Defense Acquisition University

2013 Course Catalog

www.dau.mil/icatalog

Defense Acquisition University 2013 Course Catalog

The training you get at DAU lays the foundation for success in your career, on the job, and in providing what our warfighters need to prevail and to come home safely.

Defense Acquisition University

Mission

Provide a global learning environment to develop qualified acquisition, requirements, and contingency professionals who deliver and sustain effective and affordable warfighting capabilities

Vision

Enable the Defense Acquisition Workforce to achieve the right acquisition outcomes

Goals

Provide an integrated, interactive learning environment that develops qualified acquisition, requirements and contingency professionals, enabling workforce members, teams, and organizations to improve acquisition outcomes

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

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

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

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

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The Defense Acquisition University

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

"We take our mission very seriously and strive every day to create the right learning experience for you and your organization so you can effectively accomplish your mission. … To further that commitment in 2013, we will continue to upgrade course content, make improvements to the online learning experience, and use resources wisely to meet the training needs of both the individuals and the organizations that comprise that workforce."

Message From the President

As the primary acquisition training organization for the Department of Defense, the DAU offers a full range of learning assets to members of the Defense Acquisition Workforce and requirements and contingency professionals who deliver and sustain effective and affordable warfighting capabilities. Whether you work for one of the military departments or a Defense agency, DAU will facilitate your career-long training needs.

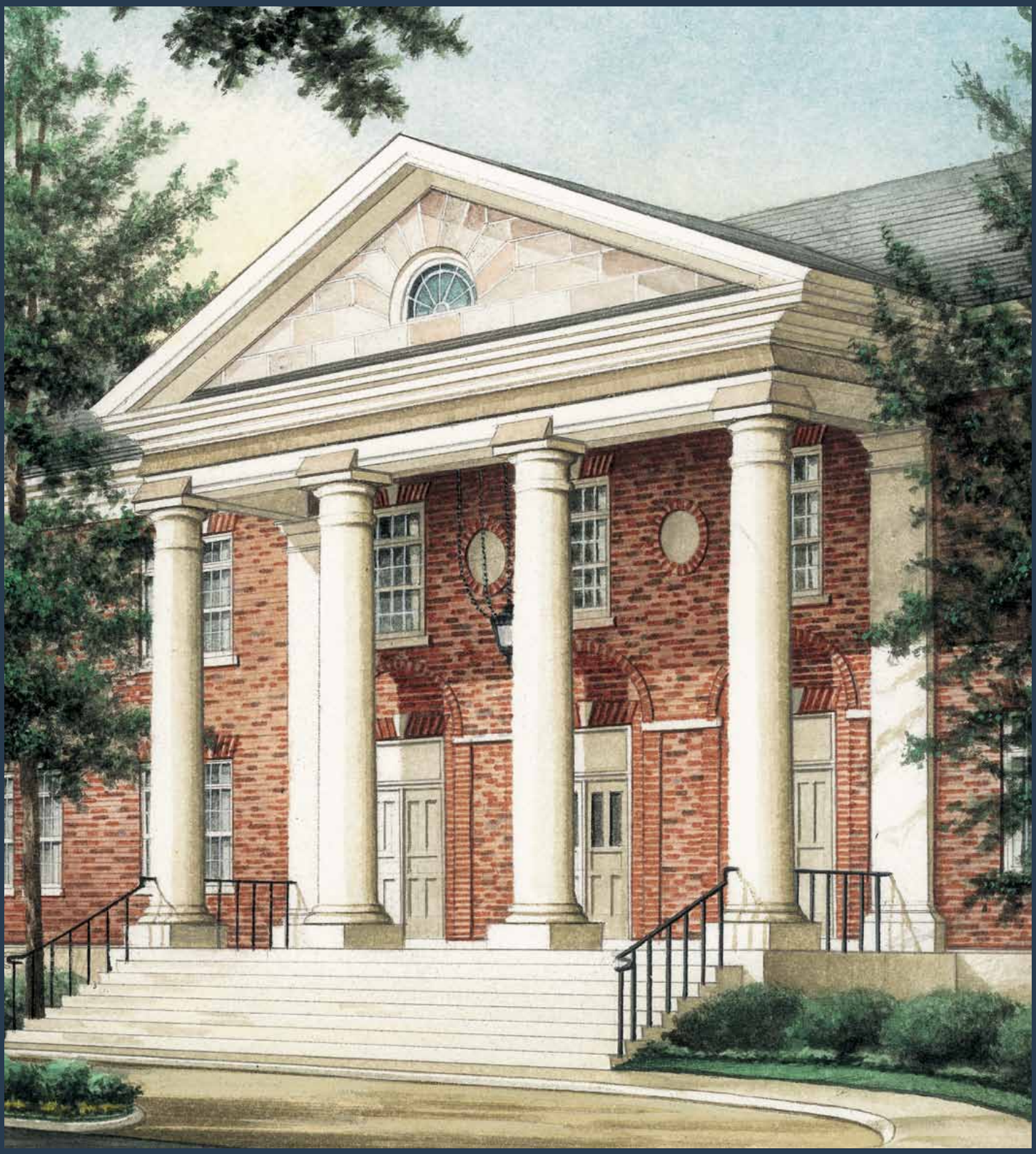
At DAU we take pride in delivering quality, timely, and pertinent training in our classroom and online courses. But we recognize learning doesn't end there. We also offer mission assistance (consulting and interactive team training) targeted to the specific needs of your organization. Our online continuous learning and knowledge-sharing products are available to you around the clock. This catalog provides details of many of these learning assets; additional information is available at www.dau.mil .

DAU is accredited by the Council on Occupational Education, so you can be sure the training you receive and University business practices meet stringent criteria approved by the U.S. Department of Education. We take our mission very seriously and strive every day to create the right learning experience for you and your organization so you can effectively accomplish your mission.

This year we are particularly excited about the establishment of the seventh DAU branch campus, the College of Contract Management. While courses still are in development, this catalog will give you a good understanding of the purpose of the College of Contract Management and the overall framework of courses it soon will be offering.

Through constant improvement of our learning assets and business practices, we are committed to developing qualified acquisition professionals and fully capable acquisition organizations. To further that commitment in 2013, we will continue to upgrade course content, make improvements to the online learning experience, and use resources wisely to meet the training needs of both the individuals and the organizations that comprise that workforce.

James McMichael
Acting President
Defense Acquisition University



What's New

College of Contract Management

On October 28, 2011, DAU and the Defense Contract Management Agency (DCMA) signed a Memorandum of Agreement establishing the College of Contract Management (CCM). The CCM will focus on meeting the contract management training requirements of DCMA personnel.

As Dean of the CCM, Dr. Kurt Stonerock is coordinating course development with DAU staff and DCMA subject-matter experts. Mr. Charlie Williams, Director, DCMA, is the Competency Lead, who will coordinate with the Functional Leaders of other career fields to ensure contract management is addressed adequately in the respective curricula.

For more information about the CCM, see p. 30 and p. 124 of this catalog. In the coming training year, watch for course offerings and learning assets delivered by CCM at existing DAU campuses and DCMA facilities, as well as online.

Services Acquisition Mall

The Services Acquisition Mall (SAM) streamlines the task of creating performance-based service acquisition requirements. With a simple click of the mouse, students can explore "wings" and "stores" within the mall at http://sam.dau.mil—such as transportation, electronics and communications, medical, and construction services, to name a few.

Acquiring a service contract is a seven-step process, with each step building upon the previous one. Completing the Service Acquisition Process in order will help ensure an acquisition team efficiently and effectively delivers the performance results its stakeholders need.

The SAM Automated Requirements Roadmap Tool (ARRT) is a job aid used to create Performance Work Statements (PWS), Quality Assurance Surveillance Plans (QASP), and Performance Requirement Summaries (PRS). ARRT is developed in Microsoft Office applications and generates Microsoft Word documents for use in an acquisition.

Mission Assistance

Today's acquisition environment is complex and presents many technical challenges associated with developing new capabilities. Shrinking DoD budgets and dynamic statutory, policy, and process changes are creating extraordinary acquisition pressures for program managers. DAU can help.

DAU Mission Assistance professionals—faculty members who are subject-matter experts across various functional areas—can address and help resolve specific complex challenges faced by a program office team. These seasoned acquisition experts bring valuable insights to assist DoD acquisition program organizations facing cost, schedule, and performance hurdles.

For more information and points of contact, visit www.dau.mil/ma.

Student Information System

To better meet the needs of an expanding acquisition workforce and enable more active acquisition career management, DAU is launching a new Student Information System. The vision is clear—a student information system has the potential to transform how the career training of Defense Acquisition Workforce members is managed by integrating people, processes, and technology.

Students will be able to peruse the course catalog, register for courses, understand certification requirements, download pre-course work, and communicate with faculty, all through one simple interface. Look for implementation late in Fiscal Year 2013.

Social Media

The popularity of technology, coupled with consumers' expectations for fast and relevant information, has led government organizations into the world of social media. DAU is no exception and has been building a social media presence—within the limits of DoD network security considerations—to stay connected to our customers and stakeholders.

Facebook

DAU is reaching many members of the Defense Acquisition Workforce with targeted messages about the university's learning assets and events, as well as relaying new DoD policy and initiatives. In turn, customers and stakeholders have posted valuable feedback on innovations that are important to them. Check us out at www.facebook.com/Defense.Acquisition.University.

YouTube

DAU is leveraging YouTube's extensive reach to promote its learning assets and to spread awareness of Defense acquisition. Although many DoD organizations block access to the YouTube Web site due to security, productivity, and bandwidth concerns, the page is accessible to external audiences where they are using the Web site the most—at home. Watch at www.youtube.com/defenseacquisition.

Flickr

The photo-hosting Web site Flickr allows DAU to highlight our best photos, giving users a glimpse into life at the university, and to share high-resolution photos with external award winners. Take a look at www.flickr.com/defenseacquisitionuniversity.

LinkedIn

By joining the DAU interest group, users are able to communicate with professional contacts, creating a sense of community for acquisition workforce members to network, share, and learn from each other. DAU's LinkedIn page is waiting for users at www.linkedin.com/groups/Defense-Acquisition-University-4556755.

If you have any questions or suggestions for DAU's social media team, e-mail social.media@dau.mil.

Section 1: *The Defense Acquisition University*

The Defense Acquisition University

Our Work | Our Accreditation | Our History | Our Organizatiion

Our Work

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

Our Accreditation

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

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

DAU also is an International Association for Continuing Education and Training (IACET) Authorized Provider.

IACET is known as the premier standard-setting organization for continuing education and training. Since 2006, IACET has been approved by the American National Standards Institute (ANSI) as a Standards Developer. In order to award IACET Continuing Education Units (CEUs), an organization must become an IACET Authorized Provider (AP). During the AP application process, the organization provides evidence that it meets the ANSI/IACET Standard for Continuing Education and Training.

DAU has been accredited as an Authorized Provider by the International Association for Continuing Education and Training (IACET),/ 1760 Old Meadow Road,/Suite 500/ McLean, Va -22102/ Telephone: 703-506-3275.

The organization's policies, procedures, processes, and supporting documentation are reviewed for compliance with the ANSI/IACET Standard, and the applicant agrees to a site visit to verify the contents of the written application.

DAU chose to become an AP because IACET's commitment to promoting quality education aligns with the university's mission to impact acquisition excellence. By being an IACET AP and adhering to the ANSI/IACET Standard, DAU is authorized to award IACET CEUs and does so for all its regularly scheduled training courses.

American Council on Education™

Leadership and Advocacy

The American Council on Education's College Credit Recommendation Service has recommended many DAU courses for graduate and undergraduate college credit, helping workforce members get a head start in completing their degrees. For more information, see www.acenet.edu/credit/reviewprocess.

Our History

The Defense Acquisition Workforce Improvement Act (DAWIA), Public Law 101-510, Title 10 U.S.C, of the Fiscal Year 1991 National Defense Authorization Act was enacted to improve the effectiveness of the personnel who manage and implement defense acquisition programs. The Act required the creation of the Defense Acquisition University, and, per DoD Directive 5000.57, the university was to provide for the professional educational development and training of the acquisition workforce and research and analysis of defense acquisition policy issues from an academic perspective.

Since the university's founding, it has expanded to five regional campuses throughout the United States, allowing the university to provide local training to the Defense Acquisition Workforce, and two colleges serving national audiences. DAU also has strategically partnered with

academic institutions, professional organizations, corporations, and government agencies to provide professional development, equivalencies, academic credit toward degree programs, as well as certificates for DAU courses.

Our Organization

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

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

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

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

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

The industry chair provides defense industry experience, expertise, and perspective to foster defense acquisition management training. The chair facilitates DAU-industry strategic partnerships .

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

DAU's college and regional deans oversee the day-to-day functions of their respective areas of responsibility, ensuring that DAU properly supports professional development and partnership/acquisition-related events. The Defense Systems Management College provides executive-level and international acquisition management, and requirements management training, consulting, and research. The College of Contract Management has been established to provide structured and systematized courses and learning assets to meet the training needs primarily of Defense Contract Management Agency (DCMA) personnel.

The Learning Capabilities Integration Center (LCIC) is responsible for curricula policy interfaces and interrelationships. LCIC develops and manages learning assets, including certification and Core-Plus courses, and continuous learning modules (CLMs); develops course content, determining delivery methods, and prepares course materials; oversees the continuing education unit (CEU) program; serves as the university's liaison with the Functional Leaders and respective Executive Secretaries regarding content requirements; and oversees the management and sustainment of the DAU course equivalency program for both internal DoD and external instititons.

The Global Learning and Technology Center provides technology support and learning analytics for DAU distance learning products and services, continuous learning modules, and knowledge-sharing platforms.

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

The Operations Support Group supports all of DAU in the following areas: public affairs; protocol; administrative, logistical, and audio/visual services; publications; and information systems.

The Human Resources Department advises the president, vice president, and chief of staff on the appropriate implementation of DAU's human capital goals and objectives. Human Resources is

responsible for managing workforce planning, recruiting, and hiring, employee retention, and performance measurement and appraisal.

The Director, AT&L Human Capital Initiatives, performs Defense Acquisition Workforce strategic analysis, and human capital planning for the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics.

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

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

Our Faculty and Staff

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

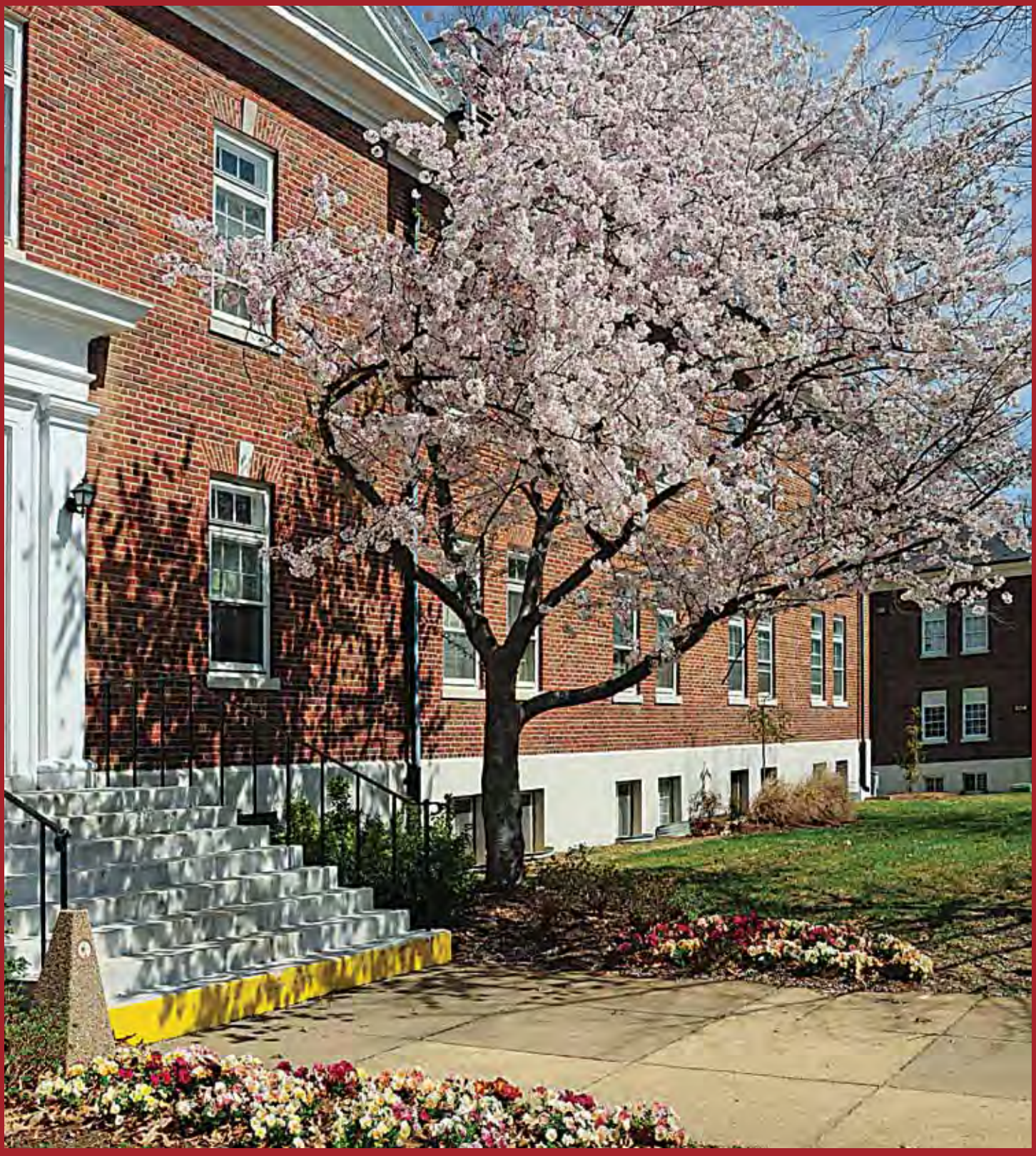
DAU staff members provide the support necessary to keep the university running efficiently, including operating and maintaining the university's automation networks, and providing audio, video, and telecommunications in support of classes and DAU/acquisition events. DAU staff also provides services such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

Our Facilities

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

- **More than 80 classrooms located throughout the university's regions and college campuses**
- **More than 110 breakout rooms that can be used for small group discussions during classes**
- **More than 2,200 laptops available for classrooms to allow each student his or her own computer**
- **Multiple TelePresence sites, allowing professors to remotely connect to classes and students**
- **A 400-seat main conference center**
- **Numerous small conference rooms, seating 25 to 100 people each**

The university has seen unprecedented growth in the number of acquisition students it serves, and, in response, DAU has increased its number of classrooms and support infrastructure. The university also has established a teaching and learning lab, which allows professors to test out new technologies that aid in the effective delivery of course materials.



