs. The acquisition leader track offers fellows

The screenshot shows the University of Virginia Executive Education website. The header includes the university logo and navigation links for Home, Executive Education, MBA, MPA for Executives, PhD, and Executive Education. The main banner features the text "Executive Education" and "Improve the Way You Do Business!" with a circular seal indicating "25th Anniversary". Below the banner, there are sections for "About Us", "Darden Executive Education Programs", and "Upcoming Programs". The "Upcoming Programs" section lists "Negotiating Success: A Learning Laboratory" starting on 11/17/2009.

The Darden Business Executive Education at the University of Virginia is just one of the leadership training courses that is available to CDG/AAF fellows.



Tools such as the LSS Value Stream Map, being prepared here by LSS Master Black Belt Chad Jones, helped the LSS project team improve the CDG/AAF program. (U.S. Army photo by McArthur Newell II, BRTRC.)

developmental experience in both their functional organization and in the PEO environment. Developmental assignments also prepare fellows for future leadership responsibilities when assigned as team leaders for integrated project teams or special projects.

Stepping out of their comfort zone is a strong motivator for many applicants. One YG01 fellow remarked, “I saw it as an opportunity to expand my professional horizons. I was Level III certified in systems planning, research, development, and engineering, but found myself very interested in business cost estimating, financial management, and project management. I saw the CDG/AAF program as a way to develop and grow.”

Fellows also draw on the advice and mentorship of past CDG/AAF fellows, Acquisition Career Management Advocates, ACMs, and USAASC Regional Directors. CDG/AAF fellows are equipped with the right support network to learn and grow.

Opportunities for Advancement

Advancement opportunities were cited by candidates as the number one reason for considering the CDG/AAF program. Seventy-six percent of the

graduate CDG/AAF fellows responding to the survey agreed that their participation in the program helped them to gain a promotion. Of the 147 graduate CDG/AAF fellows since 1997, 80 percent achieved GS-14 positions (or broad/pay band equivalent), 35 percent went on to become GS-15s (or broad/pay band equivalent), and 3 percent have progressed to the Senior Executive Service level.

While nominating organizations guarantee return rights, many CDG/AAF fellows are promoted before completing their 3-year CDG/AAF commitment. Fellows promoted after graduation are still entitled to full USAASC funding of the leadership training opportunities of their YG. This is a win-win scenario for both the gaining organizations and CDG/AAF fellows.

Fact-Based Improvements

The LSS project is currently in the “improve” phase. Based on survey suggestions and team analysis, the CDG/AAF YG10 will feature the following enhancements:

- Elimination of the requirement to sign a mobility agreement.
- Applicants may be certified at Level III in any ACF (no longer required to

be Level III certified for their current position).

- U.S. Army Acquisition Corps (AAC) membership is now optional, although still highly recommended.
- Marketing and promotion efforts will be improved. (A major finding from the customer surveys was that many potential applicants simply had not heard of the program.)
- Applicants selected to CDG/AAF YG10 will be assigned a senior leader mentor who will help design developmental assignments. Generic rotational plans are being developed to aid mentors and fellows in identifying the best career path to future leadership opportunities.

The report card for CDG/AAF revealed high satisfaction levels by the fellows. The keystones of the program, developmental assignments and leadership training, received high marks from all four customer groups. Nominating organizations benefit from USAASC funding salaries, tuition, and TDY expenses during the 3-year program. The Army benefits by growing a pool of future leaders. During the Analyze Tollgate review, Craig Spisak, USAASC Director, congratulated the team on the exceptional job and the complexity of the analysis they performed.

For more information about the CDG/AAF program, visit <http://asc.army.mil/career/programs/cdgaaf/default.cfm> or contact Chandra Evans-Mitchell at (703) 805-1247/DSN 655-1247 or chandra.evansmitchel@us.army.mil.


JOAN MOSES is an ACM at the USAASC Warren CSO and a certified Army LSS Black Belt. Moses holds a B.A. in general studies from the University of Michigan, is certified Level III in contracting, and is an AAC member.

General Fund Enterprise Business System (GFEBS) Transforms Army Business

Mohamed Ibrahim

The Army is transforming business processes to allow for more informed decisions, better resource management, and greater support to warfighters. GFEBS is a significant initiative in this transformation, moving the Army to a cost management culture. Leaders and managers regularly make decisions that impact and consume resources, but the current proliferation of systems provides limited, inadequate, or often untimely information for decision making. The Army needs integrated, enterprise-wide data for well-informed decisions and must therefore replace the many costly legacy financial systems.

GFEBS will empower leaders and managers to determine the true costs of operations. Here, Ko Un Yong, budget officer for the 2nd Infantry Division (2ID) Resource Management Office, evaluates 2ID's annual budget plan in his office at Camp Red Cloud, Korea. (U.S. Army photo by CPL Sohn Joon Hyung, 2ID Public Affairs Office (PAO).)

A man with dark hair and glasses, wearing a dark suit jacket, white shirt, and patterned tie, is shown in profile from the chest up. He is looking towards the left of the frame, presumably at a computer monitor. The background is slightly blurred, showing a framed picture on the wall and some office equipment.

GFEBs is a Web-based system with real-time visibility of data for the active Army, Army National Guard (ARNG), and U.S. Army Reserve. The system integrates funding, real property management, financial cost, and related output and performance data from functions and organizations across the Army. GFEBs provides an Enterprise Resource Planning solution that builds upon a modern accounting system for recording fund transactions, meeting statutory requirements, and much more, such as relating the funds to organizations and other projects, tasks, and activities; integrating and relating the funds to outcomes, outputs, and performance; and producing data for better informed decisions by leaders and operation managers from across the staff.

GFEBs will transform the way the Army does business by providing information on the full costs for output and performance, and empowering leaders and managers at all levels to determine the true costs of operations and the full costs that affect the Army's budget. GFEBs will enable Army decision makers to better leverage current resources and plan for future requirements.

GFEBs integrates many processes into a single system including funds distribution, funds control, accounting, and general ledger compliance; real property management to include property, equipment and asset management, project systems, and plant maintenance; spending chain processes including end-to-end "requisition-to-pay,"

reimbursable orders such as *Economy Act* orders, project orders, and reimbursable orders with advances; budget formulation; and cost management. Ultimately, GFEBs will replace more than 80 Army legacy accounting, financial, and asset management systems, such as the Standard Finance System (STANFINS) and Standard Operations and Maintenance Army Research and Development System (SOMARDS). The transformation is massive and complex and will occur over the next few years.

Release 1.3 Wave 1

On April 1, 2009, the Army's Program Executive Office Enterprise Information Systems (PEO EIS) deployed the first of eight deployment "waves" for GFEBs to more than 1,500



GFEBs integrates many processes into a single system including funds distribution, budget formulation, and cost management, among many others. Here, 2LT Kandi King provides guidance to SSG Amy Crawford on the budget for the 525th Military Police Battalion. (U.S. Army photo by SPC Carlynn Knaak, Joint Task Force Guantanamo PAO.)

end users in CONUS. This is a significant step in transforming how the Army does business. “We don’t want to just deploy new technology on top of legacy processes—we want to transform the way the Army does business,” stated Kristyn Jones, Director of Financial Information Management, Assistant Secretary of the Army for Financial Management and Comptroller.

Wave 1 included:

- Users with full functionality at:

- ▲ Fort Jackson, SC.
- ▲ Fort Stewart, GA.
- ▲ Fort Benning, GA.
- ▲ Headquarters, Installation Management Command (HQ IMCOM), Arlington, VA.
- ▲ HQ IMCOM Southeast, Fort McPherson, GA.

- Users with specific, limited functionality at:

- ▲ HQ U.S. Army Training and Doctrine Command (TRADOC).
- ▲ HQ U.S. Army Forces Command (FORSCOM).
- ▲ HQ Department of the Army.
- ▲ Defense Finance and Accounting Service (DFAS), Indianapolis, IN.
- ▲ DFAS, Rome, NY.

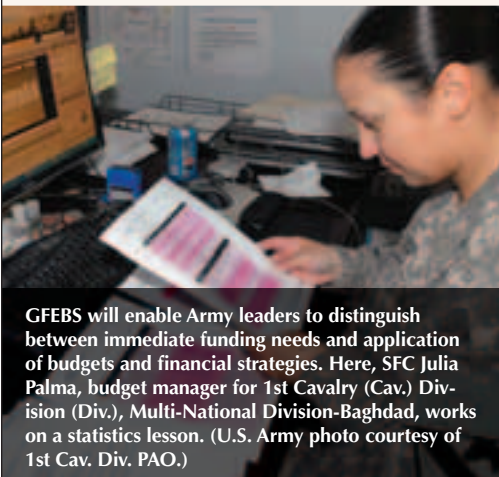
Wave 1 uses the GFEBs Release 1.3 version, which heavily leverages previously deployed financial management capabilities from Release 1.2. Release 1.3 provides enhancements to transaction processing, depreciation, real property, time tracking, and payroll processing to the 40 existing interfaces and adds 10 new interfaces.

During FY10, the Army will implement GFEBs Release 1.4 (R1.4) functionality to various organizations within FORSCOM, TRADOC, IMCOM, U.S. Army Medical Command, U.S. Army Network Enterprise Technology Command, the PEOs, ARNG, and DFAS. GFEBs R1.4 functionality will incorporate 13 new interfaces. The October R1.4 implementation will be fielded as a “mini-deployment” to a group of Army organizations, including PEO EIS under the U.S. Army Acquisition Support Center (USAASC)

and the Program Director Information Technology Systems. This group of approximately 20 users will serve as the pilot for R1.4 functionality and will further prepare GFEBs for the simultaneous deployment of GFEBs to STANFINS- and SOMARDS-related organizations in Waves 2 through 7. Currently, mini-deployment Wave 2 and Wave 3 organizations are actively involved in deployment readiness activities. GFEBs Wave 2 is scheduled to go live on April 1, 2010, and Wave 3 will go live on Oct. 1, 2010.

Upon completion, GFEBs will serve as the first-rate process and system for conducting financial and asset management operations with integrated non-financial functional data for the entire Army. GFEBs will impact every organization in the Army, reengineering business processes and offering new and improved capabilities to HQ, command, and operational levels. GFEBs’ benefits extend beyond the financial arena, offering new and improved capabilities for Armywide interoperability while increasing quality and effectiveness, and reducing cycle time and variance to free human and financial resources for higher priorities. COL Simon L. Holzman, GFEBs Project Manager, stated, “GFEBs revolutionizes the Army’s financial framework, providing a window for viewing and determining impacts of financial management decisions alongside budget structures. . . . This is significant. The Army will have the ability to differentiate between immediate funding needs and application of budgets and financial strategies that target near- and long-term demands of Congress, the Army, and the warfighters they serve.”

MOHAMED IBRAHIM is a USAASC Program Analyst. He holds a B.S. in international relations from George Mason University.



GFEBs will enable Army leaders to distinguish between immediate funding needs and application of budgets and financial strategies. Here, SFC Julia Palma, budget manager for 1st Cavalry (Cav.) Division (Div.), Multi-National Division-Baghdad, works on a statistics lesson. (U.S. Army photo courtesy of 1st Cav. Div. PAO.)

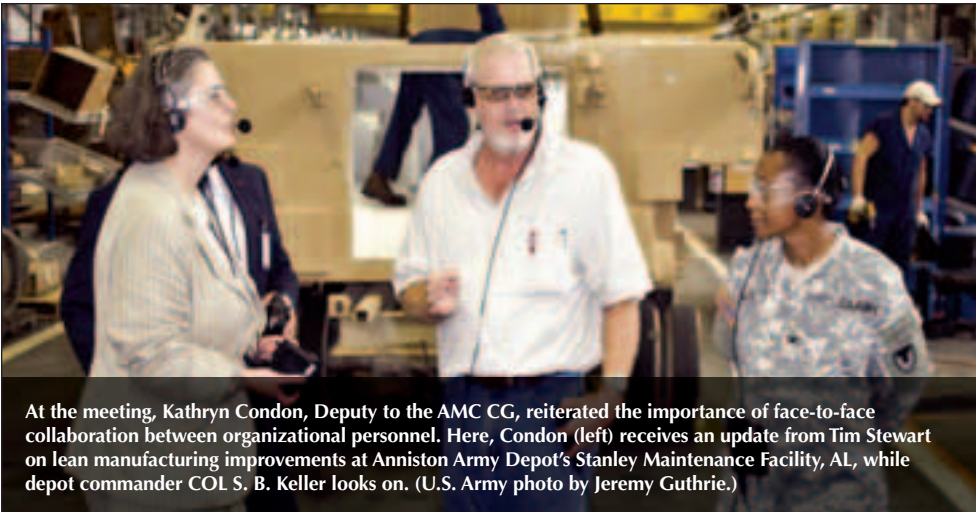


Materiel Enterprise Human Resources Offsite: ASAALT and AMC Collaborate to Achieve Better Outcomes

Kellyn D. Ritter

The missions of the Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASAALT) and the U.S. Army Materiel Command (AMC) are essentially the same: to provide unparalleled support to our Soldiers. While the individual tasks and responsibilities of each organization differ, there is much collaboration and overlapping work done between them. To accomplish their collective missions and ensure superior support to our Soldiers, ASAALT and AMC are working to establish a Materiel Enterprise (ME) Transformation Plan that will better define the roles, tasks, and coordination of the two organizations.

Under the ME's organizational roles, ASAALT, AMC, and the PEOs will collaborate during a system's life cycle to provide better overall support. Here, a Soldier uses the AN/PSQ-20 Enhanced Night Vision Goggles developed by PEO Soldier's Product Manager Soldier Maneuver Sensors. (U.S. Army photo courtesy of PEO Soldier.)



