DAU and NDIA to Sponsor Defense Systems Acquisition Management Course Offering for Industry Managers

The Defense Acquisition University and the National Defense Industrial Association will sponsor an offering of the Defense Systems Acquisition Management course Jan. 14-18, 2013, at the Charleston Place in Charleston, S.C. The course is targeted for industry program managers, assistant program managers, systems engineers, industry personnel serving on DoD integrated product teams, and other personnel who must interface with DoD program offices involved in program development and execution. The result of successful completion of this course is a comprehensive understanding of the environment and driving forces affecting your DoD counterparts that will significantly increase your awareness and effectiveness in dealing with programmatic issues.

The course is also open to a limited number of DoD personnel in grades 04-06 and GS 13-15, tuition-free. Government students should already be certified at Level II to obtain maximum benefit from this course. Government employees and supervisors may apply the DSAM course towards fulfillment of the DoD requirement for acquisition workforce personnel to earn 80 continuous learning points every 2 years. DSAM counts for 34 CL points, or 3.4 continuous education units. DSAM presents the same acquisition policy information provided to DoD students who attend the DAU courses for acquisition certification training. It is designed to meet the needs of defense industry acquisition managers in today's dynamic environment, providing the latest information related to:
- Defense acquisition policy for weapons and information technology systems, including discussion of the DoD 5000 series (directive and instruction), and the Defense Acquisition Guidebook;
- Defense acquisition reform and initiatives;
- Defense acquisition procedures and processes;
- The planning, programming, budgeting, and execution process, and the congressional budget process; and
- The relationship between capability needs determination, resource allocation, science and technology activities, and acquisition programs.

All course materials will be provided to students on CD-ROM. It is highly recommended that students bring a laptop computer to the class. If you do not have access to a laptop, please contact the respective meeting planner as soon as possible. There will be a limited number of laptops available for use through NDIA, so please call early.

For further information, see www.ndia.org/meetings/302A/Pages/default.aspx. Industry students should contact Cindy Moore at cmoore@ndia.org or 703-247-2540.

A limited number of experienced government students may be selected to attend each offering. Prospective government students must first contact Karen Byrd at 703-805-3728 or e-mail Karen.Byrd@dau.mil prior to registering with NDIA.

DAU Establishes College of Contract Management

In October 2011, DAU and the Defense Contract Management Agency (DCMA) signed a memorandum of agreement establishing the College of Contract Management (CCM).

As a DAU branch campus, the CCM will support DCMA personnel with formal training on contract management competencies, and contract management content will be incorporated into existing DAU curricula in other acquisition career fields.

The CCM will be collocated with DCMA headquarters at Fort Lee, Va., but most CCM courses will be delivered online or at customer sites.

Dr. Kurt Stonerock, Dean of the College of Contract Management, is overseeing the many facets of curriculum development and delivery; DAU anticipates initial course offerings to be available in the second quarter of FY13.

For more information in the coming months, visit http://icatalog.dau.mil/.

DoD Management of Unobligated Funds

A new memo from Undersecretary of Defense for Acquisition, Technology and Logistics Frank Kendall and Undersecretary of Defense (Comptroller) Robert F. Hale addresses the management of unobligated funds within the DoD.

In keeping with the acquisition community focus on Better Buying Power, DoD seeks to manage funds in a manner that maximizes value to both the department and the taxpayer. This memo explains the need for effective acquisition practices and sufficient resource distribution for DoD priorities while acknowledging the risks of obligation benchmarks.

The guidance sets forth six tenets suggested for adoption by all levels of the chain of command as well as acquisition and financial managers throughout DoD.

Learn more at http://www.dau.mil/homepage%20documents/DAUEnews1012.pdf.

Systems Engineering Body of Knowledge Guide Launches

Targeted to a broad audience, including practicing systems engineers, researchers, process improvement leads, project managers, and faculty, the *Guide to the Systems Engineering Body of Knowledge (SEBoK)* contains articles on key topics, a comprehensive glossary, and more than 200 primary references.

The document is presented in a wiki format for ease of updating and community participation in its maintenance. Learn more at https://dap.dau.mil/career/sys/blogs/archive/2012/09/19/systems-engineering-body-of-knowledge-sebokver-50.aspx.