The Defense Acquisition University

DAU Leadership | DAU Board of Visitors

DAU Leadership

Dr. James McMichael
Acting President

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

Mr. Mark Whiteside
Director, Performance and Resource Management

RADM Lenn Vincent, USN (Ret.)
Industry Chair

Mr. Richard Hoeferkamp
Pentagon Liaison

Mr. Andy Zaleski
Dean, West Region

Mr. Travis Stewart
Dean, Midwest Region

Mr. James L. McCullough II
Dean, South Region

Ms. Barbara Smith
Dean, Mid-Atlantic Region

Mr. Robert Daugherty
Dean, Capital and Northeast Region

Dr. Roy Wood
Dean, Defense Systems Management College

Dr. Kurt Stonerock
Dean, College of Contract Management

Mr. Tim Shannon
Director, Learning Capabilities Integration Center

Dr. Chris Hardy
Director, Global Learning and Technology Center

Dr. Craig Lush
Director, Library and Knowledge Repository

Mr. Leo Filipowicz
Director, Operations Support Group

Ms. Meg Hogan-Roy
Director, Human Resources

Mr. Kenneth Spiro
Acting Director, Human Capital Initiatives

DAU Board of Visitors

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

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

BGen Michael Brogan, USMC (Ret.)
Senior Vice President,
ManTech International Corporation

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

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

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

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

Maj Gen Erv Lessel, USAF (Ret.)
Director,
Deloitte Consulting

VADM Walter B. Massenburg, USN (Ret.)
Senior Director, Mission Assurance
Business Execution
Raytheon Integrated Defense
Systems

Mr. Christopher Raymond
VP for Business Development and
Strategy, Boeing Defense, Space
and Security

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

DAU West Region

www.dau.mil/sites/locations/w/default.aspx

The DAU West Region is the primary acquisition learning location supporting 30,013 Defense Acquisition Workforce professionals located in the Pacific Rim. The headquarters of DAU West Region is strategically located in San Diego to support a large contingent of the Defense Acquisition Workforce. From an ideal location on the Pacific Rim, San Diego is the anchor for a region poised for success in an era of growing needs for acquisition learning. The region also has satellite locations in Hill Air Force Base, UT; Los Angeles, CA; Port Hueneme, CA; and Pearl Harbor, HI.

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

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

LOCATIONS

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

Training Centers:
Hill Air Force Base, UT
6022 Fir Avenue, Bldg 1238
Hill AFB, UT 84056
801-775-3518

Los Angeles, CA
222 N. Sepulveda Boulevard
Suite 1220
El Segundo, CA 90245-5659
310-606-5914

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

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

San Diego, California

HAVE QUESTIONS? CONTACT dauwest@dau.mil

DAU Midwest Region

www.dau.mil/sites/locations/mw/default.aspx

The DAU Midwest Region campus is located in Kettering, OH, just south of Wright-Patterson Air Force Base near the city of Dayton. There are three satellite campuses within the region, located in Columbus, OH; Rock Island, IL; and Sterling Heights, MI. The region supports the training needs of 21,307 workforce members.

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

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

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

LOCATIONS

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

Training Centers:
Columbus, OH
Bldg. 11, Section 6
3990 E. Broad Street
Columbus, OH 43216
614-692-1559, DSN 850
Fax: 614-692-1552

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

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

Kettering, Ohio

HAVE QUESTIONS? CONTACT daumidwest@dau.mil

DAU South Region

www.dau.mil/sites/locations/s/default.aspx

With its headquarters in the dynamic community of Huntsville, AL, DAU South Region supports the goals and objectives of 35,114 Defense Acquisition Workforce members by providing products and services to the acquisition community. The faculty and staff members of the DAU South Region provide teaching, research, and mission assistance (targeted training, consulting, and partnering with agencies). They focus on working with their customers and staying current on major issues and needs of the acquisition workforce throughout the region.

The South region main campus is a 68,000-square-foot state-of-the-art teaching facility opened in Huntsville in 2010. DAU South can accommodate a diversity of student needs, providing classrooms furnished to enhance the overall learning experience and with extensive e-Learning capabilities. The building also offers a fitness center, convenient parking, and convenient access to nearby shopping, a wide variety of dining facilities, and hotel accommodations.

In addition to the Huntsville campus, satellite facilities at Eglin Air Force Base, FL, and Warner Robins, GA, provide teaching and mission-support activities to the region's acquisition community.

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

LOCATIONS

DAU South Region
Huntsville, AL
7115 Old Madison Pike
Huntsville, AL 35806
256-922-8020
Fax: 256-922-1077

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

Warner Robins, GA
WRLC/PKP
235 Byron Street
Bldg. 300, West Wing
Door 23A
Robins AFB, GA 31098
478-222-1508, DSN 468
Fax: 478-327-4829

Huntsville, Alabama

HAVE QUESTIONS? CONTACT dausouth@dau.mil

DAU Mid-Atlantic Region

www.dau.mil/sites/locations/ma/default.aspx

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

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

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

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

LOCATIONS

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

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

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

Kaiserslautern, Germany
Defense Acquisition University
Unit 3115
APO AE 09021-3115
240-895-7344
Fax: 240-895-7333

California, Maryland

HAVE QUESTIONS? CONTACT daumidatlantic@dau.mil

DAU Capital and Northeast Region

www.dau.mil/sites/locations/cne/default.aspx

The DAU Capital and Northeast Region provides acquisition training and mission assistance services to customers both internationally and regionally. The region serves the needs of 37,846 Defense Acquisition Workforce members.

The regional area covers the states of Maine, Vermont, New Hampshire, Connecticut, Massachusetts, Rhode Island, New York, Pennsylvania, New Jersey, Delaware, most of Maryland (excluding the Patuxent River Naval Air Station), and in Virginia from the Richmond area north, including the National Capital area and the District of Columbia. Due to its location in the national capital area, the region has a multitude of key customers, including the Army, Navy, Air Force, Marines, and defense agencies along with numerous federal agencies.

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

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

PRIMARY LOCATIONS

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

Aberdeen Proving Ground
6175 Guardian Gateway, Suite S
Aberdeen Proving Ground,
MD 21005
Director's Office : : 410-272-9470
Coordinator's Office : 410-272-9471
Fax : 410-272-9479

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

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

Fort Belvoir, Virginia

HAVE QUESTIONS? CONTACT daucne@dau.mil

Defense Systems Management College

www.dau.mil/sites/locations/dsmc/default.aspx

Colocated with DAU Headquarters at Fort Belvoir, VA, the Defense Systems Management College (DSMC) is chartered to provide executive-level, international acquisition management, and requirements management training, consulting, and research. DAU's Leadership Learning Center of Excellence is an integral part of DSMC.

A core faculty of former DoD and industry program managers and other senior acquisition practitioners manages a dynamic curriculum and mentors course participants both during and after their DSMC residency. Executive-level courses are tailored to the responsibilities and needs of senior leaders in the DoD and other organizations. Requirements Management courses meet the congressionally mandated certification training for operational leaders who identify and establish warfighting capability needs for DoD. International offerings include courses and seminars that promote excellence in structuring, negotiating, and executing international programs. The Leadership Learning Center of Excellence provides a portfolio of leadership courses for Defense Acquisition Workforce leaders and manages DAU's Executive Coaching program.

LOCATION

DSMC Fort Belvoir, VA
9820 Belvoir Road
Fort Belvoir, VA 22060-5565
703-805-2436, DSN 655
Fax: 703-805-3201

Fort Belvoir, Virginia

HAVE QUESTIONS? CONTACT dsmcspm@dau.mil

College of Contract Management

www.dau.mil/sites/locations/cne/default.aspx

Colocated with the Defense Contract Management Agency (DCMA) headquarters at Fort Lee, VA, the College of Contract Management (CCM) is chartered to ensure well-trained faculty, well-designed curricula, and a cost-effective methodology to provide the professional, accredited courses necessary to enhance the skills of the workforce within DCMA.

CCM was established in October 2011. The courses and online learning assets it will offer are still under development and will be fielded throughout Fiscal Years 2013 and 2014. Curricula will focus on contract management functional areas such as:

+ **Contracting**
+ **Contingency Contracting**
+ **Pricing**
+ **Quality Assurance**
+ **Systems Engineering**
+ **Software Engineering**
+ **Earned Value Management**
+ **Manufacturing**
+ **Supply Chain Predictability**
+ **Property**
+ **Plant Clearance**
+ **Contract Safety**
+ **Transportation,**
+ **Packaging**
+ **Aircraft Operations (safe handling in contractor facilities)**
+ **Contract Terminations**

An overarching course focusing on how DCMA functional personnel can best leverage their in-plant access and insight to support the Defense Acquisition Workforce throughout the acquisition life cycle also is envisioned.

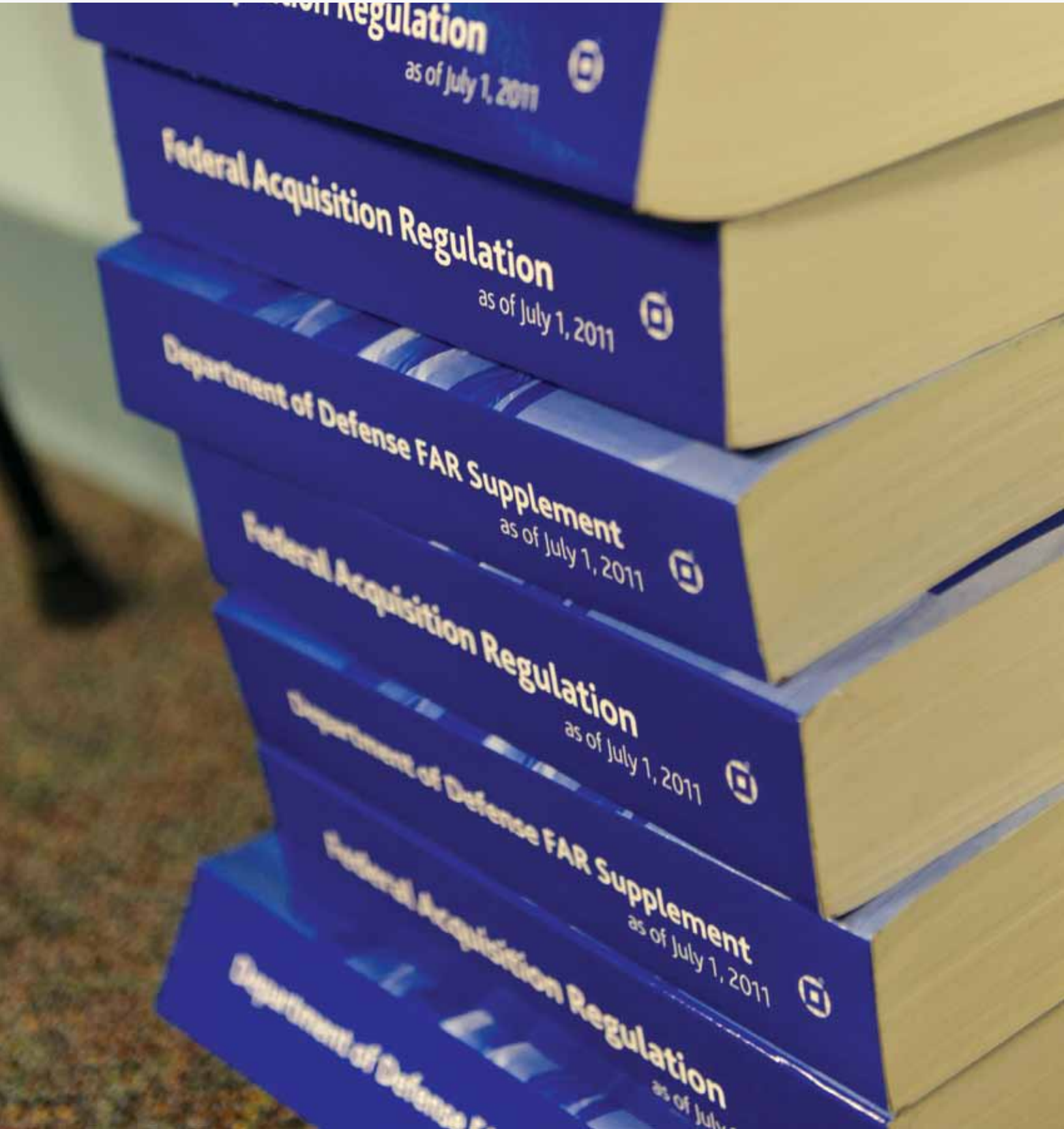
CCM will support DCMA's provision of customer-focused Contract Administration Services that provide acquisition insight and engagement to enable the Defense Acquisition Workforce to produce the right product or service (quality) at the right time (delivery) and the right price (value). To this end, CCM's curricula will focus on providing formal training on contract management competencies needed for DCMA functional personnel to carry out their jobs. This training will be in addition to and in alignment with other training under the Defense Acquisition Workforce Improvement Act (DAWIA) that DCMA functional personnel will continue to receive.

PRIMARY LOCATIONS

College of Contract Management
3901 A Avenue
Building 10500
Fort Lee, VA 23801-1809
804-734-0699, DSN 687
Fax: 804-734-0687

Fort Lee, Virginia

HAVE QUESTIONS? CONTACT dauccm@dau.mil


Federal Acquisition Regulation
as of July 1, 2011
Department of Defense FAR Supplement
as of July 1, 2011
Federal Acquisition Regulation
as of July 1, 2011
Department of Defense FAR Supplement
as of July 1, 2011
Federal Acquisition Regulation

Section 2: *DAU's Learning Assets*

DAU's Learning Assets

Performance Learning

Underlying the foundation of training and development are DAU's basic services: training courses, mission assistance, continuous learning, and knowledge sharing. All these services, individually and in combination, support the workforce throughout a professional's career, from entry level to senior leadership.

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

Training and Continuous Learning Courses

DAU delivers training courses in support of the Defense Acquisition Workforce Improvement Act (DAWIA) requirements, allowing a member of the Defense Acquisition Workforce to be certified at Levels I, II, or III. The Directors, Acquisition Career Management (DACMs) for the Services and DoD agencies manage attendance at these courses. Normally, the DACMs give priority to Defense Acquisition Workforce members who are pursuing certification in an acquisition career field, but nonacquisition professionals can take courses as well. For updates to these course descriptions during the training year, consult the online version of the catalog at www.icatalog.dau.mil.

DAU also delivers online learning assets designed to help members of the Defense Acquisition Workforce continue to learn about vital acquisition topics for personal awareness. The DAU Continuous Learning Center (CLC) provides those continuous learning modules. Easy-to-use online modules sponsored by Harvard ManageMentor 10 provide information on topics fundamental to managerial success. These topics range from running an effective meeting or managing a project to negotiating skills. Information on these opportunities is available at www.dau.mil/clc. DAU continually develops and adds new offerings to the CLC site. To see what's new, check the CLC Web site frequently.

Mission Assistance

DAU Mission Assistance provides support at the point of need. Today's acquisition environment is complex and presents many technical challenges associated with developing new capabilities. Shrinking DoD budgets are creating extraordinary acquisition pressures. The ability of a program manager to bring in the right support to help address specific complex program challenges can be an invaluable asset. DAU's Mission Assistance offers subject-matter expertise and learning assets to the Defense Acquisition Workforce by providing the right people, products, and services when they are needed.

Consulting Services are offered by DAU in most topical areas. Seasoned faculty and staff, from our business units located nationwide, can consult with government acquisition organizations and integrated product teams on either a long- or a short-term basis. Faculty members have extensive acquisition program experience, education, and training to provide solutions to individual, field organization, and agency acquisition challenges. Consulting and facilitation services are offered in many areas, including strategic planning, collaborative problem solving, focused workshops, and planning of all types.

The Program Transition Workshop is offered to facilitate better government and industry teaming after contract award on defense acquisition programs. The 3- to 5-day workshop is tailored to match the specific needs of each program and is conducted jointly with government and industry teams. Ideally held 2 to 4 weeks after contract award, the workshop provides training on essential startup activities and creates an environment of teamwork, communication, and trust.

Services Acquisition Workshops involve both government and industry teams and program stakholders in collaboratively planning to meet specific program/service acquisition challenges. For more detail, see www.dau.mil/ma/Pages/acquisitionWorkshops.aspx.

Collaborative Problem Solving assists in group deliberation, collaborative decisionmaking, and teamwork of all types. Teams use networked computers to share information, develop plans, examine alternatives, and address complex problems. The university's facilitated decisionmaking services use ThinkTank electronic meeting software for strategic planning, problem solving, team building, brainstorming, and other facilitated interventions. ThinkTank and other facilitation services can be provided at all DAU campuses. Think Tank often is used in conjunction with a survey tool called Opinio.

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

Targeted Training workshops and mini-courses are developed by DAU to meet specific, targeted needs of DoD acquisition organizations and program offices. DAU faculty members continually meet with acquisition professionals and organizations to gain a better understanding of their requirements. The faculty then can tailor existing learning assets, such as Defense Acquisition Workforce Improvement Act (DAWIA) core courses, to meet the learning needs of the professionals or organizations. See Appendix D for targeted training courses currently available.

DAU can provide Mission Assistance across a very broad spectrum of challenges. For any problem area not referenced in this catalog or on our Web site, please call and DAU Mission Assistance will do its best to support your need or point you in the right direction. To contact Mission Assistance, please use this link: http://www.dau.mil/ma/Pages/Contact.aspx, then mouse over the "Star" for your geographic area to get the phone number of your regional representative.