At the meeting, Kathryn Condon, Deputy to the AMC CG, reiterated the importance of face-to-face collaboration between organizational personnel. Here, Condon (left) receives an update from Tim Stewart on lean manufacturing improvements at Anniston Army Depot's Stanley Maintenance Facility, AL, while depot commander COL S. B. Keller looks on. (U.S. Army photo by Jeremy Guthrie.)

A core aspect of this plan is the development of a Human Capital Strategy. At an ME Human Resources Offsite meeting June 22–24, 2009, ASAALT and AMC personnel met to plan and discuss the strategy, which will enable personnel—ME's human capital—to jointly act as a community and create a core, succinct enterprise. Senior leaders and workforce members from both organizations contributed to the offsite meeting, and their candid participation and forward-thinking further developed the Human Capital Strategy and the ME Transformation Plan.

ME Transformation Plan

The Transformation Plan consists of five goal areas that will enable and support ASAALT and AMC. The organizations are in the process of defining each of those goal areas: roles and responsibilities, the industrial base, leadership, human capital strategy, and business processes and information technology.

Mark Rocke, Deputy Assistant Secretary of the Army for Strategic Communication and Business Transformation, explained the background of the Transformation Plan and steps taken thus far. He advised that the plan's goal is to establish a new awareness for department coordination and strategic relationship, and a more enterprise approach to include information sharing, transparency,

etc. The drafted ME Transformation Plan states: "We will accelerate our work to more fully adopt an 'enterprise approach,' in which we think and act collectively in a way that puts the needs of the Army and warfighters above the needs of individuals or organizations. We will better enable the Army Force Generation [ARFORGEN] model, better meet warfighters' needs, and support broader efforts to rebalance our Army. We will create greater effectiveness and efficiency, which will result in better products, shorter cycle times, and faster response times."

Together, ASAALT and AMC are creating a collaborative workforce with an organizational culture that harmonizes resources, requirements processes, etc. Rocke advised that the ME needs to improve how it acts as a community. "We've made a great deal of progress already; this offsite is an example of that," said Rocke, but he advised that there is still much more to do.

Defining ME Organizational Roles

Thus far, the ME has run several workshops and offsite meetings aimed at defining the Transformation Plan's goal areas. Teresa Gerton, Deputy Chief of Staff (DCS) for Resource Management, G-8, explained the progress of ME goal area #1 (to define the roles and responsibilities of the ME), the advances made in the establishment of ASAALT and

AMC responsibilities, and an example of the success of another offsite ME Transformation Plan meeting. She explained that during the collaboration between ASAALT and AMC, "It became very clear to the group that there was a lot of confusion about who was supposed to do what to whom in this business that we call ME." Gerton advised that it even took negotiation and compromise to reach common definitions of the ME and the individual organizations. Drawing a division of labor between ASAALT, AMC, and the program executive offices (PEOs) was one of the most important things accomplished in that goal area. "If you don't have a common understanding of your goals and responsibilities up front, maybe you don't have a common understanding of the definition of the words [life cycle, system, ME] you're supposed to use," said Gerton. "It's very easy to find places where many people were doing the same thing, and some places where nobody was doing anything."

In goal area #1, the group also discovered that from the very first life-cycle management step—materiel development decision—there were definitional differences between ASAALT and AMC. There has to be a partnership presence at this step or the life-cycle management process won't work, advised Gerton. There must be both AMC and ASAALT presence "to make sure the sustainability of the product is considered from the very beginning," she said. There was a lot of misperception on both sides about responsibilities and capabilities. The group decided that ASAALT will develop support agreements with AMC with the objective being to avoid surprises late in the life cycle. Each PEO and program/project/product manager will figure out the support they require and ASAALT/AMC will figure out the support they can give, coming to an agreement in a universally practiced manner. "These agreements are between AMC and ASAALT," said Gerton. "They are not

between one PEO and one Life Cycle Management Command. They're not between two staff elements. They're between the two organizations."

Offsite Meeting Collaboration

The ME Human Resources Offsite meeting provided a unique opportunity for information sharing, brainstorming, and collaboration. The benefit of ASAALT and AMC members meeting in an offsite centralized location enabled them to effectively work together in a previously unmatched fashion. During the offsite's first session, Craig Spisak, U.S. Army Acquisition Support Center (USAASC) Director, advised that those in attendance should set aside their differing perspectives and work as a collaborative team to develop a solution set. He stressed that although personnel were from different organizations, everyone was trying to solve the same problem. "Our expectation is that you come into this process and set aside any perspective that you have or may bring to the table from where you work and the organization you work for," said Spisak. "What we're looking for is to try and develop a solution set for our population—the human capital—that gets done what we do every day. To do that, we ask that you put aside or suspend your beliefs, if you will, and recognize that we are all trying to solve this from the same perspective."

Gerton advised that in the ME goal area #1 offsite meeting, ignoring the

preconceptions of organizational structure was the only way to make progress. "I encourage you not to make any pre-suppositions about commands or names of organizations or subordinate organizations," she said. Kathryn Condon, Deputy to the AMC Commanding General (CG), also reiterated the advice to leave behind preconceived notions. "Stop being personnelists, which is hard to do," Condon said. "We get so fixated with rules, processes, and pieces of paper that we lose sight of what we're supposed to do. ... We are so rigid in the way we do business that we will fail unless we transform and adapt."

William Marriott, DCS for Personnel, G-1, advised that a big piece of the overall ME Transformation Plan is "the human capital piece, or taking care of the people." He applauded the offsite environment, as it was conducted in an open forum with no stop time. Groups could work as long as needed or desired on their projects while in a relaxed, out-of-office setting. Marriott described the scope of the groups' input on their projects as having a "blank page." In addition, he advised the meeting was a great opportunity to meet counterparts from different organizations—people you work with, but don't necessarily know.

Condon reiterated the importance of face-to-face collaboration between organizational personnel. "The bottom line is you cannot do your job unless you get out and see what the job is," she

said. "You have to know the business you work in." Condon also expressed her enthusiasm for the Human Capital Strategy and the offsite meeting itself, which gave ASAALT and AMC personnel the opportunity to have direct input in the strategy that will affect them and their organizations now and in the future. "This is our opportunity to mold the future of the Army into what it needs to be," Condon said. Referring to leadership, Condon said, "We can't change things unless people tell us what needs to be changed. This is your opportunity to tell us what to change to make your job better."

Human Capital Strategy

The goal of the offsite was to further develop ME goal area #4 (establishment of a Human Capital Strategy). The balanced strategy should integrate ME talent across requirements, processes, and projects. This includes being able to supply the right personnel needed for the ME mission, create a collaborative culture that fosters communication and cooperation throughout the ME, and integrate the Human Capital Strategy across all business decisions and processes. The Human Capital Strategy Memorandum of Agreement between ASAALT and AMC reads: "To successfully manage the ME workforce through innovative, comprehensive, and collaborative Human Capital Management programs. Through this collaborative effort, ensure the enterprise leadership competitively recruits, retains, and sustains a well trained, educated, and experienced mix of the right people performing the right jobs in accomplishment of overarching enterprise goals."

LTG N. Ross Thompson III, Principal Military Deputy to the ASAALT, advised that, "Enterprise is about working better together so that we can achieve a better outcome. There are a lot of opportunities in the human capital area, and the reason we [leadership] really wanted to get this objective right



William Marriott, DCS for Personnel, G-1, advised that a big piece of the overall ME Transformation Plan is "the human capital piece, or taking care of the people." Here, Marriott speaks with members of the AMC Fellows program during a visit to Redstone Arsenal, AL, April 21–23, 2009. (AMC photo by Beth Clemons.)



The ME transformation plan will improve how ASAALT and AMC act jointly as a community to create a core, succinct enterprise. Here, Acting ASAALT Dean G. Popps (right) and AMC CG Ann E. Dunwoody are briefed by LTC Christopher D. Hardin, 3rd Sustainment Command (Expeditionary) Distribution Management Center Chief, in Balad, Iraq. (U.S. Army photo by SGT Alexander Snyder.)

up front is to have a better working relationship between ASAALT and AMC. ... If we don't get the human capital piece right for the long haul, then we won't accomplish what we need to."

Thompson continued, "It's all about people. It's all about getting the right people ... about integrating an environment where people feel like they can contribute to the work, where they are excited to come to work every day, where they're doing something meaningful, where they like the people that they're working with, where they are able to maximize their potential."

Condon stressed the future workforce aspect of human capital, advising that we need to build the workforce for the future generation and establish skill sets for the future. "We're fixated on today, but we also need to be [fixated] on tomorrow," said Condon. She expressed her concern that the civilian workforce skill set has atrophied. Condon advised

that to build the workforce we need for the future while still maintaining the workforce we need today, we need to bring skill sets back in house. "We are Soldier-focused; we are a people business. We need to put the emphasis back on people," she said.

Thompson stressed the importance of human capital in ensuring the future workforce is able to meet its mission requirements. "We have the opportunity to grow the size of the acquisition workforce. ... People will give you the foundation to do this," said Thompson. He advised that it will take 4–5 years to obtain the right people to grow the acquisition workforce. If we can establish a plan through the Human Capital Strategy now, we will be better equipped to have success in the human capital arena in the future.

The development of an ME Human Capital Strategy will address the concerns of Thompson, Condon, and other

senior leadership and offer solutions to the human capital challenges that the ME workforce faces.

Bob Szerszynski, USAASC Senior Program Analyst, reviewed each of the specific projects involved in the Human Capital Strategy. He emphasized the responsibility of the ASAALT/AMC collaborative groups for their projects. "The projects are now yours; you are the ones to carry these through," Szerszynski said. "Don't think of them as someone else's." A description of the projects follows:

- Project 4.1—develop a unified ME human capital strategy between ASAALT and AMC. This project is meant to be the foundation or "glue" that holds the other projects together. The development of the strategy is the first step, but it can be developed and implemented incrementally. The end state is to be a high-performing and motivated workforce that is prepared for its mission and eager to serve the warfighter, with the strategy being fundamental to any future ME success.
- Project 4.2—develop and implement a competency evaluation plan. This project has two phases: develop and pilot the competency evaluation process and then evaluate individuals within the targeted group to realistically assess their competence and performance against the required skills. The end state is to have a proven process with supporting automation that can be proliferated ME-wide for the next full rating cycle.
- Project 4.3—develop a standard new employee orientation process (the "on-boarding" process). This project is to ensure that each new hire has a positive entry into the workforce; it addresses all aspects of what industry calls on-boarding, to include badging, security issues, sponsorship, working space, first work projects, and other new hire challenges. The end state is to have a smooth and positive first day experience for all ME new hires.

"It's all about getting the right people ...
about integrating an environment where people feel like
they can contribute every day to the work."

—LTG N. Ross Thompson III

- Project 4.4—improve ME hiring processes. This project is to make the hiring process from start to point of job offer a lean process, by correcting the ME's inability to quickly react to vacancies, changes to skill set requirements, and emerging mission requirements. The end state is ME staffing that quickly and flexibly responds to changing needs.
- Project 4.5—establish equity in compensation and award/bonus model. This project addresses and resolves differences in employee compensation practices by creating a uniform compensation approach that appropriately recognizes and consistently rewards the contributions of all ME team members. The end state is a proven process that achieves consistent, equalized, appropriate compensation

and reward across the ME.

- Project 4.6—establish uniform standards for the working environment. This project aims to correct the inconsistencies in the quality of life standards applied to the working environment. The end state is a proven process that achieves consistent, equalized, appropriate workplace standards across the ME.

The Human Capital Strategy Offsite meeting enabled ASAALT and AMC personnel to come together in an unparalleled fashion to determine how the roles, tasks, and coordination of the two organizations will be better defined to ensure that the ME can better carry out its mission. The organizations' accomplishments of breaking down barriers and developing better

relationships at the offsite will significantly enhance the ME as it moves forward. As Condon said, "In the end, it's not about ASAALT and it's not about AMC. It's truly about how do we operate in an environment where we collaborate, we share information, where everyone has the same data at the same time to make the best decisions."

To view briefings and materials from the offsite, go to <https://www.us.army.mil/suite/folder/17861625>. Army Knowledge Online login is required.

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CONCEPT OF THE MATERIEL ENTERPRISE (ME)

Bob Szerszynski

The ASAALT and AMC are developing an ME to promote a common working environment between the two organizations. Our mutual goals are to provide the Army's senior leadership with the most accurate information to facilitate timely and sound decision making at the appropriate level to optimize support to warfighters and other customers. The primary focus is to enhance collaboration and transparency between our organizations, as well as other key stakeholders, in the areas of the industrial base, ME workforce, resourcing/funding priorities, and systems and equipment sustainability to optimize support of the ARFORGEN process.

The successful operation of the ME requires an enterprise culture defined by core principles. These guiding principles are intended to create the desired behavior necessary to achieve success across

the Enterprise. Success is achieved when the ME is able to:

- Exercise good stewardship of allotted resources.
- Reduce overall cost and time to develop, produce, and sustain materiel without sacrificing quality.
- Achieve accountability for equipment and other resources.
- Maintain a trained and ready operating force and civilian workforce to provide the right capabilities at the right time to combatant commanders and other supported customers.

Success requires an enterprise-focused culture and full commitment by the ASAALT and AMC leadership.

We will adopt an "enterprise approach" where we think and act collectively in a way that elevates

the needs of the Army and warfighters above the needs of individuals or organizations. We must create greater effectiveness and efficiency, which results in better products, shorter cycle times, and faster response times to better enable and support the ARFORGEN model and warfighters' needs in the broadest sense to rebalance our Army.