FROM THE DIRECTOR, LOGISTICS & SUSTAINMENT CENTER

Bill Kobren

Better Buying Power (BBP) 2.0

The Deputy Secretary of Defense and Undersecretary of Defense for Acquisition, Technology and Logistics (AT&L) has introduced a preliminary version of Better Buying Power (BBP) 2.0. The announcement on the Defense Acquisition Portal (https://dap.dau.mil/Pages/Default.aspx) states, "BBP 2.0 marks a milestone in the Department's continuing effort to deliver better value to the taxpayer and Warfighter by improving the way the Department does business."

In his Nov. 13, 2012 memo entitled "Better Buying Power 2.0: Continuing the Pursuit for Greater Efficiency and Productivity in Defense Spending," the Undersecretary lauded the "significant strides, to include institutionalizing many of these initiatives" made over the last two years, but emphasized that while "we are making good progress, we have learned from our experience, but we still have much to accomplish." He goes on to emphasize "as we move forward with BBP 2.0, let me reiterate that this represents a management philosophy of continuous improvement in our acquisition practices," and "will require the professionalism and dedication....from everyone in the workforce."

More information and details will obviously follow in the coming days, weeks and months, but two particular areas are worthy of particular attention.

First is addition of Performance Based Logistics as an "Incentivize Productivity & Innovation in Industry and Government" Better Buying Power initiative. Titled "Increase effective use of Performance-Based Logistics," the attachment to the announcement memo states "there is sufficient data on the effectiveness of PBL at reducing cost and improving support performance to conclude that if it is effectively implemented and managed, PBL yields significant benefits. Key activities include increasing the knowledge base of PBL through standard processes, tools, and training."

Second is a new area entitled "Improve the Professionalism of the Total Acquisition Workforce," a new category that "emphasizes the most important single factor in the performance of the Defense Acquisition System: the capability of the professionals in our workforce, particularly the key leaders who implement the system and develop the people who will follow them. The total acquisition workforce includes program management, engineering, contracting, and product support disciplines engaged in a wide range of activities throughout the product lifecycle." It includes three specific implementation initiatives:
• Establish higher standards for key leadership positions; establish stronger professional qualification requirements for all acquisition specialties.
• Increase the recognition of excellence in acquisition management.
• Continue to increase the cost consciousness of the acquisition workforce—change the culture.

In addition to my Life Cycle Logistics Blog at https://dap.dau.mil/career/log/blogs/archive/2012/11/14/better-buying-power-20.aspx, a range of easily accessible and readily available resources include:
• Better Buying Power 2.0 Memorandum (https://dap.dau.mil/policy/Lists/Policy%20Documents/Attachments/3347/USD(ATL)%20Signed%20Memo%20to%20Workforce%20BBP%202%200%20(13%20Nov%2012)%20with%20attachments.pdf)
• Better Buying Power Fact Sheet (https://dap.dau.mil/policy/Lists/Policy%20Documents/Attachments/3348/BBP%20Fact%20Sheet%20(13%20NOV)%20Final.pdf)
• Defense Acquisition Portal Better Buying Power Gateway (https://dap.dau.mil/leadership/Pages/bbp.aspx)
• Better Buying Power (Public Site) (https://acc.dau.mil/bbp)

Risk Management Resources
According to the DoD Risk Management Guide (http://www.acq.osd.mil/se/docs/2006RMGuide4Aug06finalversion.pdf), "the Department of Defense (DoD) recognizes that risk management is critical to acquisition program success. The purpose of addressing risk on programs is to help ensure program cost, schedule, and performance objectives are achieved at every stage in the life cycle and to communicate to all stakeholders the process for uncovering, determining the scope of, and managing program uncertainties. Since risk can be associated with all aspects of a program, it is important to recognize that risk identification is part of the job of everyone and not just the program manager or systems engineer. That includes the test manager, financial manager, contracting officer, logistician, and every other team member."

Do you understand risk management? Do you understand your roles, responsibilities in the process? Are you aware of the myriad risk management training, tools, and references available to you and your organization in identifying, assessing, managing, and mitigating risk on your program or in your product support strategy development and implementation?