DAU's Learning Assets

Knowledge Sharing

Knowledge sharing—achieved by blending people, processes, and information technology—improves organizational performance through increased efficiency, effectiveness, and innovation. Leveraging advanced portal and collaboration technologies, DAU supports Defense Acquisition Workforce members for informal learning and job performance support. Online resources and interactive venues facilitate the sharing of documented knowledge, experiences, and lessons learned among individuals and organizations. DAU's primary components of knowledge sharing are the AT&L Knowledge Management System (AKMS)—composed of the Defense Acquisition Portal (DAP), the Acquisition Community Connection (ACC), the DoD Acquisition Best Practices Clearinghouse (BPCh), the DoD Acquisition Encyclopedia (ACQuipedia), and the ACQuire search and discovery system—as well as the David D. Acker Library and Knowledge Repository. Users can view short videos and get additional details on all elements of the AKMS at https://acc.dau.mil/at&lkm.

Defense Acquisition Portal (DAP)
The DAP is the central repository for acquisition policy and reference materials. The DAP focuses on "Big A" processes—describing all phases of the acquisition process, from requirements generation and budget development, through overall management of the acquisition process.

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

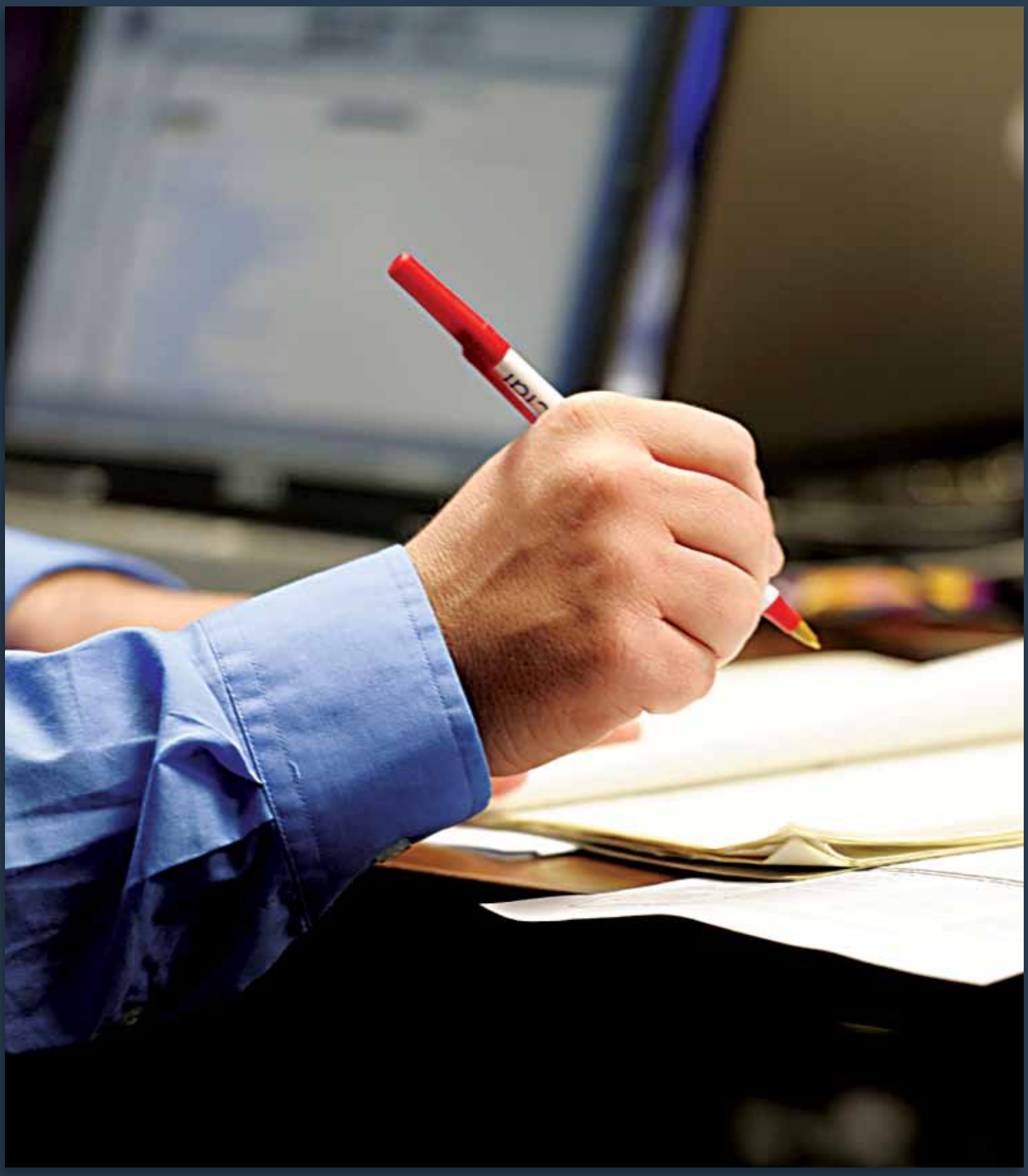
+ Better Buying Power Initiative Gateway
+ Defense Acquisition Guidebook
+ Web-enabled Integrated Defense Acquisition, Technology, and Logistics Life Cycle Management Chart
+ Ask A Professor (AAP) system
+ Special topic and functional "Gateways"
+ FAR, DFARS, and other FAR supplements
+ Acquisition processes
+ Defense acquisition policy and regulations
+ Education and professional development
+ Career management and DoD human capital initiatives
+ Community areas
+ Overview of industry's role in DoD processes
+ Glossaries and acronyms
+ Software tools
+ News, publications, and events
+ Other AT&L Web sites
+ Guidebooks, handbooks, and forms
+ DAU media library
+ Rapid-deployment training

Users can access the DAP at https://dap.dau.mil.

Acquisition Community Connection (ACC)
The ACC is an online forum that includes communities of practice and collaborative workspaces centered on acquisition-specific topics. ACC is available to the Defense Acquisition Workforce 24/7 to collaborate, share, and connect with one another in an online environment. Community members are able to interact and share lessons learned and experiences to support job performance, avoid the duplication of effort, and advance the connection of people and ideas.

Communities play a central role in helping the workforce stay connected to expertise and in providing the tools, resources, and connections that help people improve performance. The ACC software serves as the backbone for performance learning tools, such as ACQuipedia at https://acquipedia.dau.mil, the *Defense Acquisition Guidebook* at https://dag.dau.mil, and the Program Managers e-Tool Kit at https://pmtoolkit.dau.mil. Users can access the ACC at https://acc.dau.mil.

Best Practices Clearinghouse (BPCh)
The DoD Acquisition Best Practices Clearinghouse (BPCh) is designed to help improve DoD's systems acquisition processes by facilitating the selection and implementation of recommended or proven practices appropriate to the needs of individual acquisition programs in a variety of functional and special topic areas. BPCh users learn from practical results that may be applied in their environment. Users can access the BPCh at https://bpch.dau.mil.



DAU's Learning Assets

ACQuipedia
ACQuipedia is an online encyclopedia of common defense acquisition topics and was developed as a collaborative project to create content around acquisition-related topics. ACQuipedia provides the Defense Acquisition Workforce with quick access to information in a succinct and digestible format. Article content aggregates the most relevant references and learning assets to focus users and quickly provide high-value content. Each topic is identified as an article, and each article contains a definition, a brief narrative that provides context, and links to the most pertinent policy, guidance, tools, practices, and training on the subject. ACQuipedia articles support the Web-enabled Integrated Defense Acquisition, Technology, and Logistics Life Cycle Management Chart, community of practice libraries, and course material as well as the PM e-Tool Kit and other performance learning tools. Users can access ACQuipedia at https://acquipedia.dau.mil.

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

iTunes University
The first corporate university to appear on Apple's iTunes University, DAU provides users with access to videos on a variety of topics for all Defense Acquisition Workforce career fields, and the university continues to add new videos. All content is free to the public, but users must first have iTunes installed on their computers. Those who have an iTunes account with Apple also can subscribe to a particular career field or topic channel and have content delivered as soon as it becomes available. The videos are available at https://deimos.apple.com/WebObjects/Core.woa/Browse/dau.mil or open iTunes, click on the iTunes Store link, select the Universities & Colleges link, and look for Defense Acquisition University. And iTunesU Media can be accessed via iTunes-enabled mobile devices such as the iPhone, iTouch, or iPad.

Library and Knowledge Repository
The David D. Acker Library and Knowledge Repository supports the university's curricula and its defense acquisition research. Full borrowing privileges are available to current DAU students, and alumni may register for weekend borrowing privileges. The library participates in interlibrary loans through the Online Computer Library

Center. The David D. Acker Library Web site, www.dau.mil/pubscats/Pages/Acker%20Library.aspx, offers extensive online research capabilities for DAU students, including an online library catalog, which provides easy searches by author, title, subject terms, keywords, date, and format. If a publication is available on the Web, the online catalog will provide a link. The library also has an extensive collection of books, periodicals, and other research materials available to patrons.

Other Services

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

For help in finding a program that suits individual needs, prospective students can visit the DAU Strategic Partnership page at the DAU Web site (www.dau.mil/aboutdau/pages/partnerships.aspx). Various colleges and universities with which DAU has current partnership agreements are listed on that page. To view specific information on the various partnership benefits offered by each school, simply click the school's name to be linked to a corresponding landing page. Landing pages will provide additional information on degree and certificate programs, including a point of contact at the school and application directions.

The Strategic Partnership page also contains a link to the Excelerate program. This is a unique partnership with schools that offer Defense Acquisition Workforce credit toward master's degrees and certificates of achievement for Level II and Level III Defense Acquisition Workforce Improvement Act (DAWIA) certification. For a current list of partners participating in the Excelerate program, go to www.dau.mil/aboutdau/aboutdocs/excelerate.aspx.

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

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

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

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

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

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

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

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

DAU's Learning Assets

Center for Defense Acquisition Research
The DAU Center for Defense Acquisition Research supports the Defense Acquisition, Technology and Logistics (AT&L) community by focusing research on the acquisition of defense-related materiel and services. The Center helps bring analytical research and insight to bear on critical issues that affect policies, processes, and the workforce. These issues have been identified by the leaders of the entire AT&L community, across government, industry, and academia. The Center coordinates investigations performed by a wide range of researchers: DAU faculty, staff, and students; Federally Funded Research and Development Centers (FFRDCs); think tanks; academia; and members of the wider acquisition community, in both government and industry, whether in the United States or abroad.

Learn more about research products and participate in the creation of new knowledge at https://acc.dau.mil/research or contact research@dau.mil.

Periodicals
In an effort to maximize resources, the *Defense AT&L* magazine and the *Defense Acquisition Research Journal (ARJ)* are now available to individual subscribers online only.

For the latest issue of *Defense AT&L* or to obtain a free subscription to *Defense AT&L* magazine and/or the *Defense Acquisition Research Journal*, go to www.dau.mil/pubscats/Pages/DefenseAtl.aspx. For the latest issue of *Defense ARJ*, go to www.dau.mil/pubscats/Pages/ARJ.aspx.

To be alerted by e-mail when the new issue of either publication is available, sign up for the DAU LISTSERV by sending an e-mail to darjonline@dau.mil and/or datlonline@dau.mil with "Add to LISTSERVE" in the subject line.

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

DAU students and government employees can obtain a free single copy of most publications from the DAU Publications Distribution Center in Bldg. 231, Room 9, at Fort Belvoir. Printed copies of the *Defense AT&L* and *Defense ARJ* are available on a limited basis while supplies last.

To receive a free copy by mail, send a request to DAU, ATTN: Publications, 9820 Belvoir Road, Suite 3, Fort Belvoir, VA 22060-5565; call 703-805-4923; or fax requests to 703-805-3726. Those who do not qualify for a free single copy from the DAU Press or who need multiple copies may buy copies directly from the DAU Publications Distribution Center by using an Inter-Agency/Military Interdepartmental Purchase Request or by writing a check payable to the U.S. Treasury.


Defense AT&L
September-October 2012
A PUBLICATION OF THE DEFENSE ACQUISITION UNIVERSITY
IN PERSON
Assistant Secretary of Defense (L&MR)
Alan F. Estevez
Mission Command Battle Lab
Science and Technology Seminar
with the Command and General
Staff College
The Fallacy of Quantifyin
How to Form an IPT
DEFENSE AR JOURNAL
Defense Acquisition Research Journal
A Publication of the Defense Acquisition University
The
VISIBLE HAND
of Defense Systems Management
DAU
ISSUE 63

Section 3: *The Defense Acquisition Workforce Communities and Programs*

The certification standards published in this Catalog are in effect as of Oct. 1, 2012. Updates are posted in the DAU iCatalog at www.icatalog.dau.mil as they occur. Check the iCatalog for current information on certification standards and courses.

The Defense Acquisition Workforce Communities and Programs

Functional Leaders

The functional leaders are senior leaders who specialize in a functional area of acquisition, technology, and logistics. Requirements for career fields may change as a result of new technologies, mission requirements, or Service member needs, and it is the job of the functional leaders to ensure that their respective career fields maintain relevance. Functional leaders are involved in chairing integrated product teams to address career development issues and identify training, education, and experience requirements.

The results from the integrated product teams help provide course relevance and direction of course content to curricula developers and course authors, as well as a rigorous, ongoing quality assessment of DAU course offerings.

An overview of each functional leader's area of responsibility and the certification and core plus table for the functional area are provided on the following pages.

Total Workforce Size: **15,840**

+ **Mr. Dave Ahern Director, Strategic and Tactical Systems**

+ **Mr. Frank Kenlon Acting Director, International Cooperation, OUSD(AT&L)**

Acquisition and Program Management Functional Community

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

International Acquisition Functional Community

International Acquisition is a career path created by the Under Secretary of Defense for Acquisition, Technology and Logistics. International Acquisition establishes a formal career path within the overall Program Management career field. Formalizing the career path systematically with the personnel systems enables two important actions. First, specific program management manpower billets can be subcoded as international acquisition positions requiring individuals possessing both core and international acquisition qualifications to fill the respective positions. Second, the existing personnel management infrastructure will record each Defense Acquisition Workforce member's achievement toward this special qualification. This information ultimately will provide visibility to members of senior management, enabling them to identify and select internationally qualified persons to lead international programs. Nearly 600 Level II and III PM positions have been subcoded international acquisition.

Program Management Level I

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

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

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

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

	Type of Assignment			
Training	**Weapon Systems**	**Services**	**Business Mgmt/IT**	**International Acq**
CLC 011 Contracting for the Rest of Us	+	+	+	
CLE 025 Information Assurance (IA) for Acquisition Professionals	+	+	+	+
CLI 001 International Armaments Cooperation (IAC), Part 1				+
CLI 002 International Armaments Cooperation (IAC), Part 2				+
CLI 003 International Armaments Cooperation (IAC), Part 3				+
CLL 008 Designing for Supportability in DoD Systems	+	+		
CLL 011 Performance-Based Life Cycle Product Support (PBL)	+	+		
CLM 017 Risk Management	+	+	+	
IRM 101 Basic Information Systems Acquisition	+	+	+	
LOG 101 Acquisition Logistics Fundamentals	+	+		
PQM 101 Production, Quality, and Manufacturing Fundamentals	+	+		
SAM 101 Basic Software Acquisition Management	+		+	
TST 102 Fundamentals of Test and Evaluation	+			
EDUCATION: Baccalaureate degree, preferably with a major in engineering, systems management, or business administration				
EXPERIENCE: 1 year of acquisition experience (in addition to core certification experience)				

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

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

Program Management Level II

Type of Assignment	Representative Activities
+ Weapon Systems	• Structures and guides systems engineering activities • Establishes a risk/opportunity program; structures and conducts technical reviews • Works with contracting personnel • Maintains configuration control • Leads IPTs in support of developing and delivering a weapon system, C2 network-centric system, or space system
+ Services	• Structures incentives tied to desired outcomes for service contracts, prepares plans for mitigating risks, provides contract tracking and oversight • Performs most acquisition planning tasks as established in Attachment 1 to AT&L Services Memo of Oct. 2, 2006
+ Business Management Systems/IT	Leads IPTs, identifies and manages enterprise-level business systems and issues, and applies performance measures within the acquisition community and program office context that directly impact systems under development
+ International Acquisition	Participates in successful cooperative development, production partnership, or system modification/transfer during pre-system acquisition or system acquisition with allied and friendly nations, either cooperative or security assistance in nature
Core Certification Standards[1] (Required for DAWIA certification)	
+ Acquisition Training	• **ACQ 201A** Intermediate Systems Acquisition, Part A • **ACQ 201B** Intermediate Systems Acquisition, Part B **(R)**
+ Functional Training	• **PMT 251** Program Management Tools Course, Part I • **PMT 257** Program Management Tools Course, Part II • **CON 110** Mission-Support Planning • or **CON 115** Contacting Fundamentals • and either of the following completed on or after Nov. 15, 2005: —**SAM 101** Basic Software Acquisition Management **or** —**IRM 101** Basic Information Systems Acquisition
+ Education	Formal education not required for certification
+ Experience	2 years of acquisition experience; at least 1 year of this experience must be in program management
Unique Position Training Standards[2]	
+ International Acquisition [2]	• **PMT 202** Multinational Program Management **(R)** • **PMT 203** International Security and Technology Transfer/Control **(R)**

Core Plus Development Guide[3] (Desired training, education, and experience)	Type of Assignment			
Training	**Weapon Systems**	**Services**	**Business Mgmt/IT**	**International Acq**
BCF 215 Operating and Support Cost Analysis **(R)**	+	+	+	
CLE 004 Introduction to Lean Enterprise Concepts	+	+	+	
CLE 006 Enterprise Integration Overview			+	
CLE 022 Program Manager Introduction to Anti-Tamper	+			
CLI 004 Information Exchange Program (IEP), DoD Generic Research, Development, Test, and Evaluation (RDT&E)				+
CLL 002 Defense Logistics Agency Support to the PM	+	+		
CLL 006 Depot Maintenance Partnering	+	+		
CLM 025 Commercial-Off-The-Shelf (COTS) Acquisition for Program Managers	+	+	+	