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King Abdullah Special Operations Training Center (KASOTC) Provides Capabilities for Coalition Forces

LTC Rod Aleandre and SGM David Lanham

Since its inception, the United States has always maintained alliances with other nations. Alliances have shaped every armed conflict in our Nation's history. In some cases, we were the primary benefactors of our allies. For example, our alliance, both economically and militarily, with France was instrumental in securing our independence from Great Britain. During other conflicts, such as the El Salvadoran Civil War in the 1980s, we have assisted allies to support our national objectives.

Jordanian SOF prepare to conduct entry via the Airbus A300 aircraft during a training event. (U.S. Army photo.)

In today's contemporary operational environment, strengthening our alliances and partnerships with other nations is paramount. Our allies often possess critical regional knowledge and skills that we cannot replicate. The *2008 National Defense Strategy* charges our Armed Forces to strengthen and expand our alliances and partnerships through support, training, advising, and equipping our allies to counter the full spectrum of threats. DOD has a range of programs in place to support these goals, including foreign internal defense activities, such as exchanges or exercises, and security assistance activities, such as foreign military sales and foreign humanitarian assistance. Activities such as these serve to enhance mutual goals and promote further cooperation between the United States and our allies.

The Hashemite Kingdom of Jordan is one such ally. "Jordan continues to be a key partner and play a positive role in the region. Jordan participates in many regional security initiatives and has placed itself at the forefront of

"Jordan continues to be a key partner and play a positive role in the region. Jordan participates in many regional security initiatives and has placed itself at the forefront of police and military training for regional security forces."

—GEN David H. Petraeus, Commander, CENTCOM

police and military training for regional security forces," said GEN David H. Petraeus, Commander, U.S. Central Command (CENTCOM), before the Senate Armed Services Committee on April 1, 2009. "In addition to its regular participation in multilateral training exercises, Jordan promotes regional cooperation and builds partner capacity through its KASOTC."

Enhancing Operational Capabilities

On May 19, 2009, King Abdullah II of Jordan officially opened the 1,235-acre KASOTC, located approximately 35 kilometers outside Amman, Jordan, which made the goal of strengthening regional cooperation a reality.

The KASOTC is a state-of-the-art Special Operations Forces (SOF) training center with the capability to provide SOF units an environment to enhance their operational capabilities. It includes multiple indoor and outdoor shooting ranges; bays for explosive, mechanical, and ballistic breaching; a fully instrumented urban operations facility; a 5-story live fire "shoot house"; vehicle mock-ups; a driver's range; classroom facilities; and an Airbus A300 aircraft on an airport tarmac complete with a control tower. The complex also provides a place for coalition forces to train on common ground and learn from each others' real-life operational experiences.



Jordanian SOF conduct simultaneous entry via fastrope and ground insertion into the 5-story KASOTC shoot house. (U.S. Army photo.)



Jordanian SOF conduct operations in the KASOTC urban environment. (U.S. Army photo.)

The KASOTC, which is owned and operated by the Jordanian government, is outfitted with the most durable technology and is built to meet U.S. technical and safety standards. The complex is also equipped with training devices that resemble the high-tech military operations on urban terrain systems used by the U.S. Army. This attention to detail provides the coalition warfighter with the most realistic training possible.

King Abdullah II initially planned the KASOTC project in May 2002, with the first draft plans formulated within the Hashemite Kingdom of Jordan and subsequent solicited funding from the U.S. beginning in 2003. Two years later, Congress allocated funds necessary to complete the design and outfit the facility. Aggressive development and construction began shortly thereafter by the project's primary partners: the Jordanian

government; the U.S. Army Program Executive Office for Simulation, Training, and Instrumentation (PEO STRI); H-B Consulting LLC; the U.S. Army Corps of Engineers Transatlantic Programs Center; and the prime contractor, General Dynamics Information Technology.

The KASOTC was designed in response to the emerging threats and unpredictable nature of the current international security environment. The facility meets the special operations training needs of the Jordanian Armed Forces and other Jordanian governmental and private security organizations, and is open to other coalition allies. It is also intended to:

- Strengthen a key U.S. ally and demonstrate U.S. commitment to the Kingdom of Jordan.
- Support Jordan as an “anchor state” that contributes to regional security.
- Support Defense Security Cooperation Agency objectives to enhance regional cooperation, interoperability, and building partner nations’ counterterrorism capabilities for overseas contingency operations (OCO).
- Enhance consequence management and civil defense capabilities of OCO partners.
- Provide U.S. forces and our coalition



King Abdullah II of the Hashemite Kingdom of Jordan arrives May 19, 2009, for the grand opening of the KASOTC outside Amman, Jordan. (U.S. Army photo.)

The KASOTC is a state-of-the-art SOF training center with the capability to provide SOF units an environment to enhance their operational capabilities.

partners access to a secure, world-class, state-of-the-art training center.

Specifically, the facility's scope and magnitude will shape units for success in current strategic and operational environments. This is particularly important as homeland and deploying forces face increasingly more adaptive and intelligent combatants. KASOTC's intent is to hone the full spectrum of individual and collective urban tactics, techniques, and procedures to ensure that KASOTC-trained forces maintain the highest possible urban readiness advantage over potential adversaries.

As a coalition regional training hub, KASOTC is fostering a greater appreciation and understanding of host nation and partner capabilities. The center facilitates rapport building with the local population and law enforcement as forces deploy into areas of conflict. This peacetime engagement will shape multinational teams for greater success in urban conflict.

Supporting Exercise Scenarios

In addition to the spectrum of direct-action operations, KASOTC can support a multitude of real-world exercise scenarios to include:

- Natural disaster and serious incident consequence management.
- Urban terrorist attack.
- Weapons of mass destruction.
- Airport, port, border crossing, and checkpoint security.
- Building and vehicle searches.
- Explosive ordnance disposal.
- Improvised explosive devices (security planning and management).
- Tactical combat casualty care.

Current operations reinforce the fact that combat in urban areas is highly intensified and complex. KASOTC delivers this realism by using computer control ranges that integrate specialized targets, video and audio systems, and battlefield simulation effects. There are approximately 400 cameras linked to a centralized range operations center over a fiber-optic network, which

allows units to observe, monitor, and capture ongoing training. The integrated instrumentation embedded in this equipment plays a large part in the success of military training readiness and improving safety. Integrated instrumentation improves training fidelity and realism by infusing urban and range training environments with realistic conditions controlled by operator workstations and digitally recorded for playback in the after action review. The special effects employed to mimic realistic conditions include targets, smoke, sounds, and smells. The KASOTC environment permits Soldiers to practice mission-essential tasks in a stressful environment and commanders to assess mission readiness of their units and design training to overcome the identified shortcomings.

Healthy regional cooperation and strong alliances have proven their worth on today's battlefield. Maintaining and strengthening these partnerships is a key tenet of our national security strategy. For the special operations community, KASOTC will afford the opportunity to make this a reality.

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SGM DAVID LANHAM is the PEO STRI Senior Enlisted Advisor. He has more than 22 years' service in the U.S. Army. He holds a B.A. in history from Columbia College and is Level II certified in program management.



GEN David H. Petraeus, CENTCOM Commander, confers with Dr. James T. Blake, PEO STRI, and SGM David Lanham, PEO STRI Senior Enlisted Advisor, May 19, 2009, at the grand opening banquet for the KASOTC. (U.S. Army photo.)



Armored vehicles will continue to play a major role in future combat operations. Here, SSG Andrew Frengel, his fellow Soldiers, and Stryker vehicles of A Troop, 2nd Squadron, 104th Cavalry Regiment, 56th Stryker BCT, move through Sab al Bour, Iraq, July 20, 2009. (U.S. Army photo by SGT Doug Roles.)

Providing Armor Capabilities to the Future Force

Jaclyn Pitts and Kellyn D. Ritter

Our Soldiers require extensive armor capabilities to combat the ever-changing challenges they face in atypical warfare. At the Armor Warfighting Conference May 12–14, 2009, Fort Knox, KY, Army personnel gathered to discuss, strategize, and report on how the Army will support Soldiers and the Future Force in the armor world. This article details remarks from Army senior leaders at the conference, to include the Vice Chief of Staff of the Army (VCSA) and U.S. Army Training and Doctrine Command (TRADOC) Commanding General (CG), who outlined the necessities for our Army's future success.

Changes in the Battlefield

VCSA GEN Pete Chiarelli offered his perspective on how the Army can continue providing unmatched armor capabilities to our Soldiers and achieve mission success. Chiarelli described the type of warfare our Soldiers face: “The Army and the environment in which we operate is constantly evolving, and the basic change has accelerated to an all-time high in recent years. Warfare, as we know it, has changed forever. ... The probable adversaries we face are increasingly savvy. Every Soldier, therefore, has to be versatile and agile enough to operate across the spectrum.”

As our Army continues to adjust to meet the challenges of future conflict, armored vehicles will remain a key element of the force. “The survivability, lethality, mobility, and the simple, pure intimidation that they provide is critical,” Chiarelli said. “It’s been demonstrated repeatedly in recent conflict. ... However, how we employ tanks and other armored vehicles will likely continue to vary significantly depending on the situation on the battlefield.”

“In this new strategic environment, the only thing we know for certain is



VCSA GEN Pete Chiarelli discussed how the Army must focus on its flexibility and willingness to embrace new ideas and technologies as it faces current and future contingency operations. (U.S. Army photo courtesy of Fort Knox PAO.)

that the enemy will purposely go where we are not, and we must ensure we are prepared and are capable to respond to any contingency across the full spectrum of operations,” Chiarelli said. In recent years, the Army has been focused at the brigade level, which has greatly enhanced the force’s ability to respond to any situation quickly and effectively. “We intentionally built these BCTs [brigade combat teams] to be self-sufficient,” Chiarelli said. “However, in reality, there is still a relatively robust support system that augments the BCT in the environments in which we fight today.”

Chiarelli advised that the force has become increasingly specialized as more capabilities have been added; however, further specialization could hinder the force. “Every attempt we make to specialize the force takes away from the flexibility we have,” Chiarelli explained. “If you try to train in everything, you end up captured by the training matrix. ... I believe the right answer is to focus on the critical and most difficult task, working day in and day out until every Soldier is proficient in it.”

As an organization, the Army must remain flexible and open to new possibilities as they arise. “In recent years, we’ve made numerous changes and improvements in the size, mix, and design of the force to better prepare for current and future operations,” Chiarelli said. “Ultimately, our goal is to achieve a balanced force that is able to operate for potentially long, drawn out periods across the spectrum of operation.” Currently, the Army is focused on building a network enterprise to enable users across the Army to share knowledge and leverage capabilities across the force.

Chiarelli also discussed other futuristic capabilities that may revolutionize the battlefield in years ahead, such as the electromagnetic gun. If achieved, it has the potential to contribute game-changing capabilities to combined arms



GEN Martin E. Dempsey, TRADOC CG, stressed the importance of training, leader development, and maintaining the all-volunteer force. (U.S. Army photo courtesy of Fort Knox Public Affairs Office (PAO).)

battle, both at the tactical and operational level. Significant progress has been made on this technology in recent years, but many challenges remain, such as the vast amount of heat generated from propelling the electromagnetic projectile that is strong enough to rapidly erode the system. The Army will continue to explore these types of technologies and how they can potentially provide innovative and unmatched capabilities.

TRADOC—Preparing for the Future

TRADOC plays an irreplaceable role in the future development of our Army’s armor capabilities. The command’s official mission is to “develop the Army’s Soldier and civilian leaders and design, develop, and integrate capabilities, concepts, and doctrine to build a campaign-capable expeditionary Army in support of joint warfighting commanders through Army Force Generation [ARFORGEN].” GEN Martin E. Dempsey, TRADOC CG, discussed his thoughts on what the Army must do to ensure future success. He advised of the Army’s three imperatives:

- We must win this war.
- We must preserve the all-volunteer force—“The Army can do anything because of the quality of the young

The Army can do anything because of the quality of the young men and women we have in uniform, and that's because it's a volunteer Army, and that's what we have to work to preserve.

men and women we have in uniform, and that's because it's a volunteer Army, and that's what we have to work to preserve," he said.

- We must continue to develop our leaders—"This rises to the same level as the other two [imperatives] because we are not going to predict the future; we always get it somewhat wrong," said Dempsey. "Policy comes late, organizations are not perfect, but it works because of our leaders."

To accomplish these imperatives, Dempsey advised the Army must focus on maintaining balance in the force for the Nation. "If we're looking to provide a balanced force for the Nation, it really resides in the force mix that we choose in the available pool," he said. "We've got to have this versatility reflected through the balance in the force mix and the modular brigade structure."

Dempsey also stressed that the ARFORGEN model, the Army's effort to bring predictability back to the deployment cycle, must be successfully adapted. Currently, the average deployment to dwell time ratio is about 1 to 1.45. "That's not sustainable over time," Dempsey said. "One to 2 begins to become sustainable, and to get to 1 to 2 at 12-month deployments, we've got to get below 13 brigades deployed." The ultimate ratio is to have a ratio of 9 months deployed to 27 months dwell time—a goal crucial in maintaining the all-volunteer force.

Dempsey outlined training recommendations for the Future Force. "You've got to master your weapon system," he said. "You need to learn small unit tactics and how to respond to orders, because they're going to come at you

fast, and they're going to come at you furious." He also explained the importance of integrating combined arms and how to leverage joint fire. "You've got to stay immersed in that training to become masters of it," he said. "We're not asking you to remain apprentices of it." Training in the future needs to focus on the ability to replicate everything at home station that will be faced in the battlefield. "We've got to get back to being an Army where battalion and brigade commanders feel personally responsible and accountable for training their unit, and then go to the [Combat Training Centers] to validate [training], not to get it, and we can do that," Dempsey said.