If not, here are just a few of the resources DAU offers to assist you:
• CLM 017 Risk Management Continuous Learning Module (http://icatalog.dau.mil/onlinecatalog/courses.aspx?crs_id=235)
• DAG 4.2.3.1.5 Risk Management (https://acc.dau.mil/CommunityBrowser.aspx?id=490095#4.2.3.1.5)
• DoD Risk Management Guide, 6th Edition (http://www.acq.osd.mil/se/docs/2006RMGuide4Aug06finalversion.pdf)
• DoD Risk Management Process (https://acc.dau.mil/docs/plt/se/riskcard/dod_risk_manage.htm)
• Risk Assessment ACQuipedia Article (https://dap.dau.mil/acquipedia/Pages/ArticleDetails.aspx?aid=df96b20d-4e88-4a61-bb35-898893867250)
• Risk Management Card (DoD) (https://acc.dau.mil/docs/plt/se/riskcard/dod_risk_manage.htm)
• Risk Management Center of Excellence (COE) (https://acc.dau.mil/riskcoe)
• Risk Management Community of Practice (CoP) (https://acc.dau.mil/rm)
• Risk Management Information & Tools (https://acc.dau.mil/rm)
• Risk Management Software Tools (https://acc.dau.mil/CommunityBrowser.aspx?id=517043&lang=en-US)
• Risk Reporting Matrix (MS Word version) (https://acc.dau.mil/CommunityBrowser.aspx?id=515472&lang=en-US)
• Risk Reporting Matrix (Web-based version) (https://acc.dau.mil/docs/plt/se/riskmatrix/dod_risk_matrix.htm).
• TTM-002 Risk Management Workshop (http://icatalog.dau.mil/onlinecatalog/courses.aspx?crs_id=1630)

Independent Operational Test and Evaluation (OT&E) Suitability Assessments

Given the linkage to and importance of Reliability, Availability & Maintainability (RAM), life cycle logisticians, product support managers, and systems engineers should be aware of an Oct. 5, 2012, memo from the Director of Operational Test & Evaluation entitled "Independent Operational Test and Evaluation (OT&E) Suitability Assessments."

According to the memo, "Reliability is the chief enabler of operational suitability, and failure to achieve reliability requirements typically results in a system being assessed 'not suitable; consequently, its independent evaluation is pivotal to OT&E." It goes on to state, "I have observed that, in some instances, operational test authorities treat externally developed failure definitions/scoring criteria as mandatory and/or allow external personnel (e.g., Capability Managers that serve as user and doctrine representatives to materiel developer forums) to vote on the scoring of reliability failures during the conduct of OT&E. These practices are inconsistent with the proper conduct of independent OT&E.

In the future, operational test authorities shall evaluate operational suitability based solely on their own independent scoring of reliability failures treating externally generated failure definitions and scoring criteria as guidance only. This does not preclude the participation of material developers, user representatives, or developmental test authorities in the initial review of reliability failure reports in an effort to clarify relevant aspects of the failure. Nonetheless, suitability evaluations must be the independent product of the operational test authorities. All operational test plans submitted for approval by DOT&E from this date forward will contain explicit language acknowledging this requirement."

DoD Integrated Product Support Implementation Roadmap Launched

For those of you who have not previously heard, an exciting new capability to assist workforce members develop and execute successful product support strategies has been under development for some months now. Called the DoD Integrated Product Support Implementation Roadmap, this innovative new training and workplace reference has been launched and is now available! The Roadmap will provide invaluable information and support to Product Support Managers (PSM), Life Cycle Logisticians and the Program Managers and the programs they support. This comprehensive integrated product was one of the many new learning assets and workforce professional development aids developed based on recommendations stemming from the November 2009 DoD Product Support Assessment.

The Defense acquisition journey is challenging and complicated. Successful navigation, with the help of the Roadmap, results in the best support to the most powerful and successful Warfighters in the world. This new DoD Integrated Product Support Implementation Roadmap has been developed to support the Defense Acquisition Workforce throughout this journey.