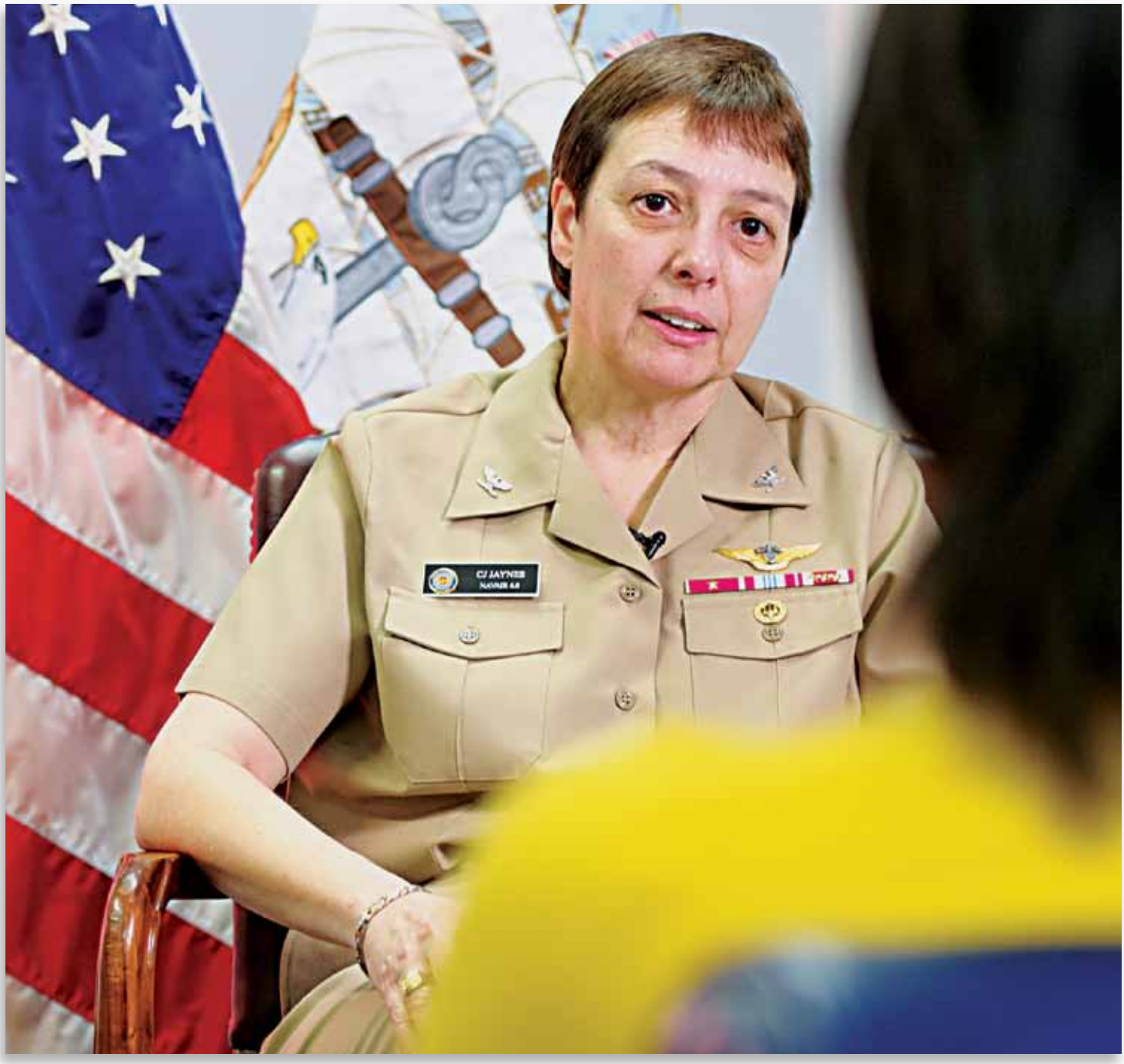
[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] Workforce members assigned to the positions listed in the Unique Position Training Standards section MUST meet these training standard(s) within 24 months of assignment.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

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

Core Plus Development Guide[3] (Desired training, education, and experience)	Type of Assignment			
Training	**Weapon Systems**	**Services**	**Business Mgmt/IT**	**International Acq**
CLM 031 Improved Statement of Work	+	+		
CLM 036 Technology Transfer and Export Control Fundamentals				+
LOG 102 Systems Sustainment Management Fundamentals	+	+		
PQM 101 Production, Quality, and Manufacturing Fundamentals	+	+		
EDUCATION: Master's degree, preferably with a major in engineering, systems management, business administration, or a related field				
EXPERIENCE: 2 additional years acquisition experience, preferably in a systems program office or similar organization				

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

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



Program Management Level III

Type of Assignment	Representative Activities
+ Weapon Systems	• Leads and provides oversight of IPTs delivering a weapon system, C2/net-centric system, or space system • Leads tasks supporting pre-award contracts, financial management, risk management, systems engineering, total ownership cost determination, contract coordination, and communications
+ Services	• Organizes and leads DoD professional, administrative, and management support service contracting relating to developing clearly stated and actionable requirements packages • Coordinates with local procurement contracting officers, and ensures opportunities for socioeconomic business concerns • Performs all acquisition strategy requirements actions noted in Attachment 1 to AT&L Services Memo of Oct. 2, 2006
+ Business Management Systems/IT	Oversees transformation integration, planning and performance, and investment management applicable to the acquisition community, program office(s), and system(s) under development
Core Certification Standards[1] (Required for DAWIA certification)	
+ Acquisition Training	None required
+ Functional Training	• **BCF 102** Earned Value Management Fundamentals • **BCF 103** Business Financial Management Fundamentals • **LOG 103** Reliability, Availabilty and Maintainability (RAM) • **PMT 352A** Program Management Office Course, Part A • **PMT 352B** Program Management Office Course, Part B **(R)** • **SYS 202** Intermediate Systems Planning, Research, Development, and Engineering, Part I
+ Education	Formal education not required for certification
+ Experience	4 years acquisition experience with at least: —2 years in a program office/similar organization (dedicated matrix support to a PM, PEO, DCMA program integrator, or supervisor of shipbuilding) —1 year in a program management position with cost, schedule, and performance responsibilities
Unique Position Training Standards	
+ International Acquisition[3] through Sept. 30, 2012	• **PMT 304** Advanced International Management Workshop **(R)** • **PMT 202** Multinational Program Management **(R)** • **PMT 203** International Security and Technology Transfer/Control **(R)**
+ PEOs; PM/DPM of MDAP/MAIS; PM/DPM of significant non-major programs[2]	• **PMT 401** Program Manager's Course **(R)** • **PMT 402** Executive Program Manager's Course **(R)**

Core Plus Development Guide[4] (Desired training, education, and experience)	Type of Assignment		
Training	**Weapon Systems**	**Services**	**Business Mgmt/IT**
ACQ 265 Missioned-Focused Service Acquisition		+	+
ACQ 370 Acquisition Law	+	+	+
ACQ 452 Forging Stakeholder Relationships **(R)**	+	+	+
BCF 207 Economic Analysis **(R)**	+	+	+
BCF 209 Acquisition Reporting for MDAPs and MAIS **(R)**	+		+
CLE 008 Six Sigma: Concepts and Processes	+	+	+
CLE 301 Reliability and Maintainability	+	+	

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

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

Core Plus Development Guide[4] (Desired training, education, and experience)	Type of Assignment		
Training	**Weapon Systems**	**Services**	**Business Mgmt/IT**
CLL 201 Diminishing Manufacturing Sources and Material Shortages (DMSMS) Fundamentals	+	+	+
LOG 200 Intermediate Acquisition Logistics, Part A	+	+	
LOG 201 Intermediate Acquisition Logistics, Part B **(R)**	+	+	
LOG 204 Configuration Management	+		+
LOG 235 Performance-Based Logistics, Part A	+	+	
LOG 236 Performance-Based Logistics, Part B **(R)**	+	+	
PMT 403 Program Manager's Skills **(R)**	+	+	+
PQM 201A Intermediate Production, Quality, and Manufacturing, Part A	+		
SAM 301 Advanced Software Acquisition Management **(R)**	+	+	+
SYS 203 Intermediate Systems Planning, Research, Development, and Engineering, Part II **(R)**	+		
TST 203 Intermediate Test and Evaluation **(R)**	+		
EDUCATION: At least 24 semester hours from among accounting, business finance, law, contracts, purchasing, economics, industrial management, marketing, quantitative methods, and organization and management (DANTES equivalency may be substituted)			
EXPERIENCE: 2 additional years acquisition experience, preferably in a systems program office or similar organization (in addition to core certification experience)			

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

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

Total Workforce Size: **4,273**

❖ Auditing Functional Community

+ **Mr. Patrick Fitzgerald**
Director, Defense Contract Audit Agency

Persons in this career field perform contract auditing, accounting, and financial advisory services to DoD and other government agencies in negotiation, administration, and settlement of contracts and subcontracts. Duties include evaluating information about contractor economic assertions, comparing those assertions to established criteria, and reporting the results to interested third parties.

Some reasons for audits include proposal submissions, incurred cost, compliance with the Truth in Negotiations Act, compliance with cost accounting standards, contract terminations, claims for abnormal conditions, contractor financial condition, and contractor systems and operations.

Auditing Level I

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

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

+ Acquisition Training	None required
+ Functional Training	• **AUD 1150** Technical Indoctrination **(R)**
+ Education	• A baccalaureate degree in accounting; or • A baccalaureate degree in a business-related field with at least 24 semester credit hours in accounting; or • 4 years of experience in accounting; or • An equivalent combination of accounting experience, college education, and training
+ Experience	1 year of contract auditing experience

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

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

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

Auditing Level II

Type of Assignment	Representative Activities
+ Auditor	Audits financial records, reports, management controls, policies and practices affecting or reflecting the financial condition and operation of Department of Defense and other federal agency contractors
Core Certification Standards[1] (Required for DAWIA certification)	
+ Acquisition Training	None required
+ Functional Training	Complete one of the following: • **AUD 1231** Intermediate Contract Auditing **(R)** • **AUD 4121** Statistical Sampling **(R)**
+ Education	Entry below GS-9: Same as Level I Entry at GS-9: Same as Level I AND — 2 full years of graduate education leading to a master's degree in accounting, auditing, or related field such as business administration or finance; or — 1 full year of professional accounting, auditing, or related experience
+ Experience	2 years of contract auditing experience of increasing complexity and responsibility

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment
Training	**Auditor**
AUD 1121 Briefing Contracts	+
AUD 1122 Accounting System Survey	+
AUD 1126 Adequacy of Proposals	+
AUD 1142 Progress Payments	+
AUD 1170 Financial Capability	+
AUD 1221 Basic Flowcharting	+
AUD 1232 Internal Control Assessment	+
AUD 1249 Agreed-Upon Procedures	+
AUD 1269 Working Paper Documentation	+
AUD 1271 Permanent Files	+
AUD 1283 Fraud Awareness	+
AUD 1325 Internal Control Systems: Planning	+
AUD 1541 Cost Accounting Standards	+
AUD 5614 Fundamentals of Auditing Information Systems	+
AUD 5651 Retrieving and Analyzing Electronic Data Using SAS	+
AUD 6115 Effective Report Writing	+
AUD 6220 Auditor Interview and Interpersonal Reactions	+
AUD 6240 Oral Presentation Workshop	+

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

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

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

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

Auditing Level III

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

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

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

Unique Position Training Standards[2]

+ Financial Liaison Auditor	• **ACQ 101** Fundamentals of Systems Acquisition Management
+ Supervisory Auditor[4]	• **AUD 8414** DDI Leadership Skills **(R)** • **AUD 8564** Administration and Management of Audits for Supervisors **(R)** • **AUD 4035** Quantitative Methods Refresher **(R)** • **AUD 1440** GAGAS • **AUD 8611** EEO for Supervisors • **AUD 8655** Human Resources for Supervisors • **AUD 8565** Supervision **(R)**
+ Technical Specialist[2]	• **AUD 1541** Cost Accounting Standards **(R)** • **AUD 2311** Defective Pricing • **AUD 4035** Quantitative Methods Refresher **(R)** • **AUD 5651** Retrieving and Analyzing Electronic Data Using SAS

Core Plus Development Guide[3] (Desired training, education, and experience)	Type of Assignment
Training	**Auditor**
ACQ 101 Fundamentals of Systems Acquisition Management	+
AUD 1570 CAS—Administration and Coverage	+
AUD 1571 CAS 401, 402, and 405	+
AUD 1572 CAS 403, 410, 418, and 420	+
AUD 1573 CAS 404 and 409	+
AUD 1574 CAS 414 and 417	+
AUD 1575 CAS 406—Cost Accounting Period	+
AUD 1576 CAS 408 and 415	+
AUD 1577 CAS 407	+
AUD 1578 CAS 416	+
AUD 1579 CAS 411	+
AUD 1580 CASB Disclosure Statements	+
AUD 2311 Defective Pricing	+
AUD 8414 DDI Leadership Skills	+
AUD 8564 Administration and Management of Audits for Supervisors	+
EDUCATION: None specified	
EXPERIENCE: None specified	

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
[2] Workforce members assigned to the position(s) listed in the Unique Position Training Standards section MUST meet these training standard(s) within 6 months of assignment.
[3] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.
[4] For Supervisory auditors, AUD 8414 is required within 6 months. All other courses must be completed within 1 year except AUD 4035, which is completed in years 2-5.

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

Total Workforce Size: **8,135**

Business Functional Communities

Business—Cost Estimating
Business—Financial Management

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

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

Business—Cost Estimating
This area is the area of Business where engineering judgment and experience are utilized in the application of scientific principles and techniques to the problems of cost estimation, cost control and profitability. The key objectives in cost estimating are to arrive at accurate estimates and avoid cost overruns. This functional community covers positions that manage, supervise, lead, or perform scientific work that involves designing, developing, and adapting mathematical, statistical, econometric, and other scientific methods and techniques. The work also involves analyzing management problems and providing advice and insight about the probable effects of alternative solutions to these problems.

Business—Financial Management
This area is defined as the area of Business concerned primarily with the total financial affairs of an organization, department, or program and the translation of actions past, present, and proposed into meaningful and relevant information for use in management. It includes the functions of budgeting, accounting, reporting, and the analysis and interpretation of the financial significance of past events and future plans. It sometimes also includes other related functions such as internal auditing, management analysis, and others. It is not primarily concerned with the technical procedures and methodology of those individual functions.

Financial management involves the art of interrelating data to obtain a perspective of the total financial situation that will assist managers in program planning and decision-making. A very simple operating program may require only a minimum of financial management, and this, in some cases, can be provided by the manager. Complex programs need broad financial advice and know-how and this can only be furnished following the synthesizing, analyzing, and interrelating of meaningful financial data with programming and planning information by an organization and officials particularly adept in financial matters.

Cost Estimating Level I

Type of Assignment	Representative Activities
+ Cost Estimator	Relates the processes of life cycle cost estimating within the context of materiel system acquisition in the Department of Defense
Core Certification Standards[1] (Required for DAWIA certification)	
+ Acquisition Training	**ACQ 101** Fundamentals of Systems Acquisition Management
+ Functional Training	• **BCF 102** Fundamentals of Earned Value Management • **BCF 103** Fundamentals of Business Financial Management • **BCF 106** Fundamentals of Cost Analysis • **BCF 107** Applied Cost Analysis **(R)**
+ Education	• Baccalaureate degree (any field of study) • 3 semester credit hours from a calculus course • 21 semester credit hours in any combination of the following fields of study: operations research, economics, mathematics, chemistry, physics or other sciences in which the student utilized advanced mathematical skills in geometry, trigonometry, statistics, probability, and/or quantitative analysis
+ Experience	2 years of acquisition experience in cost estimating

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

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

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

Cost Estimating Level II

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

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

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

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

Training	Type of Assignment: Cost Estimator
ACQ 265 Mission-Focused Services Acquisition **(R)**	+
BCF 207 Economic Analysis **(R)**	+
BCF 262 EVMS Validation and Surveillance **(R)**	+
BCF 263 Principles of Schedule Management **(R)**	+
CLC 007 Contract Source Selection	+
CLC 008 Indirect Costs	+
CLC 104 Analyzing Profit or Fee	+
CLL 015 Business Case Analysis	+
CLL 017 Introduction to Defense Distribution	+
CLM 012 Scheduling	+
CLM 014 IPT Management and Leadership	+
CLM 024 Contracting Overview	+
CLM 032 Evolutionary Acquisition	+
LOG 101 Acquisition Logistics Fundamentals	+
PMT 251 Program Management Tools Course, Part I	+
PMT 257 Program Management Tools Course, Part II	+
SAM 101 Basic Software Acquisition Management	+
EDUCATION: Baccalaureate degree in engineering, statistics, or other math-intensive field of study	
EXPERIENCE: 4 years of acquisition experience in cost estimating	

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

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

Cost Estimating Level III

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

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

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

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

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

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

Financial Management Level I

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

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

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

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

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

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

EXPERIENCE: 2 years of acquisition experience in budgeting, financial and/or earned value management in support of an acquisition program

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

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

Financial Management Level II

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

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

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

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment	
Training	**Budget/Program FM Analyst**	**EVM Analyst**
BCF 204 Intermediate Cost Analysis **(R)**	+	
BCF 206 Cost/Risk Analysis **(R)**	+	+
BCF 207 Economic Analysis **(R)**	+	+
BCF 215 Operating and Support Cost Analysis **(R)**	+	+
BCF 262 EVMS Validation and Surveillance **(R)**		+
BCF 263 Principles of Schedule Management **(R)**	+	+
CLC 005 Simplified Acquisition Procedures	+	+
CLC 007 Contract Source Selection	+	+
CLC 010 Proper Use of Non-DoD Contracts	+	+
CLC 011 Contracting for the Rest of Us	+	
CLC 106 Contracting Officer's Representative with a Mission Focus	+	+
CLG 001 DoD Government Purchase Card	+	
CLM 012 Scheduling	+	+
CLM 040 Proper Financial Accounting Treatments for Military Equipment	+	
EDUCATION: Baccalaureate degree in business or a business-related field		
EXPERIENCE: 4 years of acquisition experience in budgeting, financial and/or earned value management in support of an acquisition program		