Dempsey also discussed the importance of the force's personal courage as a foundation upon which to build a strong Future Force. "The willingness to go and go again because your country needs you, because you believe the mission, and because you believe in the team," Dempsey said. "That's what we know about the force."

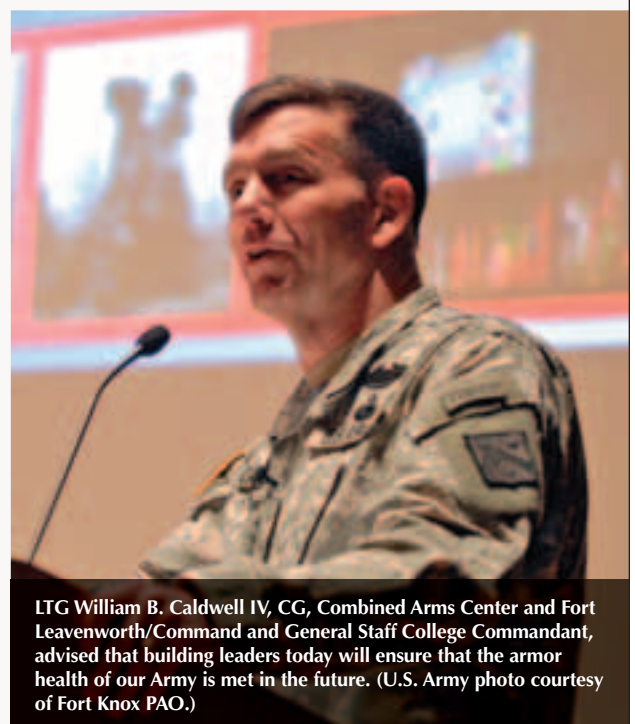
Building Leaders to Continue the Armor Mission

The imperatives for success set forth by Army senior leaders are not possible without future leaders to carry out those missions. LTG William B. Caldwell IV, CG, Combined Arms Center and Fort Leavenworth, KS/Command and General Staff College Commandant, advised that building leaders today will ensure that

the armor health of our Army is met in the future. To ensure our force is competent for the future, he stressed that we have to foster leaders today.

Caldwell advised that the Army needs agile and adaptive leaders for success in meeting the challenges of full-spectrum operations. The 21st century war zone is characterized by extremist violence that strives to create instability. "The lines separating war and peace are becoming very blurred," said Caldwell. "Successfully operating in this ever-changing environment that we call the 21st century is critical to the development of our leaders. This environment will require us to literally leverage every element of our national power. It will teach us and require us to understand how to cooperate, collaborate, and coordinate amongst many different entities."

Caldwell explained that in the spectrum of conflict we face, our adversaries move between operational themes. "We have to develop our leaders so we are capable of meeting those challenges," said Caldwell. "What is important for leaders today is the ability to anticipate and to manage these transition areas." Leaders must enable offense, defense,



LTG William B. Caldwell IV, CG, Combined Arms Center and Fort Leavenworth/Command and General Staff College Commandant, advised that building leaders today will ensure that the armor health of our Army is met in the future. (U.S. Army photo courtesy of Fort Knox PAO.)



Attendees at the Armor Warfighting Conference, Fort Knox, KY, listen to senior leaders explain how the Army can prepare for the success of the Future Force. (U.S. Army photo courtesy of Fort Knox PAO.)

and stability operations simultaneously. Our Soldiers must possess an array of skill sets, have the ability to rapidly adapt and adjust, and modify and assess what is required.

A comprehensive strategy, not sole force, will ensure the Army's mission success in current and future operations. To be able to devise and carry out this strategy, the Army must have critical and creative thinkers to deal with complexities and challenges. Part of that is living the Army values, as they are a significant part of leadership and help to ensure our Soldiers are prepared for every mission. "Everything we do is grounded in those seven Army values," said Caldwell.

Caldwell explained the methods he believes are necessary for developing Army leaders:

- Focus on agility and the ability to adapt.
- Remember the constants in leader development (moral and character development; mentoring; comprehensive fitness to include mental,

Successfully operating in this ever-changing environment that we call the 21st century is critical to the development of our leaders.

- physical, and spiritual).
- Manage talent by providing high-performers with additional opportunities.
- Foster a joint, interagency, inter-governmental, and multinational mentality that includes culture, language, and information.
- Teach how to master transitions.
- Emphasize self-development.
- Stress the systemic processes (i.e., ARFORGEN).

Caldwell further addressed the Armor Conference attendees: "We need leaders who can forge a unity of effort ... to help change for a better future, a better tomorrow. Those leaders are here today. You are the leaders who will make a difference for our Army in the 21st century."

As the Army continues to engage in a period of conflict and transformation

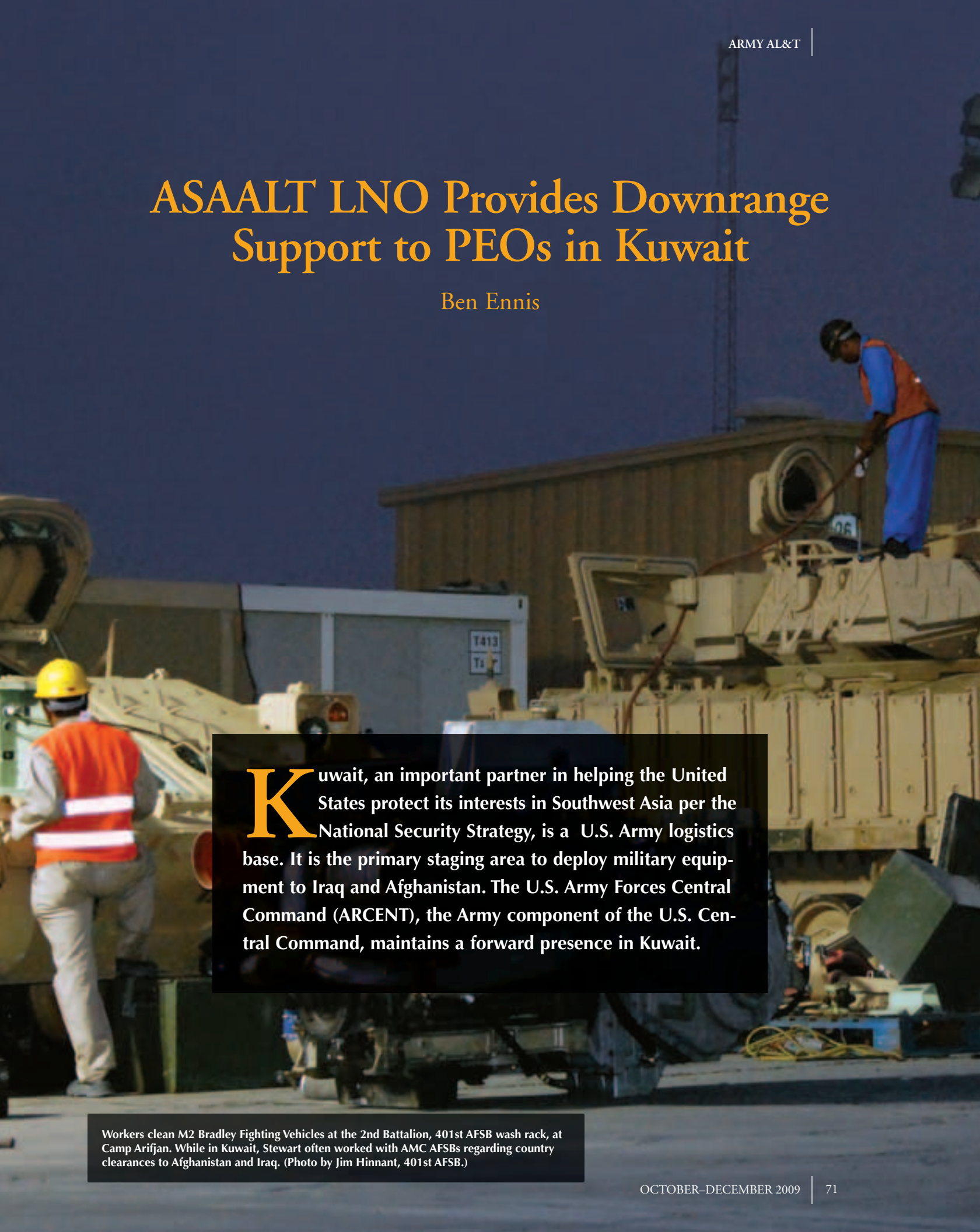
unlike any other in history, it is essential that our forces receive unparalleled support and armor capabilities. As outlined by Army senior leaders at the Armor Warfighting Conference, that objective is achievable through adaptation, preparedness, and the development of future leaders.

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ASAALT LNO Provides Downrange Support to PEOs in Kuwait

Ben Ennis

A photograph showing workers in orange safety vests and hard hats cleaning M2 Bradley Fighting Vehicles at a wash rack. One worker is on the ground, and another is on top of a vehicle. The vehicles are parked in a row, and the scene is set in a desert environment.

Kuwait, an important partner in helping the United States protect its interests in Southwest Asia per the National Security Strategy, is a U.S. Army logistics base. It is the primary staging area to deploy military equipment to Iraq and Afghanistan. The U.S. Army Forces Central Command (ARCENT), the Army component of the U.S. Central Command, maintains a forward presence in Kuwait.

Workers clean M2 Bradley Fighting Vehicles at the 2nd Battalion, 401st AFSB wash rack, at Camp Arifjan. While in Kuwait, Stewart often worked with AMC AFSBs regarding country clearances to Afghanistan and Iraq. (Photo by Jim Hinnant, 401st AFSB.)



Kuwait is a U.S. Army logistics base and serves as the gateway between the United States and the central front to Afghanistan and Iraq. Here, Soldiers await their bus to the air strip at the theater gateway in Kuwait. In FY08, the gateway processed more than 700,000 troops and civilians moving in and out of Iraq and Afghanistan. (Photo by Fred Baker, Office of the Secretary of Defense Public Affairs.)

According to ARCENT's mission statement, it provides support and services to Army force commands in theater, as well as directs Army support to other services. ARCENT also supports force rotations; conducts reception, staging, and onward movement; and provides theater sustainment and other support as required to forces in Iraq, Afghanistan, and the Horn of Africa. Serving in a variety of positions, Soldiers, Army civilians and contractors, and local and third country nationals react to the constantly evolving conditions on the ground to keep the gateway between the United States and the central front to Afghanistan and Iraq running smoothly.

To help support the program executive office (PEO) personnel rotating into theater, the Assistant Secretary of the

Army for Acquisition, Logistics, and Technology (ASAALT) sends military personnel on temporary assignment to Kuwait to function as ASAALT liaison officers (LNOs). These ASAALT LNOs provide key coordination support to PEO personnel; ARCENT leadership; and ASAALT's Materiel Enterprise partner, the U.S. Army Materiel Command (AMC).

Firsthand Account

One Army officer, LTC Maurice Stewart, shared his experience working downrange with the ARCENT Coalition Forces Land Component Command and Combined Joint Task Force (CJTF) 101 as the Deputy ASAALT LNO. Stewart quickly realized that, regardless of what military position you are assigned to at ASAALT, you must always be ready to deploy and perform.

When Stewart deployed, he was working for Army Acquisition Executive (AAE) Dean G. Popp. "Being Mr. Popp's Executive Officer [XO] did not exempt me from being deployed," Stewart said. "From the date I was notified that I would deploy downrange to serve as the Deputy ASAALT LNO, I had 3 weeks to complete all the pre-deployment requirements and training. If you've ever deployed individually, that's not a lot of time, especially if you're processing through the CONUS Replacement Center [CRC] at Fort Benning, GA. So while working at ASAALT, you must always be prepared to be deployed in support of *OEF/OIF* [*Operations Enduring and Iraqi Freedom*]. Because I was the XO to the AAE, all the pre-deployment requirements and training were accomplished on my own time, which was late at night and on weekends."

Stewart commended the CRC for the predeployment training it provided him. "Training at CRC was great because, after working at the Pentagon for 17 months, it was good to go through the

ASAALT LNOs provide key coordination support to PEO personnel; ARCENT leadership; and ASAALT's Materiel Enterprise partner, AMC.

‘re-greening’ or ‘Soldierization process’ CRC provided,” he said. “The training at CRC consisted of culture awareness training; infantry-level tactics; survival, evasion, resistance, and escape training; and survivability training. The CRC staff does a good job with preparing you for theater deployments.”

PEO Support in Theater

According to Stewart, the PEOs downrange are doing a tremendous job supporting the warfighter. While downrange himself, he had specific interaction with program managers (PMs) for PEO Soldier, PEO Enterprise Information Systems, and PEO Ground Combat Systems. Before going downrange, Stewart had often heard about the great job our PEOs are doing to support the Soldiers; this became even more evident once he was on the ground. Stewart advised that everyone associated with the PEOs is working 7 days a week supporting the warfighter. “In spite of the difficult conditions, such as weather and terrain, it is amazing how much equipment the PEOs have fielded to the Soldiers,” Stewart commented. The role of the ASAALT LNO is also made easier due to support from the PEOs. “The PEO

Everyone associated with the PEOs is working 7 days a week supporting the warfighter.

folks are excited about supporting the mission,” Stewart advised.