The Roadmap is Web-accessible with a multitude of meta cards that link to over 2,500 knowledge items, including policy, guidance, references, continuous learning modules, Service-specific links, and other cross functional tools and references. The Roadmap identifies activities and outputs for the 12 integrated product support (IPS) elements, over the total life cycle. It also provides links to major program key events/products and logistics, program, and technical reviews. This information helps the workforce identify and understand what activities, decisions, and documents for which they are responsible, in which they play a part or participate, and to which they contribute.

The new DoD Integrated Product Support Implementation Roadmap will potentially save workforce members a good deal of time that otherwise might be spent searching for the latest information relating to the new Product Support initiatives. For example, the Roadmap provides easy access to the Life Cycle Sustainment Plan (LCSP) Outline, checklists for Logistics Assessments, checklists for the preparation of technical reviews, and quick access to the new Defense Acquisition Guide and guidebooks.

The Roadmap will also better enable users to assist their Program Managers in achieving the milestone decisions required for their programs. The Roadmap links to the Milestone Document Identification (MDID) tool, enabling the user to filter by Acquisition Category (ACAT) and acquisition phase. The Roadmap will help the workforce identify the importance of timely integration of product support elements to stay within program schedules and cost, and build the best product support package in support of our Warfighters.

This new DoD Integrated Product Support Implementation Roadmap also affords Defense Acquisition Workforce members the opportunity to quickly and easily submit inputs, suggested additions, and recommended updates. The Homepage hosts feedback features and each meta card to help make the Roadmap an even better product in the future.

Spotlight on DAU Learning Resources

The direct link to the DoD Integrated Product Support Implementation Roadmap is: https://dap.dau.mil/dodpsroad-map/Pages/Default.aspx.

Check it out! Let us know what you think!

Kobren is director, Logistics and Sustainment Center, at the Defense Acquisition University main campus and also serves as DoD Product Support Assessment Human Capital Integrated Product Team lead for the Office of the Deputy Assistant Secretary of Defense for Materiel Readiness. Read more of Kobren's Director's Blog entries at https://dap.dau.mil/career/log/blogs/default.aspx.

Continuous Learning Modules – New and Updated (Effective Nov. 1, 2012)
Rebecca Clark

Defense Acquisition University has multiple new and updated modules available through the Continuous Learning Center at http://clc.dau.mil.

New Continuous Learning Modules
CLB 031 – Time Phasing Techniques
CLB 033 – Databases for the Cost Estimate
CLB 034 – Probability Trees
CLC 063 – Sole Source Proposal Technical Evaluations
CLL 037 – DoD Supply Chain Fundamentals
CLL 041 – Life Cycle Cost (LCC) Analysis Tools
CLL 062 – Counterfeit Prevention Awareness
CLM 056 – Portfolio Management
CLM 057 – Joint DoD-DOE Nuclear Weapons Life Cycle Activities

Updates
CLB 023 – Software Cost Estimating
CLC 058 – Introduction to Contract Pricing
CLE 012 – DoD Open Systems Architecture
CLE 201 – ISO 9000
CLR 101 – Intro to Joint Capabilities Integration and Development System (JCIDS)

To find out more about Continuous Learning opportunities, visit http://clc.dau.mil.

Clark is the director, Continuous Learning Center, Defense Acquisition University main campus. Read more of her Director's Blog entries at https://dap.dau.mil/training/cl/blogs/default.aspx.

Fiscal Year 2013 Certification Training Requirements Changes
U.S. ARMY ACQUISITION SUPPORT CENTER (OCTOBER 2012)

Fiscal Year 2013 (FY13) will bring numerous changes to the certification training requirements under the Defense Acquisition Workforce Improvement Act (DAWIA). Army acquisition career fields will experience additions, substitutions, and deletions of required courses offered though the Defense Acquisition University. Career fields impacted for FY13 include: Contracting; Industrial/Contract Property Management; Business Financial Management; Test and Evaluation; Systems Planning, Research, Development and Engineering (SPRDE)-Program Systems Engineer; and Program Management.

If you were not certified in your acquisition career field by Sept. 30, 2012, you are subject to the FY13 training requirements changes that went into effect Oct. 1, 2012.

It is imperative that you plan ahead to understand the impact that the FY13 changes will have on your certification requirements.

Please visit the DAU iCatalog at http://icatalog.dau.mil/ for specific FY13 course changes as they relate to your acquisition career field.