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

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

Financial Management Level III

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

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

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

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment	
Training	**Budget/Program FM Analyst**	**EVM Analyst**
ACQ 450 Leading in the Acquisition Environment **(R)**	+	+
ACQ 451 Integrated Acquisition for Decision Makers **(R)**	+	+
ACQ 452 Forging Stakeholder Relationships **(R)**	+	+
CLL 015 Business Case Analysis	+	+
CLM 014 IPT Management and Leadership	+	+
CLM 200 Item-Unique Identification	+	
CON 110 Mission-Support Planning	+	
CON 111 Mission Strategy Execution	+	
CON 112 Mission Performance Assessment	+	
PMT 251 Program Management Tools Course, Part I	+	+
PMT 257 Program Management Tools Course, Part II	+	+
PMT 352A Program Management Office Course, Part A	+	+
PMT 352B Program Management Office Course, Part B **(R)**	+	+
EDUCATION: Graduate degree in business, related field		
EXPERIENCE: 6 years of acquisition experience in budgeting, financial and/or earned value management in support of an acquisition program		

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

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


TEAM #5

Contracting: Total Workforce Size: **30,271**

Industrial/ Contract Property Management: Total Workforce Size: **465**

Purchasing: Total Workforce Size: **1,274**

+ **Mr. Shay Assad Director, Defense Pricing**

+ **Richard Ginman Director, Defense Procurement and Acquisition Policy**

❖ Contracting, Purchasing, and Industrial/Contract Property Management Functional Communities

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

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

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


Defense Acquisition Portal

Contracting Level I

Type of Assignment	Representative Activities
+ **1** Operational Contracting	Contracting functions in support of post, camp, station, or base
+ **2** Research and Development	Contracting functions in support of research and development
+ **3** Systems Acquisition	Contracting functions in support of systems acquisition to including all ACAT programs
+ **4** Logistics and Sustainment	Contracting functions performed by the Defense Logistics Agency or by other offices to sustain weapon systems
+ **5** Construction/A&E	Contracting functions in support of construction and/or architect and engineering services
+ **6** Contingency/Combat Operations	Contracting functions performed in a contingency or combat environment
+ **7** Contract Administration Office	Contracting functions primarily focused on contract administration
+ **8** Contract Cost/Price Analyst	Contracting functions primarily focused on advanced cost/price analysis
+ **9** Small Business Specialist	Contracting functions primarily focused on advising small businesses or on strategies for maximizing use of small businesses
+ **10** Other	Contracting functions that perform a variety of assignments or are at a headquarters, secretariat, or OSD
Core Certification Standards[1] (Required for DAWIA certification)	
+ Acquisition Training	None Required
+ Functional Training	• **CON 090** Federal Acquisition Regulation (FAR) Fundamentals **(R)** • **CON 100** Shaping Smart Business Arrangements • **CON 115** Contracting Fundamentals • **CON 170** Fundamental of Cost and Price Analysis • **CLC 033** Contract Format and Structure for DoD eBusiness Environment • **CLC 058** Introduction to Contract Pricing
+ Education[2]	• At least 24 semester hours in accounting, law, business, finance, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management • Baccalaureate degree (any field of study)
+ Experience	1 year of contracting experience
Unique Position Training Standards[3]	
+ Level I Contracting personnel assigned to support an MDAP/MAIS program	**ACQ 101** Fundamentals of Systems Acquisition Management
Core Plus Development Guide[4] (Desired training, education, and experience)	**Type of Assignment**
Training	**All**
See Contracting Matrix on the following page	+
EDUCATION: None specified	
EXPERIENCE: None specified	

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

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

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

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

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

Contracting Level II

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

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

+ Acquisition Training	**ACQ 101** Fundamentals of Systems Acquisition Management
+ Functional Training	• **CLC 051** Managing Government Property in the Possession of Contractors • **CLC 056** Analyzing Contract Costs • **CLC 057** Performance-Based Payments and Value of Cash Flow • **CON 200** Business Decisions for Contracting • **CON 216** Legal Considerations in Contracting • **CON 270** Intermediate Cost and Price Analysis • **CON 280** Source Selection and Acquisition of Service Contracts (R) • **CON 290** Contract Administration and Negotiation Techniques in a Supply Environment (R) • **HBS 428** Negotiating
+ Education[2]	• At least 24 semester hours in accounting, law, business, finance, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management • Baccalaureate degree (any field of study)
+ Experience	2 years of contracting experience

Unique Position Training Standards[3]

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

Core Plus Development Guide[4] (Desired training, education, and experience)	Type of Assignment
Training	**All**
See Contracting Matrix on the following page	+
EDUCATION: Graduate studies in business administration or procurement	
EXPERIENCE: 2 additional years of contracting experience	

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

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

Core Plus Development Guide[4] (Desired training, education, and experience)	Type of Assignment									
Training	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**
CLC 001 Defense Subcontract Management	+	+	+	+	+	+	+		+	+
CLC 006 Contract Terminations	+	+	+	+	+	+	+			+
CLC 007 Contract Source Selection	+	+	+	+	+	+	+	+	+	+
CLC 008 Indirect Costs		+	+				+	+		+
CLC 013 Performance-Based Services Acquisition	+	+	+	+	+	+	+	+		+
CLC 019 Leveraging DCMA for Program Success			+				+			+
CLC 026 Performance-Based Payments Overview	+	+	+	+	+	+	+	+	+	+
CLC 027 Buy American Act	+	+	+	+	+	+	+	+	+	+
CLC 031 Reverse Auctioning	+			+						
CLC 035 Other Transaction Authority for Prototype Projects: Comprehensive Coverage		+	+				+			
CLC 036 Other Transaction Authority for Prototype Projects Overview	+	+	+	+	+	+	+	+	+	+
CLC 037 A-76 Competitive Sourcing Overview	+									+
CLC 039 Contingency Contracting Simulation: Barda Bridge						+				
CLC 040 Predictive Analysis and Scheduling			+				+			+
CLC 041 Predictive Analysis and Systems Engineering		+	+				+			+
CLC 042 Predictive Analysis and Quality Assurance			+				+			+
CLC 044 Alternative Dispute Resolution	+	+	+	+	+	+	+			+
CLC 047 Contract Negotiation Techniques	+	+	+	+	+	+	+	+	+	+
CLC 102 Administration of Other Transactions		+	+				+			
CLC 103 Facilities Capital Cost of Money	+	+	+	+	+	+	+	+		+
CLC 104 Analyzing Profit or Fee	+	+	+	+	+	+	+	+		+
CLC 107 OPSEC Contract Requirements	+	+	+	+	+	+	+			+
CLC 108 Strategic Sourcing Overview	+	+	+	+	+	+	+	+	+	+
CLC 110 Spend Analysis Strategies	+	+	+	+	+	+	+	+	+	+
CLC 112 Contractors Accompanying the Force	+	+	+	+	+	+	+			+
CLC 114 Contingency Contracting Officer Refresher						+				
CLC 120 Utilities Privatization Contract Administration							+			
CLC 125 Berry Amendment	+		+	+	+	+	+			+
CLM 013 Work-Breakdown Structure			+				+	+		
CLM 031 Improved Statement of Work	+	+	+	+	+	+				
CLM 032 Evolutionary Acquisition			+				+			
CLM 038 Corrosion Prevention and Control Overview	+	+	+	+	+	+	+			+
CLM 040 Proper Financial Accounting Treatments for Military Equipment	+	+	+	+	+	+	+	+		+
CLM 200 Item-Unique Identification	+	+	+	+	+	+	+	+	+	+
CON 232 Overhead Management of Defense Contracts **(R)**		+	+				+	+		
CON 234 Joint Contingency Contracting **(R)**						+				
CON 235 Advanced Contract Pricing **(R)**			+	+				+		+

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

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

Core Plus Development Guide[4] (Desired training, education, and experience)	Type of Assignment									
Training	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**
CON 250 Fundamentals of Cost Accounting Standards—Part I (R)		+	+				+	+		
CON 251 Fundamentals of Cost Accounting Standards—Part II (R)		+	+				+	+		
CON 260A The Small Business Program, Part A									+	
CON 260B The Small Business Program, Part B (R)									+	
GRT 201 Grants and Agreements Management (R)		+					+			
HBS 433 Presentation Skills	+	+	+	+	+	+	+	+	+	+
HBS 440 Team Leadership	+	+	+	+	+	+	+	+	+	+
HBS 441 Team Management	+	+	+	+	+	+	+	+	+	+

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

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

Contracting Level III

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

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

+ Acquisition Training	**ACQ 201A** Intermediate Systems Acquisition, Part A
+ Functional Training	• **CON 360** Contracting for Decision Makers **(R)** • 1 additional course from the Harvard Business Management Modules • 1 additional course from the list below: • **ACQ 265** Mission-Focused Services Acquisition **(R)** • **ACQ 370** Acquisition Law **(R)** • **CON 232** Overhead Management of Defense Contracts **(R)** • **CON 334** Advanced Contingency Contracting Officer's Course **(R)** • **CON 235** Advanced Contract Pricing **(R)** • **CON 244** Construction Contracting **(R)** • **CON 250** Fundamentals of Cost Accounting Standards—Part I **(R)**
+ Education[2]	• At least 24 semester hours in accounting, law, business, finance, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management • Baccalaureate degree (any field of study)
+ Experience	4 years of contracting experience

Unique Position Training Standards[3]

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

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

	Type of Assignment									
Training	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**
ACQ 201B Intermediate Systems Acquisition, Part B **(R)**	+	+	+	+	+	+	+	+	+	+
BCF 102 Fundamentals of Earned Value Management			+							
CLB 007 Cost Analysis	+	+	+	+	+	+	+	+		+
CLB 011 Budget Policy			+							
CLB 016 Introduction to Earned Value Management			+		+		+			
CLC 023 Commercial Item Determination Executive Overview	+	+	+	+	+	+	+	+	+	+
EDUCATION: Master's degree in business administration or procurement										
EXPERIENCE: 4 additional years of contracting experience										

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

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

Industrial/Contract Property Management Level I

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

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

+ Acquisition Training	None required
+ Functional Training	• **CON 100** Shaping Smart Business Arrangements • **CON 115** Contracting Fundamentals **(R)** • **IND 105** Contract Property Fundamentals
+ Education	Formal education not required for certification
+ Experience	1 year of property management experience

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

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

EXPERIENCE: None specified

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

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

Industrial/Contract Property Management Level II

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

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

+ Acquisition Training	**ACQ 101** Fundamentals of Systems Acquisition Management
+ Functional Training	• **CON 200** Business Decisions for Contracting • **CON 216** Legal Considerations in Contracting • **IND 205** Contract Government Property, Property Management System, and Auditing Concepts **(R)**
+ Education	Formal education not required for certification 2 years of experience in an industrial property management position
+ Experience	2 years of industrial property management experience

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment
Training	**Industrial and/or Contract Property Management**
ACQ 201A Intermediate Systems Acquisition, Part A	+
CLM 040 Proper Financial Accounting Treatments for Military Equipment	+
CLM 200 Item-Unique Identification	+
HBS 405 Change Management	+
HBS 434 Process Improvement	+
HBS 437 Strategic Thinking	+
EDUCATION: Baccalaureate degree or at least 24 semester hours in accounting, law, business, finance, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management	
EXPERIENCE: None specified	

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

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

Industrial/Contract Property Management Level III

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

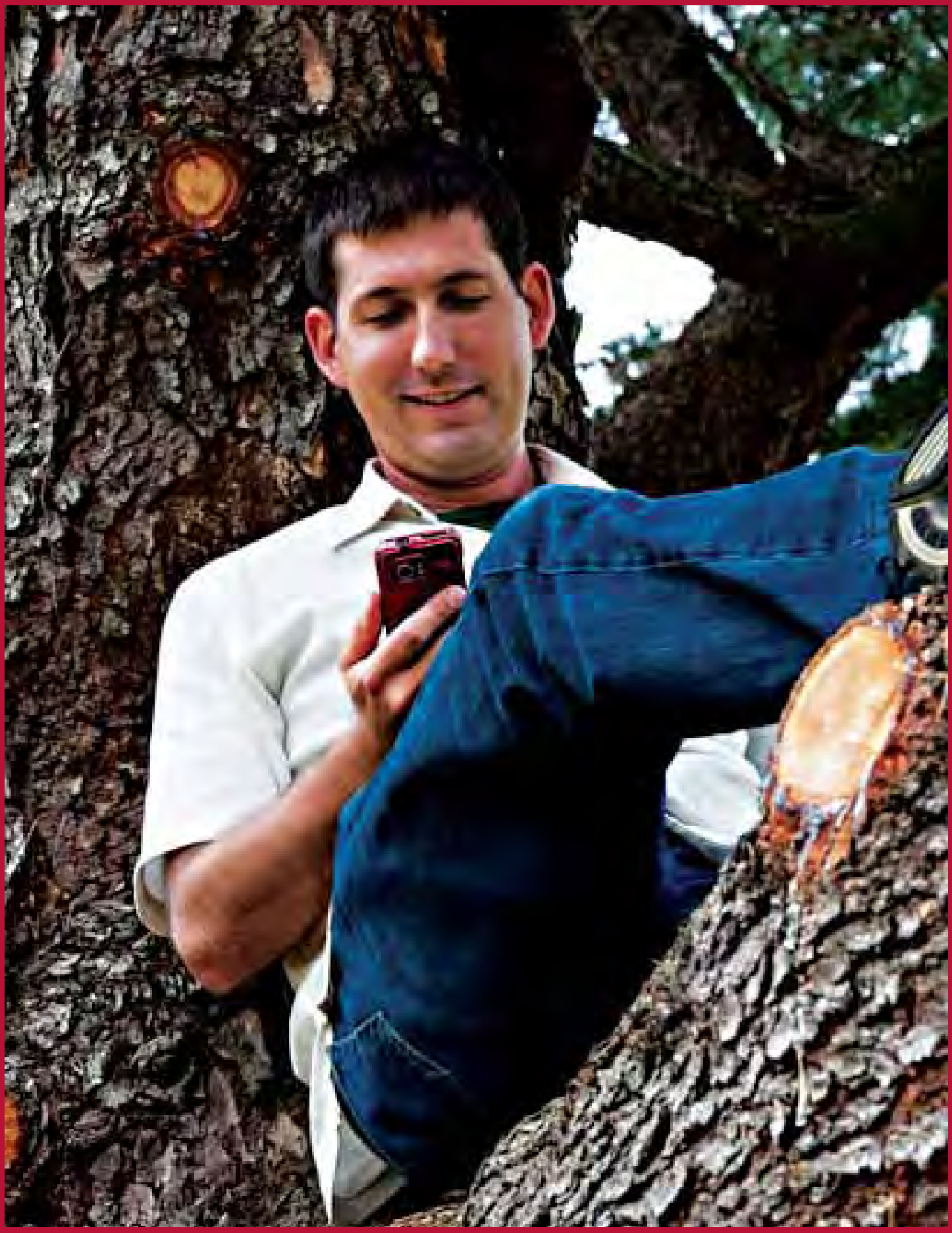
Core Certification Standards[1] (Required for DAWIA certification)

+ Acquisition Training	**ACQ 201A** Intermediate Systems Acquisition, Part A
+ Functional Training	• **CON 360** Contracting for Decision Makers **(R)** • 1 additional course from the Harvard Business Management Modules identified in the Core Plus Developmental Guide below
+ Education	Formal education not required for certification
+ Experience	4 years of experience in industrial property management positions of increasing responsibility and complexity

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment
Training	**Industrial and/or Contract Property Management**
ACQ 201B Intermediate Systems Acquisition, Part B **(R)**	+
CLE 015 Continuous Process Improvement Familiarization	+
HBS 406 Coaching	+
HBS 424 Leading and Motivating	+
EDUCATION: Baccalaureate degree or at least 24 semester hours in accounting, law, business, finance, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management	
EXPERIENCE: 4 additional years of experience in industrial property management	

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

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



Purchasing Level I

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

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

+ Acquisition Training	None required
+ Functional Training	• **CON 100** Shaping Smart Business Arrangements • **CON 237** Simplified Acquisition Procedures • **CLC 030** Essentials of Interagency Acquisitions/Fair Opportunity • **CLC 058** Introduction to Contract Pricing • **CLG 001** DoD Government Purchase Card
+ Education	Formal education not required for certification
+ Experience	1 year of purchasing experience

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

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

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

Purchasing Level II[1]

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

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

+ Acquisition Training	None required
+ Functional Training	• **CON 115** Contracting Fundamentals **(R)** • **CLC 033** Contract Format and Structure for DoD e-Business Environment
+ Education	Formal education not required for certification
+ Experience	2 years of experience in purchasing

Core Plus Development Guide[3] (Desired training, education, and experience)	Type of Assignment
Training	**Purchasing / Supervisory Agent**
ACQ 101 Fundamentals of Systems Acquisition Management	+
CLC 020 Commercial Item Determination	+
CLC 023 Commercial Item Determination Executive Overview	+
CLC 027 Buy American Act	+
CLC 060 Time and Materials Contracts	+
CLC 104 Analyzing Profit or Fee	+
CLC 131 Commercial Item Pricing	+
CLG 004 DoD Government Purchase Card Refresher Training	+
CON 216 Legal Considerations in Contracting	+
EDUCATION: 32 semester hours of undergraduate work with emphasis in business	
EXPERIENCE: None specified	

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

NOTES:
• "(R)" following a course title indicates the course is delivered as resident-based instruction.
• Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the "Notes" section of the CL course description and the course can be substituted to meet the certification standard.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SPRDE–SE, SPRDE–PSE: Total Workforce Size: **39,553**
PQM Total Workforce Size: **9,313**

❖ Engineering and Technical Management Functional Communities

+ **Mr. Stephen Welby**
+ **Deputy Assistant Secretary of Defense, Systems Engineering, DASD(SE)**

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

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

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

Systems Planning, Research, Development, and Engineering–Systems Engineer (SPRDE–SE), and Program Systems Engineer (SPRDE–PSE)
The SPRDE–SE and –PSE career paths workforce has a vital role in ensuring the fielding of high-quality, affordable, supportable, and effective defense systems for the 21st century warfighter. As a cadre of technical professionals, its role requires evolving and verifying an integrated and total life cycle balanced set of systems, people, and process solutions that satisfy the customer's needs. This requires technical competency, critical and strategic thinking, knowledge of various product domains, and knowledge of other engineering disciplines and how they integrate into the system solution.