Stewart thinks that, overall, Soldiers are pleased with the equipment they are issued. He noted that the biggest difficulty was equipment accountability. To address this challenge, the Army is improving and implementing its processes to ensure all PEO representatives will use the correct procedures before fielding equipment downrange. Stewart emphasized that the equipment accountability issue has been fixed through the use of Property Book Unit Supply Enhanced (PBUSE). “The equipment has to be in PBUSE before taking it downrange or putting it in the hands of Soldiers,” he added.

Stewart advised of the processes performed by and relationship among the PEOs, PMs, and LNOS. “PMs level O-6 and below check in with the ASAALT LNO to advise of their intent and what they plan to do,” he said.

The LNO then takes that information and informs the ARCENT leadership. According to Stewart, when time permits, all PMs check in with the C4 to brief him on their mission in theater.

Stewart briefly discussed his interaction with one of ASAALT’s key materiel enterprise partners—AMC. He worked with AMC personnel on a daily basis and was collocated with them. Stewart was involved primarily with Joint PEO Mine Resistant Ambush Protected (MRAP) Vehicles. “We had to answer many questions dealing with MRAP and fielding body armor,” Stewart explained. “Also, we interacted with AMC Army Field Support Brigades [AFSBs] often. AFSBs approve the country clearances to Afghanistan and Iraq, and I worked with them to get these country clearances for our acquisition folks. The AFSBs do this work in addition to their regular jobs, so it can be challenging to coordinate a country clearance.”

Additional LNO Challenges

When questioned about the greening stage that ASAALT LNOs usually experience once on the ground, Stewart cited his previous work at the Pentagon for enabling him to bypass this. “For me, the greening stage was not necessary because I took advantage of my relationships and contacts in the Pentagon,” Stewart said. Once in theater, he was ready to perform his mission immediately.

Stewart cited the fact that LNOs always need to know if something in the pipeline is coming as another potential challenge. Again, he credits his work at the Pentagon for giving him an advantage because of his relationships with Department of the Army System Coordinators established



According to Stewart, ARCENT does a great job providing social events for Soldiers. Here, John Cho, cast member of “Star Trek,” signs autographs for U.S. service members at the Star Trek world premiere at Camp Arifjan. (U.S. Army photo by SSG Anthony Taylor, 20th Public Affairs Detachment.)

The Army is improving and implementing its processes to ensure all PEO representatives will use the correct procedures before fielding equipment downrange.

while working there. Because of those relationships, personnel in theater knew who they were communicating with in the Pentagon when they needed to obtain information pertaining to equipment or to address specific requirements that needed to be coordinated through the Pentagon.

Advantages

Stewart praised the efforts of the staff with which he worked. Despite the staff's small size, it provided excellent support to leadership. "Prior to arriving at ARCENT to serve as the Deputy ASAALT LNO, I had no job expectations," he said. "I wanted to do the best job I knew how and provide excellent support to the ARCENT

and CJTF 101 leadership. Under the leadership of COL Michael Zarbo, the primary ASAALT staff consisted of three officers maximum. With a staff that small, we provided acquisition support to *OEF/OIF*."

According to Stewart, ARCENT does a great job providing food, social events, and choices of various fast food restaurants. "The best chow you could ever get is provided," Stewart said, adding that Soldiers can get most of the foods that they eat at home in theater. Camp Arifjan, an Army installation in Kuwait, has fast food restaurants such as Pizza Hut, Hardees's, Subway, and Burger King, just to name a few, as well as military dining facilities that serve

Soldiers daily. "I never heard a Soldier say they had lousy chow," Stewart said.

Stewart concluded by saying that he is proud to be a part of the acquisition community and truly appreciated being given the opportunity to serve as the Deputy ASAALT LNO in Kuwait. He noted that PEOs and PMs have a tough job supporting the warfighter. However, under strenuous conditions, they are finding innovative ways to get the job done properly.

BEN ENNIS is the Strategic Communications Chief at the U.S. Army Acquisition Support Center. He holds a B.S. in business from the University of Colorado and an M.B.A. in marketing from Atlanta University. Ennis is a former Army Reserve Advertising Chief and has attended numerous military schools, including the Command and General Staff College and Defense Information School.



Stewart praised the military dining facilities in Kuwait and advised that Soldiers can get most of the foods that they eat at home in the Kuwait theater. Here, SGT Ronald J. Strowder (left) and his twin brother SGT Donald J. Strowder talk and share their first meal together in more than a year at a dining facility in Kuwait. (Photo by U.S. Navy PO3 Jorge Saucedo, Media Transition Team-Kuwait.)



From the Acquisition Support Center Director

As Army Acquisition, Logistics, and Technology (AL&T) Workforce members, we have a distinction that most Americans don't have—a commitment to support our Soldiers every day with the best weaponry, technology, and services. It's more than just a job; it is indeed an honor to provide for these men and women as they continuously defend our Nation from persistent conflict with courage, devotion, pride, and sometimes, with their very lives.



As we continue the “Year of the Noncommissioned Officer (NCO)” —the Army's year-long set of initiatives designed to focus on better developing the service's NCO Corps—I direct your attention to the article on Page 25, which discusses Military Occupational Specialty 51C-AL&T Contracting NCOs. The U.S. Army Acquisition Support Center (USAASC) assists the Director, Acquisition Career Management (DACM), in establishing personnel management policies that attract, develop, educate, and retain acquisition officers and NCOs to support the total force using the eight life-cycle management functions per applicable legislation and DOD, joint, and Army regulations and policies.

Please also visit *Army AL&T Online's* NCO Highlights section, which provides monthly articles spotlighting the courage and commitment of our Army NCOs. To view the latest issue of *Army AL&T Online*, visit <http://asc.army.mil> and click on the *Army AL&T Online* tab located on the bottom of the flash banner in the center of the page.

Defense Acquisition Workforce Growth

On April 6, 2009, Secretary of Defense Robert M. Gates delivered a Defense Budget Recommendation Statement announcing key recommendations made to the President with respect to the FY10 budget concerning Defense Acquisition Workforce Growth. “This budget will support these goals by increasing the size of the defense acquisition workforce, converting 11,000 contractors and hiring an additional 9,000 government acquisition professionals by 2015—beginning with 4,100 in FY10.”

The Army plans to grow more than 5,100 Army acquisition positions by FY15. Approximately 1,885 government acquisition professionals will be hired to reinforce the 13 Army acquisition career fields and more than 3,200 inherently governmental, or closely associated with inherently governmental,

contractor positions will be in-sourced. Army acquisition leaders believe it makes good business sense to in-source, and as growth occurs, realize the impact on training to support additional personnel. The DACM and Deputy DACM are confirming that a strategy is in place that ensures career developmental opportunities are provided. For more information about acquisition workforce growth and in-sourcing, contact Joan L. Sable at (703) 805-1243/DSN 655-1243 or joan.l.sable@us.army.mil.

U.S. Army Acquisition Corps (AAC) Professional Development

As the AAC force structure evolves and grows, it is necessary to keep building a viable and solid institutional training base that continues the professional development and certification of its acquisition professionals. USAASC, with its many educational, training, and experiential opportunities, continues adapting its programs to better prepare, develop, integrate, and train Army and allied acquisition officers, NCOs, and civilians in areas such as contracting, program management, and leader development.

With increased requirements in logistics, services, program management, and the ever-changing acquisition laws, statutes, and policies, AAC is “leaning forward in the foxhole” by modifying its curriculum to meet these challenges and requirements head on. The AAC acquisition courses for FY10 are:

- Army Acquisition Basic Course (Revised)—*Defense Acquisition Workforce Improvement Act (DAWIA)* Level I training in program management and contracting.
- Acquisition Intermediate Program Management—*DAWIA* Level II training.
- Acquisition Intermediate Contracting Course—*DAWIA* Level II training.
- Army Intermediate Contracting Laboratory—Standard Procurement System/Procurement Desktop-Defense software training.
- Acquisition NCO Leadership Course—NCO development training similar to the First Sergeants Course.
- Contracting Officer's Representative (COR) Course—preparation for COR certification.

As the Army's principal trainer for acquisition professionals, USAASC will continue evaluating, modifying, and integrating new and current training programs to better educate, train, and certify the acquisition workforce while ensuring exceptional and world-class support to the warfighter.

For more information regarding AAC acquisition courses, contact MAJ Kenny Johnson at (703) 805-2732/DSN 655-2732 or ellsworth.k.johnson@us.army.mil.

Civilian Incentive Program (CIP)

USAASC has been providing updates with its implementation of *Section 852 of the National Defense Authorization Act (NDAA) of 2008, Public Law 110-181*. This section of the NDAA directed the establishment of the Defense Acquisition Workforce Development Fund (DAWDF) to recruit and hire, train and develop, and recognize and retain the DOD acquisition workforce. For the complete NDAA text, visit <http://www.govtrack.us/congress/billtext.xpd?bill=h110-4986>.

In April 2009, USAASC issued a call for applications for its pilot CIP. Open to all Army acquisition organizations, CIP facilitates the recruitment and retention of highly qualified civilian AL&T Workforce members. The following criteria is used for the submission process:

- Recruitment incentive—available to newly appointed Army AL&T Workforce employees, as defined in *Title 5 Code of Federal Regulations 575.102*, who fill an acquisition position that is likely to be difficult to fill without such an incentive.
- Retention incentive—available to Army AL&T Workforce employees who have unusually high or unique qualifications or when the organization has a special need for the employee's services, making it essential to retain the employee who would likely leave the federal service if an incentive is not offered.

As a result of the CIP open announcement and *Section 852 DAWDF*, the Army provided 53 recruitment incentives and 103 retention incentives of more than \$1.6 million to AL&T Workforce members. For more information on CIP, visit <http://asc.army.mil/career/programs/852/initiatives.cfm>.

USAASC will continue to ensure that the AL&T Workforce is kept apprised of future *Section 852 DAWDF* implementation via future *Army AL&T Magazine* and *Army AL&T Online* articles. For more information, contact Joyce Junior at (703) 805-2879/DSN 655-2879 or joyce.junior@us.army.mil.

Craig A. Spisak
Director, U.S. Army
Acquisition Support Center

AL&T Workforce Professional Reading List

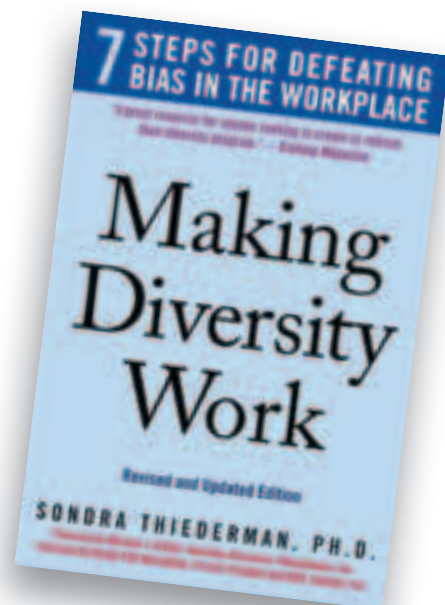
Continual professional development, education, and training are crucial to keeping the Acquisition, Logistics, and Technology (AL&T) community prepared and able to perform its duties as effectively as possible. To support his effort to encourage these initiatives in our workforce, LTG N. Ross Thompson III, Principal Military Deputy (MILDEP) to the Assistant Secretary of the Army for AL&T, publishes a monthly Professional Reading List (PRL) in *Army AL&T Online* that serves as a resource for busy acquisition professionals. The following books or articles that supplement current acquisition workforce and career development issues or challenges have all been highlighted in the MILDEP's PRL so far this year.

To view current and archived issues of *Army AL&T Online*, please visit <http://asc.army.mil> and click on the "Army AL&T Online" tab located in the bottom right corner of the flash banner in the center of the page.

January—Creating a Discrimination-Free Workplace

Making Diversity Work: 7 Steps for Defeating Bias in the Workplace by Sondra Thiederman. Thiederman offers simple solutions to curb biased thoughts—whether conscious or unconscious—and defeat bias in the workplace.

Managing Diversity: Toward a Globally Inclusive Workplace by Michalle E. Mor Barak. Mor Barak explains the important role corporations play in eradicating discrimination in the workplace and the implications this has on society and the global community.



Equal Opportunities Handbook: How to Deal with Everyday Issues of Unfairness (Fourth Edition) by Phil Clements and Tony Spinks. The authors advise that recognizing one's prejudice or discrimination is essential to eradicating it. The straightforward advice and exercises in the book make implementing equal opportunity in the workplace a practical reality.

February—Emergency Management and Disaster Prevention

Introduction to Emergency Management (Third Edition) by George Haddow, Jane Bullock, and Damon P. Coppola. The authors detail current emergency management best practices in the United States and elsewhere, providing essential information on emergencies ranging from terrorism to natural disasters.

Data Against Natural Disasters: Establishing Effective Systems for Relief, Recovery, and Reconstruction by Samia Amin and Markus Goldstein. Amin and Goldstein address the systems and tools used globally to aid in disaster prevention and relief and analyze response tools to ensure that they provide the most efficient and effective support possible.

Understanding, Assessing, and Responding to Terrorism: Protecting Critical Infrastructure and Personnel by Brian T. Bennett. Bennett provides a comprehensive analysis on the prevention of and response to terrorism and uses detailed, step-by-step suggestions and processes to reduce the risk of terrorism.

March—Challenges of Succession in the Workplace

Leaders at All Levels: Deepening Your Talent Pool to Solve the Succession Crisis by Ram Charan. The author offers solutions for leaders, managers, and human resources personnel to find qualified successors who are prepared to take on the leadership roles needed to keep the company or organization successful.

Building Tomorrow's Talent: A Practitioner's Guide to Talent Management and Succession Planning by Matthew Gay and Doris Sims. The book offers an easy-to-follow plan for ensuring successful talent assessment, talent review, succession planning, and identification of high potentials.