Great Expectations: Student Information System Anticipates New White House Digital Directive

As digital media invades and pervades every aspect of our lives, it was just a matter of time before the federal government joined the fray. On May 23, Steven vanRoekel, the Federal Chief Information Officer, introduced a strategic roadmap for Digital Government that "… at its core … takes a coordinated, information- and customer-centric approach to changing how the government works."

Shrinking budgets and higher expectations served as catalysts for the new strategy. But when the president declared, "I want us to ask ourselves every day, how are we using technology to make a real difference in people's lives?" the new directive found its challenge and objective.

It's a vision of technology that looks to new solutions that can deliver useful information, forge process standardization, and focus on customer need. It's also a vision anticipated by the PORTiCO project. As one of the first enterprise platforms to align itself with this new White House technology roadmap, the deployed Student Information System (SIS) will vault acquisition training to its digital future.

PORTiCO, the official name of this Defense Acquisition Workforce initiative, is a commercial off-the-shelf (COTS) system that integrates critical capabilities including career training management, schedule development, and DAWIA (Defense Acquisition Workforce Improvement Act) transcripts and reporting. Understanding how PORTiCO aligns with the new challenge to federal agencies also highlights the PORTiCO project's ambition. In his May announcement, vanRoekel announced the four "on ramps" in his roadmap:
• An "Information-centric" approach
• A "Shared platform" approach
• A "Customer-centric" approach
• All wrapped in "Security and Privacy" checks and balances.

Let's start with information. The White House view of an information-centric approach—a call to move from documents to data objects that are more open, pliant, and useful to users—is an essential proposition of the SIS. PORTiCO's data represent atomic-level business intelligence that will enable the Defense Acquisition University and the Services to understand individual student requirements, aggregate training patterns, and training demand forecasting.

Organizing activity around a shared platform, the strategy's second aim, was a key driver in selecting a commercial off-the-shelf solution for the SIS. Using a common architecture will enable DAU and the Services to organize around standard processes, and this more uniform approach will generate the long-term efficiencies essential for the leaner fiscal years ahead.

Great information and common processes won't get far unless the user has access to technology when it matters most. Here again, PORTiCO will meet this new digital standard. By providing Internet-based access to program requirements, course registration, pre-course work, and multimedia communications, PORTiCO will connect the workforce to acquisition training "anytime, anywhere, and [on] any device."

The array of access points also grows the risk profile for both security and personal privacy. Here too the PORTiCO project has invested a significant effort to address system vulnerabilities. By navigating DIACAP (DoD Information Assurance Certification and Accreditation Process), PORTiCO ensures that security and privacy are well guarded. Although the process can be a painstaking exercise—emphasis on the pain—working through the accreditation hurdles ensures that the final element of the White House digital roadmap is fulfilled.

PORTiCO's alignment with the new digital roadmap will keep the Defense Acquisition Workforce one step ahead of the information technology and innovation learning curve. This willingness to innovate is critical for sustaining DAU's growth in student training volume, improving the student's user experience, and, ultimately, having an impact on acquisition outcomes.

DAU West Region Produces Space Acquisition "Horseblanket"
The DAU West Region, in conjunction with Air Force Space Command's Space and Missile Systems Center (SMC), has produced the first complete satellite acquisition process variant of the Integrated Defense Acquisition, Technology, and Logistics Life Cycle Management Framework Wall Chart. The framework, while similar to the Integrated Defense AT&L Life Cycle Management Framework, is specifically designed for SMC's space acquisition professionals. The multicolored and doublesided "horseblanket" includes DoD's space-specific acquisition policy as well as Air Force and SMC unique policy and business practices.

The wall chart provides space acquirers a valuable pictorial planning representation of the satellite acquisition process and makes the process more comprehensible. It was developed at the request of SMC's Program Integration and Developmental Plans directorates and covers the complete life cycle from pre-Materiel Development Decision through disposal. In addition to providing 3,000 copies to SMC, DAU will use this chart in the ACQ-201B Space Variant offerings and other space-unique events.

Key participants in the creation of this chart included Steve Skotte, DAU Space Acquisition Performance learning director, and Denise Wheaton, DAU professor of acquisition management.