The overall curricula for the SPRDE–SE and –PSE career paths were designed to bring an enhanced depth of knowledge to the workforce at the appropriate level: entry, journeyman, or advanced. These curricula focus on the technical processes, technical management processes, integrated product team activities, and the ability to apply critical systems thinking concepts to complex technical management problems. The specific duties and qualifications of a SPRDE-SE or -PSE workforce member may vary significantly, and a wide variety of engineering disciplines are represented within the SPRDE-SE and -PSE career paths

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

The PQM curriculum has been updated to reflect that consideration of production readiness should no longer wait until the end of the development

process. Producibility should be systematically examined throughout the development process as an integral part of the systems engineering technical reviews so manufacturing cost drivers can be eliminated in the early stages of system development.

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

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

Production, Quality, and Manufacturing Level I

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

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

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

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

	Type of Assignment			
Training	**Qual Assur Eng**	**Qual Assur Spc**	**Mfg/Prod Eng**	**Mfg/Prod Spc**
CLE 004 Introduction to Lean Enterprise Concepts	+	+	+	+
CLE 011 Modeling and Simulation for Systems Engineering	+		+	
CLE 015 Continuous Process Improvement Familiarization	+	+	+	+
CLE 201 ISO 9000:2000	+	+	+	+
LOG 101 Acquisition Logistics Fundamentals	+	+	+	+
LOG 102 Systems Sustainment Management Fundamentals		+		+
PQM 104 Specification Selection and Application **(R)**	+	+	+	
SYS 101 Fundamentals of Systems Planning, Research, Development, and Engineering	+	+	+	+
SYS 120 Defense Standardization Workshop	+	+	+	
TST 102 Fundamentals of Test and Evaluation	+		+	

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

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

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

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

Production, Quality, and Manufacturing Level II

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

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

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

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

	Type of Assignment			
Training	**Qual Assur Eng**	**Quality Assur Spc**	**Mfg/Prod Eng**	**Mfg/Prod Spc**
CLC 011 Contracting for the Rest of Us	+	+	+	+
CLC 042 Predictive Analysis and Quality Assurance	+	+		
CLE 001 Value Engineering	+	+	+	+
CLE 008 Six Sigma: Concepts and Processes		+		+
CLE 009 System Safety in Systems Engineering	+	+	+	+
CLE 017 Technical Planning	+		+	
CLE 028 Market Research for Engineering and Technical Personnel	+			
CLE 301 Reliability and Maintainability	+	+	+	+
CLM 021 Introduction to Reducing Total Ownership Costs (R-TOC)	+	+	+	+
LOG 103 Reliability, Availability, and Maintainability (RAM)	+		+	
LOG 200 Intermediate Acquisition Logistics, Part A	+	+	+	+
LOG 204 Configuration Management	+	+	+	+
PQM 203 Preparation Test and Evaluation	+		+	
TST 203 Intermediate Test and Evaluation **(R)**	+	+		

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

EXPERIENCE: At least one 30-day rotational assignment at a contractor and/or government industrial facility that includes experience in quality, manufacturing, engineering, and contracting. Two (2) years experience in manufacturing, production, or quality assurance (in addition to core certification experience)

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

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

Production, Quality, and Manufacturing Level III

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

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

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

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment			
Training	**Qual Assur Eng**	**Qual Assur Spc**	**Mfg/Prod Eng**	**Mfg/Prod Spc**
CLC 019 Leveraging DCMA for Program Success	+	+	+	+
CLC 040 Predictive Analysis and Scheduling			+	+
CLC 042 Predictive Analysis and Quality Assurance	+	+		
CLE 007 Lean Six Sigma for Manufacturing	+	+	+	+
CLE 021 Technology Readiness Assessments	+		+	
CLL 008 Designing for Supportability in DoD Systems	+		+	
PMT 251 Program Management Tools Course, Part I	+	+	+	+
PMT 257 Program Management Tools Course, Part II	+	+	+	+
PMT 352A Program Management Office Course, Part A	+	+	+	+
EDUCATION: Master's degree in business, production management, engineering, or a related field				
EXPERIENCE: At least one 90-day rotational assignment at a contractor and/or government industrial facility that includes experience in quality, manufacturing, engineering, and contracting				

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

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

SPRDE – Program Systems Engineer Level I

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

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

+ Acquisition Training	**ACQ 101** Fundamentals of Systems Acquisition Management
+ Functional Training	• **SYS 101** Fundamentals of Systems Planning, Research, Development, and Engineering • **CLM 017** Risk Management • Two 100-level courses from among the following list: —**BCF 102** Fundamentals of Earned Value Management —**IRM 101** Basic Information Systems Acquisition —**LOG 101** Acquisition Logistics Fundamentals —**LOG 102** Systems Sustainment Management Fundamentals —**PQM 101** Production, Quality, and Manufacturing Fundamentals —**TST 102** Fundamentals of Test and Evaluation
+ Education	Baccalaureate or graduate degree in a technical or scientific field such as engineering, physics, chemistry, biology, mathematics, operations research, engineering management, or computer science
+ Experience	• 2 years of experience in an SPRDE-SE, SPRDE-PSE, or SPRDE-S&TM acquisition position • Similar experience gained from other government positions or industry is acceptable as long as it meets the above standards

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

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

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

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

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment	
Training	**Acq Prg Sys Eng**	**Sus Prg Sys Eng**
CLE 062 Human Systems Integration	+	+
CLL 002 Defense Logistics Agency Support to the PM	+	+
CLL 006 Depot Maintenance Partnering		+
CLL 011 Performance-Based Life Cycle Product Support (PBL)	+	+
CLL 017 Introduction to Defense Distribution		+
CLM 013 Work-Breakdown Structure	+	
CLM 016 Cost Estimating	+	+
CLM 021 Introduction to Reducing Total Ownership Costs (R-TOC)	+	
CLM 032 Evolutionary Acquisition	+	+
IRM 101 Basic Information Systems Acquisition	+	+
LOG 101 Acquisition Logistics Fundamentals	+	
LOG 102 Systems Sustainment Management Fundamentals		+
PQM 101 Production, Quality, and Manufacturing Fundamentals	+	
TST 102 Fundamentals of Test and Evaluation	+	+
EDUCATION: None specified		
EXPERIENCE: None specified		

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

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

SPRDE – Program Systems Engineer Level II

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

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

+ Acquisition Training	**ACQ 201A** Intermediate Systems Acquisition, Part A **ACQ 201B** Intermediate Systems Acquisition, Part B **(R)**
+ Functional Training	• **LOG 204** Configuration Management • **SYS 202** Intermediate Systems Planning, Research, Development, and Engineering, Part I • **SYS 203** Intermediate Systems Planning, Research, Development, and Engineering, Part II **(R)** • **CLE 003** Technical Reviews • One additional course from the following list: + **BCF 106** Fundamentals of Cost Analysis + **BCF 208** Software Cost Estimating **(R)** + **IRM 202** Intermediate Information Systems Acquisition **(R)** + **LOG 103** Reliability, Availability, and Maintainability (RAM) + **PMT 251** Program Management Tools Course, Part I + **PQM 201A** Intermediate Production, Quality, and Manufacturing, Part A + **STM 202** Intermediate S&T Management **(R)** + **TST 203** Intermediate Test and Evaluation **(R)**
+ Education	Baccalaureate or graduate degree in a technical or scientific field such as engineering, physics, chemistry, biology, mathematics, operations research, engineering management, or computer science
+ Experience	• 4 years of experience in an acquisition position. Of that: + At least 3 years of experience in an SPRDE-SE, SPRDE-PSE, or SPRDE-S&TM acquisition position + Remainder may come from IT, T&E, PQM, PM, or LCL • Similar experience gained from other government positions or industry is acceptable as long as it meets the above standards

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

Training	Type of Assignment: Acq Prg Sys Eng	Type of Assignment: Sus Prg Sys Eng
CLE 007 Lean Six Sigma for Manufacturing	+	+
CLE 008 Six Sigma: Concepts and Processes	+	+
CLE 017 Technical Planning	+	+
CLE 021 Technology Readiness Assessments	+	
CLE 026 Trade Studies	+	+
CLE 066 System Engineering for Systems of Systems	+	+
CLL 022 Title 10 Depot Maintenance Statute Overview	+	
CLL 023 Title 10 U.S.C. 2464 Core Statute Implementation		+
CLL 024 Title 10 Limitations on the Performance of Depot-Level Maintenance (50/50)		+

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

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

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment	
Training	**Acq Prg Sys Eng**	**Sus Prg Sys Eng**
CLL 025 Depot Maintenance Interservice Support Agreements (DMISA)		+
LOG 103 Reliability, Availability, and Maintainability (RAM)		+
LOG 200 Intermediate Acquisition Logistics, Part A	+	
LOG 201 Intermediate Acquisition Logistics, Part B **(R)**	+	
LOG 235 Performance-Based Logistics	+	
PQM 201A Intermediate Production, Quality, and Manufacturing, Part A		+
PQM 201B Intermediate Production, Quality, and Manufacturing, Part B **(R)**		+
TST 203 Intermediate Test and Evaluation **(R)**		+
EDUCATION: Advanced degree or graduate studies in engineering, physics, chemistry, biology, mathematics, operations research, engineering management, computer science, or a related field		
EXPERIENCE: None specified		

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

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

SPRDE – Program Systems Engineer Level III

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

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

+ Acquisition Training	Acquisition Training identified at Level II must have been completed
+ Functional Training	• **SYS 302** Technical Leadership in Systems Engineering **(R)** • **CLL 008** Designing for Supportability in DoD Systems • Two courses from the following list: + **BCF 211** Acquisition Business Management **(R)** + **IRM 304** Advanced Information Systems Acquisition **(R)** + **LOG 200** Intermediate Acquisition Logistics, Part A + **LOG 201** Intermediate Acquisition Logistics, Part B **(R)** + **PMT 257** Program Management Tools Course, Part II + **PQM 201B** Intermediate Production, Quality, and Manufacturing, Part B **(R)** + **PQM 301** Advanced Production, Quality, and Manufacturing **(R)** + **STM 303** Advanced S&T Management **(R)** + **TST 303** Advanced Test and Evaluation **(R)**
+ Education	Baccalaureate or graduate degree in a technical or scientific field such as engineering, physics, chemistry, biology, mathematics, operations research, engineering management, or computer science
+ Experience	• 8 years of experience in an acquisition position. Of that: + At least 5 years of experience in an SPRDE-SE, SPRDE-PSE, or SPRDE-S&TM acquisition position + Remainder may come from IT, T&E, PQM, PM, or LCL • Similar experience gained from other government positions or industry is acceptable as long as it meets the above standards

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment	
Training	**Acq Prg Sys Eng**	**Sus Prg Sys Eng**
ACQ 450 Leading in the Acquisition Environment **(R)**	+	+
ACQ 451 Integrated Acquisition for Decision Makers **(R)**	+	+
ACQ 452 Forging Stakeholder Relationships **(R)**	+	+
CLL 014 Joint Systems Integrated Support Strategies (JSISS)	+	
CLL 015 Business Case Analysis	+	
CLL 203 Diminishing Manufacturing Sources and Material Shortages (DMSMS) Essentials		+
CLL 204 Diminishing Manufacturing Sources and Material Shortages (DMSMS) Case Studies		+
CLM 014 IPT Management and Leadership	+	+
CLM 031 Improved Statement of Work	+	+

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

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

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment	
Training	**Acq Prg Sys Eng**	**Sus Prg Sys Eng**
CLM 035 Environmental Safety and Occupational Health—Lesson from PMT 352A	+	+
CLM 200 Item-Unique Identification		+
FE 201 Intermediate Facilities Engineering		+
LOG 350 Enterprise Life Cycle Logistics Management **(R)**		+
PMT 352A Program Management Office Course, Part A	+	+
PMT 352B Program Management Office Course, Part B **(R)**	+	+
PQM 301 Advanced Production, Quality, and Manufacturing **(R)**		+
TST 303 Advanced Test and Evaluation **(R)**	+	+
EDUCATION: Advanced degree or graduate studies in engineering, physics, chemistry, biology, mathematics, operations research, engineering management, computer science, or a related field		
EXPERIENCE: None specified		

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

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

SPRDE – Systems Engineering Level I	
Type of Assignment	**Representative Activities**
+ Functional Specialist	• Plans, organizes, and conducts engineering activities relating to the design, development, fabrication, installation, modification, sustainment, and/or analysis of systems or systems components for a functional specialty (i.e., reliability and maintainability, systems safety, materials, avionics, structures, propulsion, chemical/biological, human systems interfaces, weapons, computer engineer/scientist, etc.) • Demonstrates how systems engineering technical processes and technical management processes guide engineering activities for a functional specialty
+ Software Engineer	• Plans, organizes, and conducts engineering activities relating to the design, development, and/or analysis of software and information technology systems or systems components • Demonstrates how systems engineering technical processes and technical management processes guide software development and/or IT integration activities
+ Development Sustainment Engineer	• Plans, organizes, and conducts engineering design, development, and sustainment activities for systems or systems components • Demonstrates how systems engineering technical processes and technical management processes guide design, development, and sustainment activities
+ Science and Technology (Research Engineer or Scientist)	• Plans, organizes, and conducts science and technology research and engineering activities supporting acquisition programs, projects, or activities • Demonstrates how systems engineering technical processes and technical management processes guide science and technology research and engineering activities
+ Technical Support	• Plans, organizes, and conducts technical activities relating to the design, development, research, fabrication, installation, modification, sustainment, inspection, production, application, standardization, testing and/or analysis of systems or systems components for a technical specialty. • Demonstrates how systems engineering technical processes and technical support processes guide design, development, and sustainment activities.
Core Certification Standards[1] (Required for DAWIA certification)	
+ Acquisition Training	**ACQ 101** Fundamentals of Systems Acquisition Management
+ Functional Training	• **SYS 101** Fundamentals of Systems Planning, Research, Development, and Engineering • **CLM 017** Risk Management
+ Education	Baccalaureate or graduate degree in a technical or scientific field such as engineering, physics, chemistry, biology, mathematics, operations research, engineering management, or computer science Note: Civilians serving as an 0802 or 0856 must meet the OPM education requirements in lieu of this education standard.
+ Experience	• 1 year of technical experience in an acquisition position from among the following career fields/paths: SPRDE-SE, SPRDE-S&TM, IT, T&E, PQM, FE, PM, or LCL • Similar experience gained from other government positions or industry is acceptable as long as it meets the above standards

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

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

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment				
Training	**Func Spc**	**Software Eng**	**Dev/Sust Eng**	**S&T (Res Eng/Sci)**	**Tech Spt.**
BCF 106 Fundamentals of Cost Analysis	+	+	+		
BCF 107 Applied Cost Analysis **(R)**	+	+	+		
CLB 016 Introduction to Earned Value Management	+	+			
CLC 011 Contracting for the Rest of Us	+	+	+	+	+
CLE 001 Value Engineering	+		+		+
CLE 004 Introduction to Lean Enterprise Concepts	+	+	+	+	+
CLE 009 System Safety in Systems Engineering	+		+		+
CLE 011 Modeling and Simulation for Systems Engineering	+	+	+	+	
CLE 015 Continuous Process Improvement Familiarization	+	+	+	+	+
CLE 021 Technology Readiness Assessments	+	+	+	+	
CLE 036 Engineering Change Proposals for Engineers	+	+	+	+	+
CLE 045 Introduction to S&T Management			+	+	
CLE 301 Reliability and Maintainability	+	+	+	+	
CLL 011 Performance-Based Life Cycle Product Support (PBL)	+				+
CLM 013 Work-Breakdown Structure	+	+	+	+	
CLM 016 Cost Estimating	+	+	+	+	
IRM 101 Basic Information Systems Acquisition	+	+			
LOG 101 Acquisition Logistics Fundamentals	+		+		+
LOG 102 Systems Sustainment Management Fundamentals	+		+		+
PQM 101 Production, Quality, and Manufacturing Fundamentals	+		+		+
TST 102 Fundamentals of Test and Evaluation	+	+	+	+	+
EDUCATION: None specified					
EXPERIENCE: 1 year of technical experience (in addition to core certification experience)					

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

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

SPRDE – Systems Engineering Level II

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

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

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

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

	Type of Assignment			
Training	**Func Spc**	**Software Eng**	**Dev/Sustain Eng**	**S&T (Res Eng/ Sci)**
BCF 102 Fundamentals of Earned Value Management	+	+		
BCF 103 Fundamentals of Business Financial Management	+	+	+	
CLB 017 Performance Measurement Baseline	+	+		
CLC 041 Predictive Analysis and Systems Engineering	+	+	+	
CLE 007 Lean Six Sigma for Manufacturing	+	+	+	
CLE 008 Six Sigma: Concepts and Processes	+	+	+	+
CLE 016 Outcome-Based Performance Measures	+	+		
CLE 017 Technical Planning	+	+	+	+
CLE 026 Trade Studies	+	+	+	+
CLE 062 Human Systems Integration	+	+	+	+