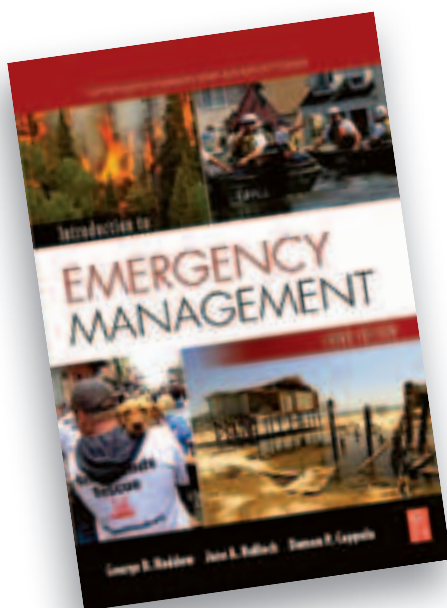
Effective Succession Planning: Ensuring Leadership Continuity And Building Talent from Within (Third Edition) by William J. Rothwell. Rothwell instructs how to quickly and effectively fill vacant positions in an organization with talented, qualified personnel and uses case studies to illustrate his points.

April—Recognizing and Employing Your Strengths

Go Put Your Strengths to Work: 6 Powerful Steps to Achieve Outstanding Performance by Marcus Buckingham. Buckingham provides a thorough discussion of how readers can sustain workplace success by employing their strengths and provides a simplistic and easy-to-follow guide on improving workplace performance.

What Got You Here Won't Get You There: How Successful People Become Even More Successful by Marshall Goldsmith and Mark Reiter. Goldsmith and Reiter examine certain behaviors that will generally produce successful results, as well as behaviors and habits that may restrict readers' potential for future successes.

Strengths-Based Leadership by Tom Rath and Barry Conchie. The book details the results of the Gallup research and studies on the different aspects and dynamics of leadership and instructs how to use these findings to improve leadership skills.



May—Leadership Development

Remarkable Leadership: Unleashing Your Leadership Potential One Skill at a Time by Kevin Eikenberry. Eikenberry provides valuable guidance on using your individual skills to holistically develop into a stronger leader. Stressing that we make ourselves into leaders through personal growth, not external factors, he provides guidance on how you can adopt leadership core competencies.

Coaching for Leadership: The Practice of Leadership Coaching from the World's Greatest Coaches (Second Edition) by Marshall Goldsmith and Laurence Lyons. The authors review the basics of coaching, explain the methods for coaching successfully, and provide guidance to improve leadership development within your organization.

An Integrative Approach to Leader Development: Connecting Adult Development, Identity, and Expertise by David V. Day, Michelle M. Harrison, and Stanley M. Halpin. The authors use the research known about adult development to conclude how leaders are developed and improve the conventional leader development methods and processes used today.

June—DOD's Joint, Enterprise-Wide Strategy

U.S. Military Program Management: Lessons Learned and Best Practices by Gregory A. Garrett and Rene G. Rendon. Garrett and Rendon explain what they view as the core competencies needed for effective military program management and address the complex challenges that military program management and defense systems present.

Enterprise Asset Management in DOD: Penetrating the Fog of Management by Daniel S. Appleton. Appleton reviews DOD management doctrine and its shift within the military's changing environment, citing specific quotes from prominent leaders to explain this paradigm shift.

The Power of Enterprise-Wide Project Management by Dennis L. Bolles and Darrel G. Hubbard. The book offers information and insight on adopting an enterprise-wide approach to project management and overall strategy.

July—Essential Leadership Skills

The Leadership Code: Five Rules to Lead By by Dave Ulrich, Norm Smallwood, and Kate Sweetman. The authors set out to describe what makes a good leader by conducting extensive interviews with a variety of respected Chief Executive Officers, academicians, experienced executives, and seasoned consultants, and came up with their five rules dubbed the Leadership Code.

Know-How: The Eight Skills that Separate People Who Perform from Those Who Don't by Ram Charan. The book provides an

important linkage in the study and understanding of leadership: incorporating “soft skills” as well as the ability to think quickly, effectively, and opportunistically.

Start With the Answer: And Other Wisdom for Aspiring Leaders by Bob Seelert. The book presents and explores the eight dimensions of business life and contains 94 brief essays that portray an honest account of the challenges Seelert faced throughout his career and impart subtle wisdom for winning strategies.

August—Evidence-Based Management

Hard Facts, Dangerous Half-Truths, and Total Nonsense: Profiting from Evidence-Based Management by Jeffrey Pfeffer and Robert I. Sutton. Pfeffer and Sutton show how companies can bolster performance and trump the competition through Evidence-Based Management, an approach to decision making and action that is driven by hard facts rather than half-truths or hype.

Becoming the Evidence-Based Manager: Making the Science of Management Work for You by Gary P. Latham. Latham presents readers with a thorough understanding of how to put the science of management to work for themselves and their organizations.

The Science of Management: Fighting Fads and Fallacies with Evidence-Based Practice by Simon Moss and Ronald Francis. Moss and Francis reveal the more than 800 surprising findings regarding common management practices, which they discovered after collecting and analyzing nearly 16,000 scientific research articles in the fields of psychology and management.

September—Negotiation Skills

Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond by Deepak Malhotra and Max Bazerman. The authors present a systematic and effective approach to negotiation, leveraging the latest research in negotiation and dispute resolution.

Bargaining for Advantage: Negotiation Strategies for Reasonable People (Second Edition) by G. Richard Shell. Shell uses storytelling, proven tactics, and reliable insights gleaned from the latest negotiation research to explain the six foundations of successful negotiation.

The New Art of Negotiating: How to Close Any Deal by Gerard A. Nierenberg and Henry H. Calero. The book is an updated, expanded version of the million-copy bestseller, *The Art of Negotiating*, the first book on the subject of negotiating that introduced readers to the art of effective negotiation. This version provides Nierenberg's effective strategies redesigned for today's world.

Contracting Community Highlights



Role of the Deputy Assistant Secretary of the Army for Procurement (DASA(P))

Dona Alexander



The success of the Army's critical contracting mission heavily depends on our ability to effectively communicate not only with our customers and contractors, but within our own contracting community. I believe that by building a communication infrastructure

that sustains ongoing collaboration, cooperation, and knowledge sharing, we'll foster ingenuity and innovation, and build a reputation that conveys integrity and trust.

Part of my commitment to enhancing collaboration within our community was to host the first Army Contracting Stand-Down Day. On July 20, 2009, contracting professionals from worldwide locations participated in our first event. Your investment of time, effort, and enthusiasm was an important step to building relationships, sharing information, learning, initiating change, and improving the timely communication of new and ever-changing policies, processes, and procedures.

I would like to thank the many people who worked so hard to make our Army Contracting Stand-Down Day a success. Our distinguished speakers enhanced our awareness of AbilityOne, the Defense Contract Management Agency, Procurement E-Business, small business programs, the Procurement Management Review Program, and Wounded Warrior Outreach. They shared their experiences and insight in source selection processes, service contracting, and the events and policies that affect the health and future of our workforce.

I am encouraged by the ideas and suggestions that you have provided as a result of spending a day at this event. Not only will we strive to improve upon the content and delivery of future forums, but we will collaborate with Army contracting leaders to bring to you the experts and topics that you told us are needed for success in meeting your mission.

Thank you again for your continued support as we build a strong and agile Army materiel enterprise.

Edward M. Harrington

Deputy Assistant Secretary of the Army
(Procurement)

The DASA(P) is responsible to Army leadership for the management, measurement, oversight, and continuous improvement of the Army's procurement mission. The DASA(P) staff acts as the Army's interface on procurement with the Office of the Secretary of Defense, defense agencies, small business, the Joint Staff, Congress, the Army Staff, leaders of contracting activities, and Principal Assistants Responsible for Contracting (PARCs). The DASA(P), Edward M. Harrington, directly supports the Army Acquisition Executive/Assistant Secretary of the Army for Acquisition, Logistics, and Technology. He develops policies, processes, and tools to enable the contracting workforce to execute, manage, and measure the full range of contracting, from credit card and micro-purchases to contingency contracting to major systems acquisition.

As the Functional Chief Representative for Contracting, the DASA(P) is responsible for leading and managing the recruitment, retention, education, and training of the contracting workforce. Harrington accomplishes this by serving as an advocate on the Contracting Functional Integrated Process Team, in partnership with the Defense Acquisition University, for the development of new contracting courses, continuous improvement of existing course material, and enhanced training for the contracting community. The DASA(P) is responsible for recruiting, developing, retaining, and empowering a highly motivated, innovative, and professional contracting workforce.

The DASA(P) executes the Army Procurement Management Review (PMR) program, which determines the overall health of Army contracting by assessing the management of contracting; adhering to regulations and policies; and identifying education, training, and experience requirements through periodic reviews of PARC offices and select subordinate operational contracting offices. The program continuously improves Army contracting through recommendations from root cause analysis of PMR reviews. In 2008, the PMR team reviewed 15 Army contracting offices and more than 1,100 contract files. As a result, management oversight, workforce education/training, electronic data management, template use, and training have been identified as areas for continued focus for the DASA(P). The goal is to share best practices and lessons learned across the contracting community. Overall, organization leaders and the contracting workforce are continuously improving the quality of Army contracting, in a time when workloads have expanded fivefold.

The DASA(P) also serves as the Army Competition Advocate. Harrington is a strong advocate for a thorough analysis of noncompetitive actions and is committed to increasing competition in the Army contracting community. Recently, he initiated assessments of acquisition strategies, justification and approval documentation, market surveys, cost contracts, and the Technical Data Package decision process to increase the Army competition levels. Harrington's vision is to increase competitive awards by ensuring a solid business case analysis during acquisition planning and strategy development that considers total life-cycle cost reduction. The intent is to conduct analyses early that address the requirements, costs, and benefits for a system's life cycle and the contract that is used to acquire that system, and provide objective decision information for selecting the most optimal contracting structure.

The DASA(P) is the proponent for the Army Procurement and Contracting Board. This board of senior contracting executives helps guide the strategic direction for contracting business processes in the Army and supports the Army contracting community. The members have been instrumental in developing new business practices and training tools that have provided flexibility and a standardized framework of procurement solutions for the contracting workforce.

Harrington's key initiatives for 2009 include, as the first priority, improving contract support to our Soldiers engaged in combat, then enhancing and increasing the contracting workforce and providing it with the education and training to be recognized as the leader in contracting. Key priorities for improving contract execution include implementing optimal electronic systems linked to stakeholders, completing contract closeout, improving cost, implementing pricing and property administration capabilities, defining better measures of contract mission performance, and improving small business participation.

Dona Alexander is a Procurement Analyst in the Office of the DASA(P). She holds a B.S. in business and management from the University of Maryland. Alexander is Level III certified in contracting and a U.S. Army Acquisition Corps member.



DASA(P) Edward M. Harrington speaks at the first Army Contracting Stand-Down Day, July 20, 2009, designed to enhance collaboration within the contracting community. (U.S. Army photo by Leroy Council.)

Southwest Asia (SWA) Support Branch Leads to Reachback Contracting Expansion

Jake M. Adrian

Building on successful reachback programs, the U.S. Army Contracting Command (ACC)-Rock Island Contracting Center (RICC) has expanded reachback contracting with the stand up of the Joint Contracting Command-Surface Deployment and Distribution Command (JCC-SDDC) Support Branch. This expansion adds approximately \$2 billion in procurements to the RICC and highlights the need for increased support within the U.S. Central Command (CENTCOM) theater.

History

On Oct. 1, 2007, ACC-RICC, formerly the U.S. Army Sustainment Command Acquisition Center, established the CONUS-based reachback cell to support the 408th Contracting Support Brigade (CSB) in Kuwait. Authority for all contracts exceeding \$1 million was transferred from ACC-Kuwait to RICC. RICC assumed responsibility for approximately \$6 billion of SWA contracts. The reachback cell was renamed the SWA Support Branch shortly after its implementation, and it has already achieved several major successes:

- Saved \$152 million through negotiations on combat support services contract-Kuwait undefinitized contractual actions and new requirements.
- Increased asset use under Heavy Lift Six, a line-haul trucking program, saving \$21.1 million.
- Streamlined nontactical vehicle leasing requirements by folding more than 100 contracts into just four.
- Saved \$3 million through negotiations on Kuwait dining facility services.
- Combined duplicate requirements for logistics automation support, wash rack maintenance, and generator leasing and maintenance.

The SWA Support Branch was also awarded the 2008 Secretary of the Army Team Award for Excellence in Contracting-Logistics Support (Sustainment) Contracting.

SDDC Expansion

On June 1, 2008, the success of the SWA Support Branch led to the first expansion of reachback contracting with the creation of the CENTCOM SDDC Team. The 409th CSB in Europe transferred contractual authority to RICC in support of the 595th Theater Transportation Group, one component of SDDC. The SDDC Reachback Team has awarded or administered contracts ranging from Internet service, information and technology automation, rental cars, and housing, to stevedoring



CENTCOM's SDDC Reachback Team has led to the proposed expansion of SDDC reachback to USEUCOM, AFRICOM, and USPACOM. Here, a ship is unloaded during a stevedoring operation at the Port of Muscat, Oman. (SDDC photo by Derek Schnorrenberg.)

and other related terminal services, line-haul services, and third-party logistics. The contracts range in value from \$13,000 to \$293 million. The potential value of all contracts is \$626 million. Some of the SDDC team successes are:

- Creating a Contracting Officer's Representative (COR) training program, standardizing the COR's tracking, training, and surveillance reporting.
- Standardizing integrated product teams to assist in consistent requirements definition.
- Standardizing compliance of quarterly contractor manpower reporting, synchronized predeployment and operational tracker, and arming contractors.