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

NOTES:
• **"(R)"** following a course title indicates the course is delivered as resident-based instruction.
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Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment			
Training	**Func Spc**	**Soft/IT Eng**	**Dev Eng**	**S&T (Res Eng/ Sci)**
CLE 066 Systems Engineering for Systems of Systems	+	+	+	+
CLL 012 Supportability Analysis	+	+	+	
CLM 014 IPT Management and Leadership	+	+	+	+
CLM 031 Improved Statement of Work	+	+	+	+
CLM 032 Evolutionary Acquisition	+	+	+	
IRM 202 Intermediate Information Systems Acquisition **(R)**		+		
LOG 103 Reliability, Availability, and Maintainability (RAM)	+	+	+	
LOG 200 Intermediate Acquisition Logistics, Part A	+		+	
LOG 204 Configuration Management	+	+	+	+
LOG 211 Supportability Analysis **(R)**	+	+	+	
PQM 201A Intermediate Production, Quality, and Manufacturing, Part A	+	+	+	
PQM 251 Program Management Tools Course, Part 1	+		+	+
STM 202 Intermediate S&T Management **(R)**				+
TST 203 Intermediate Test and Evaluation **(R)**	+	+	+	+
EDUCATION: Graduate degree in a discipline such as engineering, physics, chemistry, biology, mathematics, operations research, engineering management, or computer science				
EXPERIENCE: 2 years of technical experience (in addition to core certification experience)				

[1] The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
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SPRDE – Systems Engineering Level III

Type of Assignment	Representative Activities
+ Functional Specialist	• Leads and/or manages engineering activities in a functional specialty relating to the design, development, fabrication, installation, modification, sustainment, and/or analysis of systems or systems components • Ensures appropriate systems engineering technical and technical management processes are properly applied to functional specialty activities that support IPT environments
+ Software Engineer	• Leads and/or manages engineering activities relating to the design, development, and/or analysis of software and information technology systems or systems components • Ensures appropriate systems engineering processes are properly applied to software development and/or IT integration activities
+ Developmental Engineer	• Leads and/or manages design and development activities for systems or systems components. • Ensures appropriate systems engineering processes are properly applied during systems development
+ Science and Technology (Research Eng or Scientist)	• Leads and/or manages science and technology research and engineering activities supporting acquisition programs, projects, or activities • Ensures appropriate systems engineering processes are properly applied during science and technology activities
Core Certification Standards[1] (Required for DAWIA certification)	
+ Acquisition Training	Acquisition Training identified at Level II must have been completed
+ Functional Training	• **SYS 302** Technical Leadership in Systems Engineering **(R)** • **CLL 008** Designing for Supportability in DoD Systems
+ Education	Baccalaureate or graduate degree in a technical or scientific field such as engineering, physics, chemistry, biology, mathematics, operations research, engineering management, or computer science
+ Experience	• 4 years of technical experience in an acquisition position. Of that: + At least 3 years in an SPRDE-SE or a SPRDE-S&TM position + Remainder may come from IT, T&E, PQM, PM, or LCL • Similar experience gained from other government positions or industry is acceptable as long as it meets the above standards

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment			
Training	**Func Spc**	**Software Eng**	**Dev /Sustain Eng**	**S&T (Res Eng/ Sci)**
CLL 022 Title 10 Depot Maintenance Statute Overview	+		+	
CLL 023 Title 10 U.S.C. 2464 Core Statute Implementation	+	+	+	
CLL 024 Title 10 Limitations on the Performance of Depot-Level Maintenance (50/50)	+		+	
CLL 025 Depot Maintenance Interservice Support Agreements (DMISA)	+		+	
CLM 034 Science and Technology—Lesson from PMT 352A	+		+	+
CLM 055 Program Leadership	+	+	+	+
LOG 201 Intermediate Acquisition Logistics, Part B **(R)**	+		+	
LOG 206 Intermediate Systems Sustainment Management	+		+	

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Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment			
Training	**Func Spc**	**Soft/IT Eng**	**Dev Eng**	**S&T (Res Eng/ Sci)**
LOG 235 Performance-Based Logistics, Part A	+		+	
PMT 257 Program Management Tools Course, Part II	+		+	+
PMT 352A Program Management Office Course, Part A	+	+	+	+
PQM 203 Preparation of Commercial Item Description for Engineering and Technical Personnel	+		+	
PQM 301 Advanced Production, Quality, and Manufacturing **(R)**	+		+	
SAM 301 Advanced Software Acquisition Management **(R)**		+	+	
STM 303 Advanced S&T Management **(R)**				+
TST 303 Advanced Test and Evaluation **(R)**	+	+	+	+
EDUCATION: Graduate degree in a discipline such as engineering, physics, chemistry, biology, mathematics, operations research, engineering management, or computer science				
EXPERIENCE: 4 years of technical experience (in addition to core certification experience)				

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NOTES:
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Total Workforce Size: **7,329**

❖ Facilities Engineering Functional Community

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

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

Facilities Engineering Level I

Type of Assignment	Representative Activities
+ Facilities Engineer	• Conducts actions that support one or more facets of facilities engineering—planning; design; construction; environmental management; base operations, support, and housing; real estate; and real property maintenance • May serve as an IPT member, representing a specific FE functional area

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

+ Acquisition Training	**ACQ 101** Fundamentals of Systems Acquisition Management
+ Functional Training	None required
+ Education	Formal education not required for certification
+ Experience	1 year of acquisition experience in facilities engineering

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

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

Facilities Engineering Level II

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

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

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

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

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

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

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

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

Facilities Engineering Level III

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

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

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

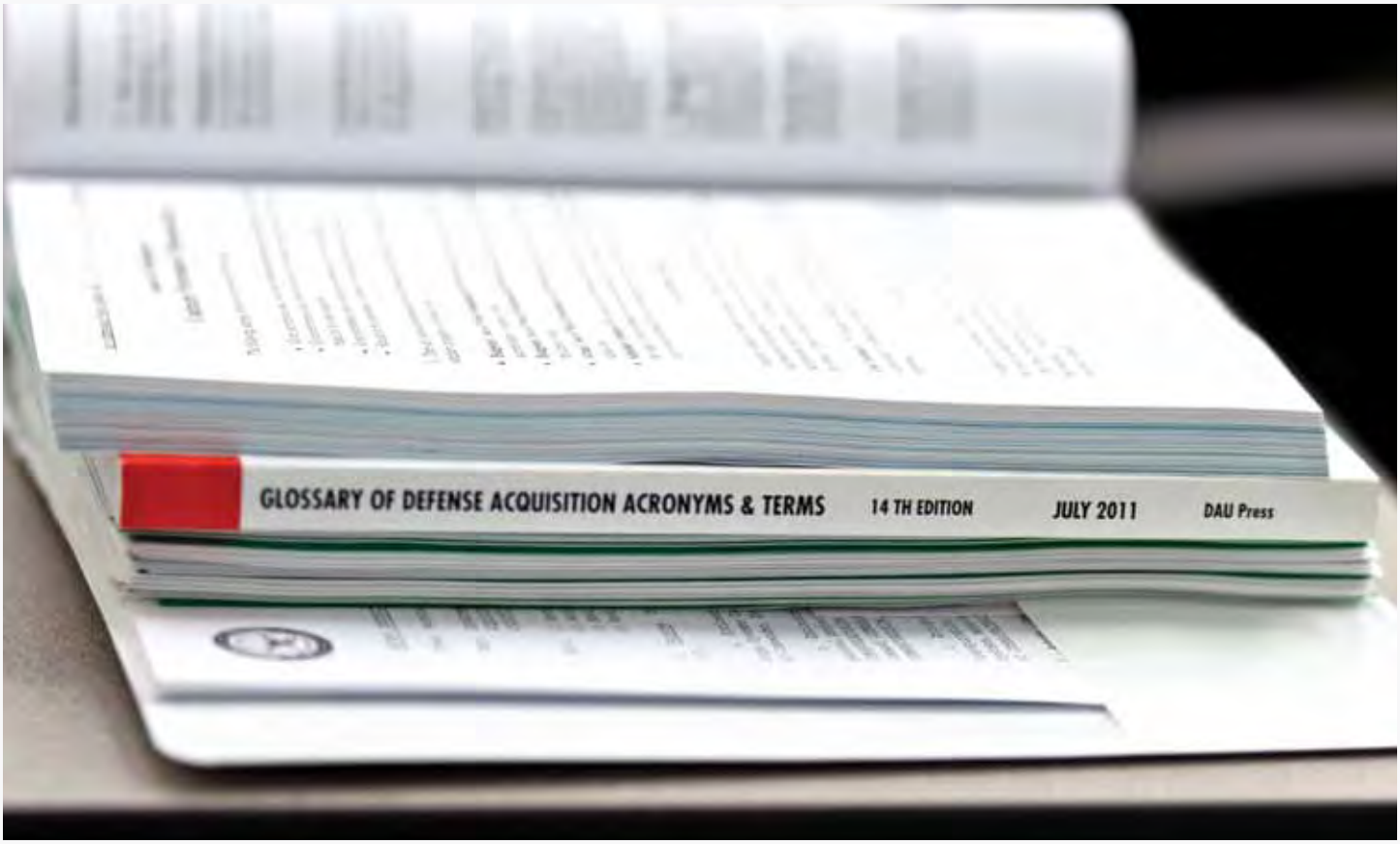
Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment
Training	**Facilities Engineer**
CLC 037 A-76 Competitive Sourcing Overview	+
CLC 108 Strategic Sourcing Overview	+
CLE 008 Six Sigma: Concepts and Processes	+
CLM 014 IPT Management and Leadership	+

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

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

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

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



Total Workforce Size: **5,645**

Information Technology Functional Community

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

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

Information Technology Level I

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

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

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

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

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

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

EXPERIENCE: None specified

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Information Technology Level II

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

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

+ Acquisition Training	• **ACQ 201A** Intermediate Systems Acquisition, Part A • **ACQ 201B** Intermediate Systems Acquisition, Part B **(R)**
+ Functional Training	• **IRM 202** Intermediate Information Systems Acquisition **(R)**
+ Education	Formal education not required for certification
+ Experience	2 years of acquisition experience; at least 1 year of this experience must be in information technology

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

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

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

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

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Information Technology Level III

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

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

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

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

	Type of Assignment		
Training	**CIO Off**	**CDA**	**PO/Fld Act**
CLE 021 Technology Readiness Assessments			+
CLL 008 Designing for Supportability in DoD Systems		+	+
CLL 014 Joint Systems Integrated Support Strategies (JSISS)	+		+
CLM 014 IPT Management and Leadership	+	+	+
LOG 103 Reliability, Availability, and Maintainability (RAM)		+	+
LOG 200 Intermediate Acquisition Logistics, Part A			+
PMT 251 Program Management Tools Course, Part I	+	+	+
PMT 257 Program Management Tools Course, Part II	+	+	+
PMT 352A Program Management Office Course, Part A	+		+
SYS 203 Intermediate Systems Planning, Research, Development, and Engineering, Part II **(R)**		+	+

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

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

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Total Workforce Size: **17,218**

❖ Life Cycle Logistics Functional Community

+ **Mrs. Sue Dryden**
  Deputy Assistant Secretary of Defense (Materiel Readiness)

The Life Cycle Logistics career field spans the entire system life cycle, encompassing both acquisition logistics and sustainment activities, and includes professionals responsible for planning, development, implementation, and management of effective and affordable weapons, materiel, or information systems product support strategies.

Life cycle logisticians perform a principal joint and/or DoD component logistics role during both the acquisition and operational phases of a system's life cycle to: ensure product support strategies meet program goals for operational effectiveness and readiness; ensure supportability requirements are addressed consistently with cost, schedule, and performance; ensure supportability considerations are implemented during systems design; meet system materiel availability, materiel reliability, operations and support cost, and mean down-time objectives; and deliver optimal life cycle product support. To be successful, they must therefore be proficient in the following competency areas:

+ **Logistics Design Influence**
+ **Integrated Product Support (IPS) Planning**
+ **Product Support and Sustainment**
+ **Configuration Management**
+ **Reliability and Maintainability Analysis**
+ **Technical/Product Data Management**
+ **Supportability Analysis**

Life cycle logisticians pursue two primary objectives—namely, to ensure that weapons systems are designed, maintained, and modified to continuously reduce the demand for logistics; and to ensure effective and efficient logistics support. The resources required to provide product support must be minimized while meeting warfighter needs and ensuring long-term affordable materiel readiness. Life cycle logisticians achieve these objectives by ensuring the integration of the Integrated Product Support (IPS) elements to maximize supportability, reliability, availability, maintainability, and mission effectiveness of the system throughout its life cycle. They influence system design and provide effective, timely product support capabilities that drive effective, best value product support planning and execution. Emphasis is placed on ensuring materiel readiness at optimal life cycle costs and integrating life cycle management principles by designing and implementing performance-based life cycle product support strategies to provide effective system support. Life cycle logisticians can work directly in a program management office, in support of the program manager, or in other supporting and sustainment logistics activity offices. Level III certified life cycle logisticians can also serve as DoD Product Support Managers, responsible for:

+ **Providing weapon systems product support subject matter expertise to the Program Manager (PM) for the execution of the PM's duties as the Total Life Cycle Systems Manager**
+ **Developing and implementing a comprehensive, outcome-based product support strategy**
+ **Promoting opportunities to maximize competition while meeting the objective of best-value, long-term outcomes to the warfighter**
+ **Seeking to leverage enterprise opportunities across programs and DoD Components**
+ **Using appropriate analytical tools and conducting appropriate cost analyses, to determine the preferred product support strategy**
+ **Developing and implementing appropriate product support arrangements**
+ **Assessing and adjusting resource allocations and performance requirements for product support to meet warfighter needs and optimize implementation of the product support strategy**
+ **Documenting the product support strategy in the Life Cycle Sustainment Plan (LCSP)**
+ **Conducting periodic product support strategy reviews and revalidating the supporting business case analysis**

Thus, life cycle logisticians and product support managers are ultimately responsible for designing, developing, implementing, and sustaining tailored life cycle product support that optimizes affordability, materiel readiness and joint warfighter requirements, and provides the nation an enduring strategic advantage over its adversaries.

Life Cycle Logistics Level I

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

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

+ Acquisition Training	• **ACQ 101** Fundamentals of Systems Acquisition Management • **SYS 101 Fundamentals of Systems Planning, Research, Development, and Engineering (PRDE)**
+ Functional Training	• **LOG 101** Acquisition Logistics Fundamentals • **LOG 102** Systems Sustainment Management Fundamentals • **LOG 103** Reliability, Availability, and Maintainability (RAM) • **CLL 008** Designing for Supportability in DoD Systems • **CLL 011** Performance-Based Life Cycle Product Support (PBL)
+ Education	Formal education not required for certification
+ Experience	1 year of acquisition and/or sustainment experience in life cycle logistics

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment	
Training	**Acquisition Logistics**	**Sustainment**
BCF 102 Fundamentals of Earned Value Management	+	
BCF 106 Fundamentals of Cost Analysis	+	
BCF 107 Applied Cost Analysis **(R)**	+	
CLB 007 Cost Analysis	+	+
CLB 009 Planning, Programming, Budgeting, and Execution and Budget Exhibits	+	+
CLC 011 Contracting for the Rest of Us	+	+
CLC 013 Performance-Based Services Acquisition	+	
CLC 019 Leveraging DCMA for Program Success	+	+
CLC 045 Partnering	+	+
CLC 108 Strategic Sourcing Overview		+
CLC 112 Contractors Accompanying the Force	+	+
CLE 003 Technical Reviews	+	
CLE 015 Continuous Process Improvement Familiarization	+	+
CLE 062 Human Systems Integration	+	+
CLE 301 Reliability and Maintainability	+	+

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Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment	
Training	**Acquisition Logistics**	**Sustainment**
CLL 002 Defense Logistics Agency Support to the PM	+	+
CLL 006 Depot Maintenance Partnering	+	+
CLL 013 DoD Packaging		+
CLL 014 Joint Systems Integrated Support Strategies (JSISS)	+	+
CLL 017 Introduction to Defense Distribution		+
CLL 022 Title 10 Depot Maintenance Statute Overview	+	+
CLL 030 Reliability Centered Maintenance (RCM)	+	+
CLL 033 Logistician's Responsibilities During Technical Reviews	+	+
CLL 032 Preventing Counterfiet Parts from Entering DoD Supply	+	+
CLM 003 Overview of Acquisition Ethics **CLM 013** Work-Breakdown Structure	+	
CLM 021 Introduction to Reducing Total Ownership Costs (R-TOC)	+	+
CLM 024 Contracting Overeview	+	+
CLL 032 Preventing Counterfiet Parts from Entering DoD Supply	+	+
CLL 033 Preventing Counterfiet Parts from Entering DoD	+	+
CON 110 Mission-Support Planning	+	
SYS 101 Fundamentals of Systems Planning, Research, Development, and Engineering	+	
TST 102 Fundamentals of Test and Evaluation	+	+
EDUCATION: Baccalaureate degree in a technical, scientific, or managerial field		
EXPERIENCE: 2 years of life cycle logistics experience in support of acquisition or sustainment of DoD weapons/materiel systems		

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

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

Life Cycle Logistics Level II

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

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

+ Acquisition Training	• **ACQ 201A** Intermediate Systems Acquisition, Part A • **ACQ 201B** Intermediate Systems Acquisition, Part B **(R)**
+ Functional Training	• **LOG 200** Intermediate Acquisition Logistics, Part A • **LOG 201** Intermediate Acquisition Logistics, Part B **(R)** • **LOG 206** Intermediate Systems Sustainment Management • **LOG 235** Performance-Based Logistics, Part A • **CLL 001** Life Cycle Management & Sustainment Metrics • **CLL 012** Supportability Analysis
+ Education	Formal education not required for certification
+ Experience	2 years of acquisition and/or sustainment experience in life cycle logistics