The CENTCOM SDDC Reachback Team's success has led to the proposed expansion of SDDC reachback to the U.S. European Command (USEUCOM), U.S. Africa Command (AFRICOM), and U.S. Pacific Command (USPACOM). This expansion would streamline and provide a consistent approach to transportation and strategic movement contracts for all overseas contingency operations and maximize personnel efficiency to improve warfighter support.

JCC Expansion

JCC-Iraq/Afghanistan (JCC-I/A) was approached by the U.S. Army Materiel Command (AMC) about reachback contracting. After AMC gained JCC-I/A support, it asked the RICC to implement a new branch. On Jan. 5, 2009, the RICC established the JCC-SDDC Support Branch to reduce workload, provide personnel continuity, and offer unique capabilities to support JCC-I/A. Because of multiple contracts in Iraq and Afghanistan, the SDDC team was put under the JCC expansion. Other teams within the branch support Iraq, Afghanistan, and CENTCOM theaterwide requirements.

Iraq

Several contracts were immediately transferred to JCC-SDDC support from JCC-I/A for administration, the largest of which is an Omnibus, a multiple-award, indefinite delivery indefinite quantity (IDIQ) life-support contract that supports the Multi-National Security Transition Command-Iraq. The contracts are valued at \$256 million with a ceiling of \$495 million. Early award accomplishments for the JCC teams include the commander's support valued at \$1 million, Big Voice (warning system) repairs valued at \$36 million, acquisition support services (personnel) valued at \$7.6 million, and a classified procurement.

There are multiple procurements in the presolicitation phase for Iraq including multimedia illustrators support estimated at \$3.2 million, counter-improvised explosive device marketing campaign estimated at \$25 million, foreign military sales parts warehouse estimated at \$43 million, warehouse support estimated at \$90.8 million, and intelligence support services estimated at \$395 million.

Afghanistan

In Afghanistan, only one procurement—relocatable buildings, a multiple-award IDIQ valued at \$150 million—has been transferred for administration. To date, there has been one award made for Afghanistan—a classified procurement—and a modification has been issued against the Iraq acquisition support services contract to provide the same service in Afghanistan. There are two classified procurements in the pre-award phase for Afghanistan.

Theaterwide

CENTCOM theaterwide procurements are those that don't directly support the SDDC mission or the JCC-I/A mission. The largest theaterwide procurement is Heavy Lift Six, a multiple-award, IDIQ, line-haul trucking and bus transportation program. The program, valued at \$881.4 million, originates in Kuwait and travels into Iraq and Saudi Arabia. Heavy Lift Six is a legacy program that moved from SWA support to JCC-SDDC support because it spans multiple CENTCOM countries.

Most of the theaterwide procurements are in the pre-award phase. Shuttle bus service is the only procurement that is specific to one country (Kuwait). Many of the theaterwide procurements are for U.S. Air Forces Central, including airfield rubber removal and marking services, locally employed persons screening services (background investigations), pop-up barrier repair and maintenance, skywatch tower repair and maintenance, and the lone commodity procurement—command, control, communications, and computers infrastructure materials.

Goals

JCC-SDDC Support Branch goals are:

- To reduce the workload of the JCC-I/A procurement officials in theater so they can focus on a smaller number of procurements and provide overall increased contract oversight.
- To provide long-term contracting support to the Theater Transportation Groups, minimizing personnel turnover.
- To ensure the best contract structure is used to deliver goods and services to troops, reduce costs, and provide maximum benefit to American taxpayers.

Jake M. Adrian is an RICC JCC-SDDC Support Branch Contracting Officer. He holds a B.A. in liberal studies with emphasis in economics and aerospace engineering from Iowa State University and an M.B.A. from St. Ambrose University. Adrian is certified Level III in contracting and Level I in program management, and is a U.S. Army Acquisition Corps member.

AMCOM's Contracting Officers Boot Camp Launched

Charles Urban

The U.S. Army Aviation and Missile Command (AMCOM) Contracting Center University (CCU) has developed and conducted its first Contracting Officers (KOs) "boot camp" training course. "You may not hear the synchronized thumps of boots or shouts of 'Hooah' from the students, but the CCU's boot camp is a key element in the center's comprehensive plan to keep the Army's Force Multiplier [contracting] on the cutting

technological and ethical edge," said L. Marlene Cruze, AMCOM Contracting Center Executive Director and CCU creator.

"There is a knowledge vacuum in the government contracting community exacerbated by the experience drain of the aging workforce that cannot be readily replaced by accelerated promotions and workload leveling," said Cruze. "Capturing the fast evaporating corporate knowledge is never easy but made nearly impossible at the rate my senior managers are retiring." The boot camp is designed to help prevent loss of knowledge in the contracting community by ensuring KOs are trained adequately to assume the responsibilities of those who are retiring.

The KOs boot camp, attended by 35 contract specialists, June 15–19, 2009, was 5 days of intensive lectures and presentations. This first class had 25 modules presented by subject matter experts including former Defense Acquisition University professors, Missile Defense Agency senior contracting officials, attorneys, and industry chief executive officers. The students also participated in a contracting case study that highlighted the seriousness of KO decision making. The course concluded with "KO Perspectives," an intense lecture/discussion by current KOs stressing the responsibilities of being a warranted KO.

"Someone said, 'With great authority comes great responsibility,'" said Cruze. "That sums up the role of a KO. Capturing the essence of a KO warrant isn't a small task. There is much more to it than signature and approval authority. The standards we hold KOs to are higher because of the power they have in their signature. Public trust and ethical basis for each decision must be above question. That is one of the primary reasons that no one can direct a KO to sign a contract. A KO's signature is a personal decision for which they will be accountable."



Pictured here are the first graduates of AMCOM CCU's KOs boot camp, June 15–19, 2009, Redstone Arsenal, AL. (U.S. Army photo by Charles Urban.)

Specialized intensive boot-camp style training in the workplace has a proven track record and the positive results on contracting personnel are without question. A boot camp training course creates an intense exchange of knowledge and ideas, yet tempers that exchange with an influx of new ideas for today's contracting environment.

For more information about CCU, contact Dr. Rex Conners, CCU Dean, at (256) 876-7767/DSN 746-7767 or rex.j.conners@conus.army.mil.

Charles Urban is the CCU Operations Dean. He holds a B.A. in business administration from Columbia College and is certified Level II in contracting and quality assurance.

TMDE Support Center Civilian Honored for Saving Life

Rita Maclary

An engineering technician from the U.S. Army Test Measurement and Diagnostic Equipment (TMDE) Support Center, Aberdeen Proving Ground (APG), MD, was recognized for his skills and quick response in saving a life.

Ronald C. Hudgins, a TMDE supervisory engineering technician, was presented the Civilian Award for Humanitarian Service by Bryon Young, U.S. Army Research, Development, and Engineering Command Contracting Center (RDECOMCC) Executive Director. "Mr. Hudgins, it is an individual such as you who inspires others and makes us proud to be a part of the Army Family. Thank for your service and assistance," Young said.

Hudgins and other Aberdeen Installation Contracting Division (AICD) RDECOMCC employees were attending Suicide Prevention Training on March 10, 2009, at the APG Post Chapel when an AICD employee collapsed. Hudgins, a former cardiopulmonary resuscitation (CPR) instructor, ran to her assistance and, although she was a complete stranger, asked if anyone knew her name and began speaking calmly, encouraging her to respond.

"When she did not respond, I realized she was not breathing," Hudgins said. "I placed a jacket under her head and began mouth-to-mouth resuscitation and CPR while a co-worker placed a call to 911, providing location and condition information." CPR was provided until the emergency response personnel and ambulance arrived and took over. The employee was taken to Harford Memorial Hospital and later transferred to St. Joseph's Medical Center in Baltimore, MD, and is now fully recovered.

According to Young, AICD RDECOMCC members were so grateful that Hudgins was at the training and was able to provide his expertise to the situation. All TMDE employees are trained in CPR as required by their work environment.

Rita Maclary is a RDECOMCC employee.

Editor's Note: Article courtesy of APG News.

NCMA World Congress Conference—'Riding the Wave of Change'

Charlene McMillan

The National Contract Management Association (NCMA) World Congress Conference was held April 5–8, 2009, in Long Beach, CA. The event celebrated NCMA's 50th anniversary and included an impressive display of quality speakers and instructors as participants shared professional knowledge. NCMA understands the importance of communicating directly with leaders in the contracting profession, hearing their perspectives, and providing valuable feedback. The conference provided networking and learning opportunities across all levels and departments. An event of this caliber demonstrates how valuable NCMA is to the contracting profession and its role in bringing government and industry partners together to focus on contracting.

Participants were offered various general panel discussions and educational breakout sessions. There were several "hot" topics repeated throughout the conference such as the political interest in contracting procedures, firm-fixed-price contracts versus cost-reimbursement contracts, and the contracting personnel shortage.

The main theme of the conference was "Riding the Wave of Change." The keynote speaker, former Hewlett Packard Chief Executive Officer (CEO) Carly Fiorina, focused on four main points: common sense, transparency, perspective, and ethics. She advised that these are the "tools" every contracting professional must use effectively to change the contracting community and gain the respect the profession deserves.

Contracting professionals are faced with making adjustments as rules and regulations change. NCMA helps us to keep abreast of those changes and how they impact our missions. The conference spotlighted important contracting topics to inspire conversation that would ultimately lead to actions addressing the issues. Some important topics discussed were President Barack Obama's *America Recovery and Reinvestment Act* and how transparency in government spending affects contracting.

There were also many workshops geared toward either government or industry where each point of view was heard, bringing a better understanding among the contracting community. As we better recognize everyone's role in the contracting process, we can more effectively fulfill our mission requirements.

NCMA also led a discussion on the lack of adequate resources. Several leaders agreed that the contracting profession will expand in the near future and that NCMA will certainly be on the forefront, providing contracting professionals with a valuable resource and training to adequately do their jobs. Contracting professionals understand that staying connected to others within the profession can ease some of the pressures that come with operating in an understaffed environment. NCMA will be the medium that keeps contracting professionals connected and informed.

The NCMA World Congress Conference demonstrated how NCMA has passed the test of time in providing countless dedicated contracting professionals with valuable services year after year.

Charlene McMillan is a Senior Contract Specialist at the U.S. Army Communications-Electronics Command Contracting Center, APG, MD. She holds a B.S. in human resources from Southern Illinois University and an M.B.A. from Monmouth University. McMillan is certified Level II in contracting and Level I in program management.

Prohibition on Contracting with Inverted Domestic Corporations (IDCs)

Ann Budd

The *Federal Register* published an interim rule, effective July 1, 2009, covering *Federation Acquisition Regulation (FAR) Case 2008-009, Prohibition on Contracting with Inverted Domestic Corporations*. This case implemented statutorily mandated requirements included in the *Omnibus Appropriations Act of 2009 (Public Law 111-8), Section 743 of Division D*. It effectively stopped federal contracting officers from awarding contracts to IDCs, otherwise known as "corporate expatriates," by not permitting the expenditure of appropriated funds for goods or services supplied directly by IDCs. The *Merriam-Webster Online Dictionary* defines expatriating as "to withdraw [oneself] from residence in or allegiance to one's native country." An IDC is a corporation that used to be incorporated or partnered in the United States, but switched to being incorporated in a foreign country or became a subsidiary of a company incorporated in a foreign country. The statutory definition is included in the interim rule.

Why would Congress take such a drastic step? Because, as specified in the background information included with the rule, one reason for expatriation of a corporation from its native country is to avoid paying U.S. taxes on income generated in foreign countries.

To discourage the expatriation of U.S. corporations, Congress has enacted both tax and contracting statutes that use the same definition of IDC. Under specific circumstances relating to ownership, *26 United States Code, Subsection 7874*, was enacted to remove the tax benefits by requiring foreign parent corporations to file U.S. tax returns as domestic corporations. Although the tax and contracting statutes use the same definition of IDC, there is a huge difference in their application. The tax statute applies to all IDCs incorporated after March 4, 2003, whereas the contracting statute applies to all incorporations regardless of the date of incorporation. By law, contracting officers do not have access to tax returns, so they are unable to determine whether a corporation is an IDC and must rely on the status provided through contractor self-certification based on analysis of their own corporate history and current status.

The *FAR Part 9, Contractor Qualifications*, now includes a new *Subsection, 9.108, Prohibition on Contracting with Inverted Domestic Corporations*. This subsection references the *Internal Revenue Code* and *Treasury* regulations, the prohibition included in the *Omnibus Appropriations Act of 2009*, waiver requirements in the interest of national security, and



Former Hewlett Packard CEO Carly Fiorina was the keynote speaker at the NCMA World Congress Conference held April 5-8, 2009, Long Beach, CA. (Photo courtesy of hroot.com.)

the solicitation provision. The respective provision and clause are included under *FAR Part 52*. They provide prospective contractors with the definition of an IDC, its relationship to the *Internal Revenue Code*, and the requirement for submission of "Offeror Representations and Certifications." This prohibition is applicable to commercial procurements.

The interim rule was issued with a request for comment submission by Aug. 31, 2009, to be considered in the formulation of the final rule. The *Civilian Agency Acquisition* and the *Defense Acquisition Regulation (DAR)* councils have commented that although the Act does not require flow down of the representation provision to subcontractors, they would like public comments on this issue.

Ann Budd works for the Deputy Assistant Secretary of the Army for Procurement and is a DAR council member. She holds a B.S. in business administration from Mary Washington College, an M.B.A. from Strayer University, and an M.S. in national resource strategy from the National Defense University. Budd is certified Level III in contracting and Level II in program management, and is a U.S. Army Acquisition Corps member.

Contracting and Acquisition Professionals Honored at SAAEC and SLDP-3 Graduation

Jaelyn Pitts

U.S. Army contracting and acquisition professionals provide outstanding service and support to our Soldiers and their missions. On July 16, 2009, 13 recipients of the Secretary of the Army Awards for Excellence in Contracting (SAAEC) and 16 graduates of the Senior Leadership Development Program (SLDP-3) were honored for their achievements that continue to help our warfighters get what they need, when they need it. "Our Soldiers are at the heart of everything we do. ... Just remember that's who we work for," said Dean G. Popps, Acting Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASAALT) and Army Acquisition Executive (AAE), during the awards ceremony at Fort Belvoir, VA. "Contracting is the business of building the future Army. It's the connector between the warfighter, his/her requirements, and the vendors who fulfill the requirements."

In his opening remarks, Popps shared with the audience some qualities that he believes truly define leadership: vision, integrity, personal virtues, self-confidence, courage, and common



Dean G. Popps gives opening remarks at the 2009 SAAEC and SLDP-3 graduation ceremony July 16, 2009. (U.S. Army photo by McArthur Newell II, BRTRC.)

decency. "I am not speaking of the chest-thumping, strutting egotism we sometimes see," Popps said about self-confidence. "Rather, it is the quiet self-assurance that allows a leader to give others both real responsibility and real credit for success. A leader is able to make decisions but then delegate and trust others to make things happen."

SAAEC

The SAAEC were established in July 1997 to recognize contracting and acquisition professionals. These prestigious awards are presented annually to honor contracting officers, contracting units, and teams with special awards for excellence in executing the contracting mission in support of our Soldiers and our Nation. All military and civilian Army contracting professionals are eligible for these awards.

The SAAEC categories and winners are as follows.

Barbara C. Heald Award*

Suzanne Anderson, U.S. Army Communications-Electronics Life Cycle Management Command (CECOM LCMC)

*This award was originally presented at the 2008 U.S. Army Acquisition Corps Annual Awards Ceremony, Oct. 5, 2008.

AbilityOne Program

Gertrude Colbert, Mission and Installation Contracting Command (MICC) Directorate of Contracting (DOC), Fort Campbell, KY

Outstanding Contract Specialist

Baltazar Soto, MICC DOC, Fort McPherson, GA

Outstanding Procurement Analyst

Marvin Kastberg, MICC Center, Army Reserve Contracting Center, Fort Dix, NJ



Edward M. Harrington (left), DASA(P), and Dean G. Poppo, Acting ASAALT/AAE, present Suzanne Anderson, CECOM LCMC, with the Barbara C. Heald Award during the SAAEC. (U.S. Army photo by McArthur Newell II, BRTRC.)

Outstanding Contracting Officer Contingency Contracting
Sherry Gaylor, U.S. Army Corps of Engineers (USACE), Gulf Region Division

Outstanding Contracting Officer Installation Level Contracting-Center
MAJ Charlotte Rhee, USACE

Outstanding Contracting Officer Installation Level-Directorate of Contracting
Colleen Arnold, MICC DOC, Fort Jackson, SC

Outstanding Contracting Officer Logistics Support (Sustainment) Contracting
Rodger Pearson, U.S. Army Aviation and Missile LCMC

Outstanding Contracting Officer Specialized Services and Construction Contracting
Pamela Callicutt, MICC, Contracting Center of Excellence

Outstanding Contracting Officer Systems Contracting
Kathleen Rizzo, CECOM LCMC

Outstanding Unit/Team Award Installation Level Contracting-Center
Fort Campbell DOC, MICC

Outstanding Unit/Team Award Logistics Support (Sustainment) Contracting
Southwest Asia Reachback Team, U.S. Army Sustainment Command

Outstanding Unit/Team Award Specialized Services and Construction Contracting
Health Care Acquisition Activity, U.S. Army Medical Command

SLDP-3

The Deputy Assistant Secretary of the Army for Procurement (DASA(P)) and the Contracting and Acquisition Career Program (CP-14) Team partnered with the Office of Personnel Management's Federal Executive Institute (FEI) to develop the SLDP. The program, which draws on developing core leadership competencies, is intended for senior Army contracting and acquisition professionals in the grades of GS-14 and GS-15 or broad/pay band equivalent.

Beverly Thomas, a graduate of the inaugural SLDP class and Principal Assistant Responsible for Contracting, USACE, Atlanta Region, addressed the graduates on behalf of Dr. Gail Funke, FEI Senior Faculty. "You've all been through a lot together, braving three residential sessions and numerous forums, preparing leadership philosophy statements, carrying out developmental assignments, conferring with mentors, and executing an individual development plan," Thomas said.

"You've been turned inside out and upside down to make you see what it takes to be a senior leader and what you still need to do to be effective in this role," she continued. "Trust me, it's a continuous work in process and I commend you for stepping up to the challenge. The future of Army contracting needs you."

Patricia R. Creagh spoke on behalf of the SLDP-3 graduating class. "While I'm sure the CP-14 office can easily assign a dollar value to this experience for us, I would have to say the program falls into the category of priceless to those of us who stand before you today," she said. "There's no simple way to put a value on the growth opportunity we've been given both personally and professionally."



Edward M. Harrington (left) and Dean G. Poppo present Baltazar Soto, MICC DOC, Fort McPherson, with the Outstanding Contract Specialist Award. (U.S. Army photo by McArthur Newell II, BRTRC.)



Jackie Robinson-Burnette, Deputy Associate Director, Office of Small Business Programs, ACC, and Edward M. Harrington present Patricia R. Creagh, ACC, TACOM, with her SLDP graduation trophy. (U.S. Army photo by McArthur Newell II, BRTRC.)

The SLDP draws on developing core leadership competencies and extends over an 18-month period. The program alternates learning between the classroom and the broader world outside and is customized to each student. The program also includes a focused training element that examines Army acquisition and contracting issues as a complement to the leadership program.

The SLDP supports the premise that values-based leadership is essential in a democratic society, and it draws on the latest research on leadership development. That research shows that leadership competencies are best enhanced through an ongoing cycle of assessment, challenging work and learning opportunities, and support from mentors and coaches. It also demonstrates the power of a mix of learning methods (such as reading, case studies, role playing, simulations, and field experiences) in fostering leadership learning.

The 2009 SLDP graduates are as follows:

John D. Bertsch, U.S. Army Contracting Command (ACC),
Headquarters (HQ)
Patricia R. Creagh, ACC, U.S. Army Tank-automotive and
Armaments Command (TACOM)
Katherine Freeman, USACE, Fort Worth, TX, District
Diane C. Hodor, U.S. Army Research, Development, and
Engineering Command Contracting Center
Kyoung W. Lee, USACE, HQ
Peggy C. Maxwell, MICC
Sean M. O'Reilly, ACC, TACOM
Douglas W. Packard, MICC
Christine M. Pallazza, ACC, HQ
Patty J. Queen-Harper, MICC, Atlanta, GA

James J. Rich, USACE, Baltimore District
Charlean Thompson, Office of the DASA(P)
Barbara J. Trujillo, ACC, HQ
Harold E. Williams, ACC, HQ
Alice M. Williams-Gray, ACC, HQ
Terri A. Workman, Contract Management Agency, HQ

To view pictures from the awards and graduation ceremonies, go to http://asc.army.mil/conference/archives/2009/contractSLDP/pics_01.cfm.

Jaclyn Pitts provides contract support to the U.S. Army Acquisition Support Center through BRTRC Technology Marketing Group. She holds a B.S. in journalism from West Virginia University and a B.S. in criminal justice from Kaplan University.

IB Express Store Opens at Fort Detrick

Terry McCune

After years of planning and development between the U.S. Army Medical Research Acquisition Activity (USAMRAA), National Industries for the Blind (NIB), and Fort Detrick, MD, the IB Express store finally opened on June 4, 2009, as the newest addition to the post's expanding storefront locations.

IB Express stores have been fixtures on U.S. military installations for more than 10 years. They offer a wide variety of products including office supplies, cleaning supplies, clothing, and mission-essential items. As an AbilityOne-authorized source, all purchases from IB Express stores comply with federal purchasing regulations.

The stores are affiliated with NIB, an organization that provides economic and personal independence for people who are blind or sight impaired. NIB operates under the AbilityOne program, formerly the *Javits-Wagner-O'Day Act*, enabling people who are blind to provide products to federal customers.

According to Chuck Lange, NIB Milwaukee President and Chief Executive Officer (CEO), the Fort Detrick IB Express store finally opened after more than 8 years of planning and development. "NIB awarded IB Milwaukee the Fort Detrick assignment in 2001," he said. "But due to Fort Detrick's rapid expansion, no storefront property was available to rent, so we decided to build a store instead."



Chuck Lange, NIB Milwaukee President and CEO; Steve Heinecke, NIB Vice President (VP); COL Judith D. Robinson, Commander, U.S. Army Garrison, Fort Detrick; and Tom Boyer, NIB Milwaukee VP, cut the ribbon marking the opening of the Fort Detrick IB Express store, June 4, 2009. (Photo courtesy of Fort Detrick Visual Information Section.)

IB Express employs customer-focused and knowledgeable sales associates, and makes blind employment possible through its production and retail employment opportunities. IB Express products can also be ordered online at www.basesupplystores.com with delivery within 48 hours. Purchase orders and Smartcards are accepted both online and at IB Express locations.

“Fort Detrick is very busy and constantly expanding, so the IB Express store is a great fit,” said Lange. “Plus, as an AbilityOne-authorized source, we’re able to provide opportunities for sight-impaired workers. It’s a win-win.”

Terry McCune is the Chief of Business Oversight, USAMRAA. He holds a B.S. in health care management and an M.S. in contracts and acquisition management from the Florida Institute of Technology. McCune is certified Level III in contracting.

Statement of Ownership, Management, and Circulation

1. Publication Title: ARMY AL&T Magazine

2. Issue Frequency: Quarterly

3. Issue Date for Circulation Data Below: August 11, 2009

4. Annual Subscription Price: \$17.00 (Individual), \$25.00 (Institution)

5. Number of Issues Published Annually: 4

6. Annual Subscription Revenue: \$1,100 (Individual), \$1,600 (Institution)

7. Total Number of Copies (Net Press Run): 1,000

8. Total Number of Copies (Gross Press Run): 1,000

9. Total Number of Copies (Net of Returns): 1,000

10. Total Number of Copies (Net of Returns and Losses): 1,000

11. Total Number of Copies (Net of Returns, Losses, and Spoils): 1,000

12. Total Number of Copies (Net of Returns, Losses, Spoils, and Unsold Copies): 1,000

13. Total Number of Copies (Net of Returns, Losses, Spoils, Unsold Copies, and Unsold Copies): 1,000

14. Total Number of Copies (Net of Returns, Losses, Spoils, Unsold Copies, and Unsold Copies): 1,000

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16. Total Number of Copies (Net of Returns, Losses, Spoils, Unsold Copies, and Unsold Copies): 1,000

17. Total Number of Copies (Net of Returns, Losses, Spoils, Unsold Copies, and Unsold Copies): 1,000

18. Total Number of Copies (Net of Returns, Losses, Spoils, Unsold Copies, and Unsold Copies): 1,000

19. Total Number of Copies (Net of Returns, Losses, Spoils, Unsold Copies, and Unsold Copies): 1,000

20. Total Number of Copies (Net of Returns, Losses, Spoils, Unsold Copies, and Unsold Copies): 1,000

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2009—Year of the NCO

U.S. Army noncommissioned officers (NCOs), often referred to as “the backbone of the Army,” are professional, innovative, resourceful leaders who are invaluable to our military’s mission success. Secretary of the Army Pete Geren designated 2009 as the “Year of the NCO” to recognize, thank, and honor these leaders, as well as provide tools, training, and education for the NCO Corps.

With more than 200 years of service, NCOs have a rich history of tradition in our Army. They have demonstrated leadership, dedication, courage, and resourcefulness in the many missions they have accomplished for our Army. Today’s NCOs are more skilled, resilient, and accomplished than ever while they remain grounded in heritage, values, and tradition. They truly shape the future of the Army, as they train, lead, coach, and mentor fellow Soldiers. The NCO Corps has distinguished itself as an accomplished, dedicated, and professional group of military men and women.

Throughout 2009, the Army worked to bring awareness about the NCO Corps and express gratitude and honor to these unique Soldiers. Initiatives, programs, policies, and events throughout the year enhanced awareness and public understanding of today’s NCOs’ roles and responsibilities, and accelerated the development of NCOs through education, fitness, and leadership development programs.

As 2009 comes to a close, let us join in the celebration of one of America’s greatest assets—the NCO Corps—and continue to honor this valuable group of professionals now and in the future.

For more information regarding NCOs, visit <http://www.army.mil/yearofthenco>.

The NCO Corps has established a tradition of excellence through the work of its NCOs, both past and present. Here, SFC Daniel MacDonald, an Army Reserve Soldier with the 304th Civil Affairs Brigade and NCO-in-Charge of the brigade’s personal security, patrols the streets of Mahawil, Iraq, March 18, 2009. (U.S. Army photo by SFC Gonzalo (John) Gonzalez.)



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- **Army Acquisition Career Development Model**
- **Career Development of the Army Reserve Component**
- **The Army Acquisition Workforce**
- **Growing 21st Century Leaders—A Comprehensive Leadership Development Strategy**

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