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

	Type of Assignment	
Training	**Acquisition Logistics**	**Sustainment**
BCF 211 Acquisition Business Management **(R)**	+	
BCF 215 Operating and Support Cost Analysis **(R)**	+	+
CLC 004 Market Research	+	
CLE 001 Value Engineering	+	
CLE 004 Introduction to Lean Enterprise Concepts		+
CLE 007 Lean Six Sigma for Manufacturing	+	+
CLE 040 IUID Marking	+	+
CLE 064 Standardization in the Acquisition Life Cycle	+	+
CLL 019 Technology Refreshment Planning		+
CLL 020 Independent Logistics Assessments	+	
CLL 023 Title 10 U.S.C. 2464 Core Statute Implementation		+
CLL 024 Title 10 Limitations on the Performance of Depot-Level Maintenance (50/50)		+
CLL 025 Depot Maintenance Interservice Support Agreements (DMISA)		+
CLL 029 Condition-Based Maintenance Plus (CBM+)	+	+

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

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

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment	
Training	**Acquisition Logistics**	**Sustainment**
CLL 036 Product Support Manager (PSM)	+	+
CLL 043 Green Logistics: Planning for Sustainability	+	+
CLL 057 Level of Repair Analysis—Introduction	+	
CLL 058 Level of Repair Analysis—Theory and Principles	+	
CLL 119 Technical Refreshment Implementation Module		+
CLM 037 Physical Inventories		+
CLM 038 Corrosion Prevention and Control Overview		+
CLR 252 Developing Requirements	+	
IRM 101 Basic Information Systems Acquisition	+	
LOG 204 Configuration Management	+	+
PMT 203 International Security and Technology Transfer/Control **(R)**	+	+
PMT 251 Program Management Tools Course, Part I	+	
PMT 257 Program Management Tools Course, Part II	+	
PQM 101 Production, Quality, and Manufacturing Fundamentals		+
PQM 201A Intermediate Production, Quality, and Manufacturing, Part A		+
PQM 201B Intermediate Production, Quality, and Manufacturing, Part B **(R)**		+
RQM 110 Core Concepts for Requirements Management	+	
SYS 202 Intermediate Systems Planning, Research, Development, and Engineering, Part I	+	
TST 203 Intermediate Test and Evaluation **(R)**	+	+
EDUCATION: Baccalaureate degree in a logistics, business, management, or technical field, and/or completion of a certificate program in systems design and operational effectiveness or similar systems engineering/technical education, business administration, and/or supply chain management		
EXPERIENCE: 4 years of life cycle logistics experience in support of acquisition or sustainment of DoD weapons/materiel systems		

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

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

Life Cycle Logistics Level III

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

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

+ Acquisition Training	No additional requirements
+ Functional Training	• **LOG 340** Life Cycle Product Support **(R)** • **LOG 350** Enterprise Life Cycle Logistics Management **(R)** • **CLL 005** Developing a Life Cycle Sustainment Plan **(LCSP)** • **CLL 015** Business Case Analysis • **CLL 020** Independent Logistics Assessments And one of the following: • **ACQ 265** Mission-Focused Services Acquisition **(R)** • **BCF 215** Operating and Support Cost Analysis **(R)** • **RQM 110** Core Concepts for Requirements Management • **LOG 204** Configuration Management
+ Education	Formal education not required for certification
+ Experience	4 years of acquisition and/or sustainment experience in life cycle logistics

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

	Type of Assignment	
Training	**Acquisition Logistics**	**Sustainment**
ACQ 265 Mission-Focused Services Acquisition **(R)**	+	+
ACQ 450 Leading in the Acquisition Environment **(R)**	+	
ACQ 451 Integrated Acquisition for Decision Makers **(R)**	+	
ACQ 452 Forging Stakeholder Relationships **(R)**	+	+
CLB 011 Budget Policy	+	+
CLB 016 Introduction to Earned Value Management	+	
CLC 051 Managing Government Property in Possession of Contractors		+
CLC 055 Competition Requirements	+	+
CLE 011 Modeling and Simulation for Systems Engineering	+	
CLL 003 Supportability Test and Evaluation	+	
CLL 007 Lead Free Electronics Impact on DoD Programs	+	+
CLL 016 Joint Logistics	+	+
CLL 018 Joint Deployment Distribution Operations Center (JDDOC		+
CLL 026 Depot Maintenance Capacity Measurement		+
CLL 054 Joint Task Force Port Opening (JTF-PO)		+
CLL 055 Joint Deployment & Distribution Performance Metrics Framework		+

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

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

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment	
Training	**Acquisition Logistics**	**Sustainment**
CLL 201 Diminishing Manufacturing Sources and Material Shortages (DMSMS) Fundamentals	+	+
CLL 203 Diminishing Manufacturing Sources and Material Shortages (DMSMS) Essentials	+	+
CLL 204 Diminishing Manufacturing Sources and Material Shortages (DMSMS) Case Studies		+
CLL 205 Diminishing Manufacturing Sources and Material Shortages (DMSMS) for Technical Professionals		+
CLL 206 Parts Management Executive Overview	+	+
CLM 014 IPT Management and Leadership	+	
CLM 017 Risk Management	+	+
CLM 035 Environmental Safety and Occupational Health—Lesson from PMT 352A	+	+
CLM 038 Corrosion Prevention and Control Overview	+	+
CLM 044 Radio Frequency Identification		+
CLM 047 Fiscal and Physical Accountability and Management of DoD Equipment		+
CLM 200 Item-Unique Identification	+	
CLR 250 Capabilities-Based Assessment	+	+
CON 237 Simplified Acquisition Procedures	+	
HBS 401 Budgeting	+	+
HBS 407 Crisis Management	+	+
PMT 202 Multinational Program Management **(R)**	+	+
PMT 352A Program Management Office Course, Part A	+	
PMT 352B Program Management Office Course, Part B **(R)**	+	
PQM 301 Advanced Production, Quality, and Manufacturing **(R)**		+
RQM 403 Requirements Management Executive Overview **(R)**	+	
SYS 203 Intermediate Systems Planning, Research, Development, and Engineering, Part II **(R)**	+	+
TST 303 Advanced Test and Evaluation **(R)**	+	+
EDUCATION: Master's degree in a logistics, business, management, or technical field, such as systems design and operational effectiveness, or similar systems engineering/technical education, business administration, and/or supply chain management Joint Professional Military Education (JPME) such as Industrial College of the Armed Forces (ICAF)		
EXPERIENCE: 8 years of life cycle logistics experience in support of acquisition or sustainment of DoD weapons/materiel systems		

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

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


Edward Berger

Total Workforce Size: **3,206**

❖ Science and Technology Functional Community

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

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

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

SPRDE – Science and Technology Manager Level I	
Type of Assignment	**Representative Activities**
+ Science and Technology	Conducts, and/or monitors science and technology activities including basic research, applied research and/or advanced technology development in support of acquisition programs
Core Certification Standards[1] (Required for DAWIA certification)	
+ Acquisition Training	**ACQ 101** Fundamentals of Systems Acquisition Management
+ Functional Training	• **SYS 101** Fundamentals of Systems Planning, Research, Development, and Engineering • **CLE 045** Introduction to DoD Science & Technology Management
+ Education	Baccalaureate or graduate degree in a technical or scientific field such as, but not limited to, engineering, physics, chemistry, biology, psychology, mathematics, operations research, engineering management, or computer science
+ Experience	1 year of technical experience related to science and technology management
Core Plus Development Guide[2] (Desired training, education, and experience)	**Type of Assignment**
Training	**Science & Technology**
CLE 011 Modeling and Simulation for Systems Engineering	+
CLM 013 Work-Breakdown Structure	+
CLM 016 Cost Estimating	+
CLM 017 Risk Management	+
CLM 024 Contracting Overview	+
TST 102 Fundamentals of Test and Evaluation	+
EDUCATION: None specified	
EXPERIENCE: None specified	

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

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

SPRDE – Science and Technology Manager Level II

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

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

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

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment
Training	**Science & Technology**
CLB 011 Budget Policy	+
CLB 016 Introduction to Earned Value Management	+
CLC 036 Other Transaction Authority for Prototype Projects Overview	+
CLC 106 Contracting Officer's Representative with a Mission Focus	+
CLE 003 Technical Reviews	+
CLE 009 Environmental Safety and Occupational Health (ESOH) in Systems Engineering	+
CLE 301 Reliability and Maintainability	+
CLL 008 Designing for Supportability in DoD Systems	+
CLM 012 Scheduling	+
CLM 031 Improved Statement of Work	+
CLM 035 Environmental Safety and Occupational Health—Lesson from PMT 352A	+
LOG 101 Acquisition Logistics Fundamentals	+
EDUCATION: None specified	
EXPERIENCE: None specified	

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

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

SPRDE – Science and Technology Manager Level III

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

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

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

Unique Position Training Standards[2]

+ Advanced Technology Development Manager (Individuals with primary management responsibilities for significant BA 3 projects such as Advanced Technology Demonstrations, Joint Capability Demonstrations, and Future Naval Capabilities Programs)	• **ACQ 201B** Intermediate Systems Acquisition, Part B **(R)** • **CLB 017** Performance Measurement Baseline • **CLB 018** Earned Value and Financial Management Reports • **CLB 020** Baseline Maintenance • **CLE 026** Trade Studies • **PMT 251** Program Management Tools Course, Part I • **PMT 257** Program Management Tools Course, Part II • **PMT 352A** Program Management Office Course, Part A

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment
Training	**Science & Technology**
CLB 017 Performance Measurement Baseline	+
CLE 026 Trade Studies	+
CLM 041 Capabilities-Based Planning	+
EDUCATION: Graduate-level degree in engineering, physics, chemistry, biology, mathematics, operations research, management or a related field	
EXPERIENCE: None specified	

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

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

Total Workforce Size: **8,622**

Test and Evaluation Functional Community

+ **Mr. Edward Greer**
+ **Deputy Assistant Secretary of Defense, Developmental Test and Evaluation OASD(R&E)**
  Director, Test Resource Management Center (TRMC)

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

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

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

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

Test and Evaluation Level I

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

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

+ Acquisition Training	**ACQ 101** Fundamentals of Systems Acquisition Management
+ Functional Training	• **SYS 101** Fundamentals of Systems Planning, Research, Development, and Engineering • **TST 102** Fundamentals of Test and Evaluation • **CLE 023** Modeling and Simulation for Test and Evaluation
+ Education	Baccalaureate or graduate degree in a technical or scientific field such as engineering, physics, chemistry, biology, mathematics, operations research, engineering management, or computer science.
+ Experience	1 year of acquisition experience in test and evaluation

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment		
Training	**HQ & Staff**	**PM/Matrix Spt**	**Rg/Lab/Fld Spt Act**
CLE 004 Introduction to Lean Enterprise Concepts	+	+	
CLE 015 Continuous Process Improvement Familiarization	+		+
IRM 101 Basic Information Systems Acquisition	+	+	+
EDUCATION: None specified			
EXPERIENCE: None specified			

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

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

Test and Evaluation Level II

Type of Assignment	Representative Activities
+ Headquarters and Staff (OSD, JS, COCOMs, JITC, SYSCOMs,, etc.)	• Supports research and development of test and evaluation strategy (TES), policy, practices, procedures, and implementation direction and guidance • Supports development of metrics (e.g., CTPs, MOEs, MOPs, COIs, success criteria) identification, direction, and guidance applicable to the headquarters • Serves as or supports the T&E office representative at T&E meetings and other forums • Manages tracking/auditing of the T&E aspects of products/systems in the acquisition process and identifies T&E issues • Coordinates test and evaluation strategies (TES), test and evaluation master plans (TEMPs), test concepts, and test plans as well as certifying annual T&E budgets • Supports development of the T&E career management plan for recruiting, training, and retaining a professional T&E workforce • Supports development and execution of T&E processes, standards, methods and techniques
+ Program Management and Matrix Support	• Member of the program's T&E working-level IPT • Directs/manages development and/or implementation of metrics (e.g., CTPs, MOEs, MOPs, COIs, success criteria) relative to product/system under test • Drafts and coordinates test and evaluation strategy (TES) and test and evaluation master plan (TEMP) • Directs coordination of Information Assurance (IA) testing and the DoD IA Certification and Accreditation Process • Directs/manages development of program's T&E approach, process, schedule, and resource requirements • Directs/manages development of T&E materials/data for technical and progress reviews, including risk assessment • Identifies and coordinates T&E personnel and financial resources requirements • Provides guidance on test concepts and test plans development and submits annual T&E budgets
+ Range/Lab/Field Supporting Activities	• Identifies and schedules facility resources for T&E resources, including: workforce, infrastructure, and budgets to support testing • Ensures facility T&E tools (IT, video, targets, simulators, stimulators, instrumentation, etc.) are capable of supporting T&E as expected for the respective facility • Leads facility test plan development and coordination • Ensures technical adequacy of T&E plans, and mitigation of safety risks for test plans and during test execution • Leads test execution, data collection, analysis, and reporting • Supports the maintenance of the physical facility, environment, and coordination of renovations and repairs as necessary • Manages the implementation of Service/agency or DoD Information Assurance (IA) and System Assurance (SA) policies • Leads the evaluation and reporting of test results
Core Certification Standards[1] (Required for DAWIA certification)	
+ Acquisition Training	• **ACQ 201A** Intermediate Systems Acquisition, Part A • **ACQ 201B** Intermediate Systems Acquisition, Part B **(R)**
+ Functional Training	• **SYS 202** Intermediate Systems Planning, Research, Development, and Engineering, Part I • **TST 203** Intermediate Test and Evaluation **(R)** • **CLE 029** Testing In a Joint Environment
+ Education	Baccalaureate or graduate degree in a technical or scientific field such as engineering, physics, chemistry, biology, mathematics, operations research, engineering management, or computer science.
+ Experience	2 years of test and evaluation experience

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

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

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment		
Training	**HQ & Staff**	**PM/Matrix Spt**	**Rg/Lab/Fld Spt Act**
CLB 007 Cost Analysis	+	+	
CLB 016 Introduction to Earned Value Management	+	+	
CLE 015 Continuous Process Improvement Familiarization	+	+	+
CLE 017 Technical Planning	+	+	+
CLE 021 Technology Readiness Assessments	+	+	+
CLE 037 Telemetry			+
CLE 038 Time Space-Position Information			+
CLE 039 Environmental Issues in Testing and Evaluation	+	+	+
CLE 060 Practical Software and Systems Management	+	+	+
CLM 013 Work-Breakdown Structure	+	+	
CLM 016 Cost Estimating	+	+	+
CLM 017 Risk Management	+	+	+
CLM 035 Environmental Safety and Occupational Health—Lesson from PMT 352A	+	+	+
IRM 202 Intermediate Information Systems Acquisition **(R)**	+	+	+
LOG 101 Acquisition Logistics Fundamentals	+	+	+
LOG 103 Reliability, Availability, and Maintainability (RAM)	+	+	+
PQM 101 Production, Quality, and Manufacturing Fundamentals		+	+
SPS 106 Database Management	+	+	
EDUCATION: None specified			
EXPERIENCE: At least 1 year of field hands-on T&E activities			

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

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

Test and Evaluation Level III	
Type of Assignment	**Representative Activities**
+ Headquarters and Staff (OSD, JS, COCOMs, JITC, SYSCOMS, etc.)	• Manages identification, development, and implementation of T&E strategy, policy, practices, and procedures • Manages development of metrics (e.g., CTPs, MOEs, MOPs, COIs, success criteria) identification, direction, and guidance applicable to the respective Service/agency • Represents principal T&E office at T&E meetings and other forums • Directs/manages tracking/auditing of the T&E aspects of products/systems in the acquisition process, identifies T&E issues, and recommends corrective actions as necessary • Manages development of the T&E career management plan for recruiting, training, and retaining a professional T&E workforce • Approves test and evaluation strategy (TES), test and evaluation master plans (TEMPs), test concepts, and test plans as well as certifying annual T&E budgets • Manages the development and execution of T&E processes, standards, methods, and techniques
+ Program Management and Matrix Support	• Chairs or serves as a key member of the program's T&E working-level IPT • Manages test and evaluation strategy (TES) and test and evaluation master plan (TEMP) development and securing final approvals • Directs/manages development of program's T&E approach, process, schedule, and resource requirements • Directs/manages development of T&E materials for technical and progress reviews, including risk assessment • Identifies and coordinates T&E personnel and financial resources requirements • Provides guidance on test concepts and test plans development and submits annual T&E budgets
+ Range/Lab/Field Supporting Activities	• Manages the identification, process, and schedule for T&E resources, including: workforce, infrastructure, and budgets to support testing • Ensures facility test and evaluation tools (IT, targets, video, simulators, stimulators, instrumentation, etc.) are capable of supporting T&E • Directs/manages facility test plan development, coordination, and approval • Directs/manages technical and safety reviews of test plans • Directs/manages test execution, data collection, and analysis • Directs/manages evaluation and reporting test results • Directs/manages development of new T&E techniques, capture of lessons learned, and development of T&E best practices • Manages the maintenance of the physical facility, environment, and coordination of renovations and repairs as necessary • Directs/manages the implementation of Service/agency or DoD Information Assurance (IA), and System Assurance (SA) policies applicable to test facility
Core Certification Standards[1] (Required for DAWIA certification)	
+ Acquisition Training	Acquisition Training identified at Level II must have been completed
+ Functional Training	• Functional Training identified at Level II must have been completed • **TST 303** Advanced Test and Evaluation **(R)**
+ Education	Baccalaureate or graduate degree in a technical or scientific field such as engineering, physics, chemistry, biology, mathematics, operations research, engineering management, or computer science.
+ Experience	4 years of test and evaluation experience

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

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

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment		
Training	**HQ & Staff**	**PM/Matrix Spt**	**Rg/Lab/Fld Spt Act**
CLC 011 Contracting for the Rest of Us	+	+	
CLE 009 System Safety in Systems Engineering	+	+	+
CLE 066 Systems Engineering for Systems of Systems	+	+	+
CLL 012 Supportability Analysis	+	+	+
CLL 014 Joint Systems Integrated Support Strategies (JSISS)	+		
CLM 032 Evolutionary Acquisition	+	+	
CLR 151 Analysis of Alternatives	+	+	
CLR 250 Capabilities Based Assessments	+	+	
HBS 441 Team Management	+	+	+
PMT 251 Program Management Tools Course, Part I	+	+	
PMT 257 Program Management Tools Course, Part II	+	+	+
SYS 203 Intermediate Systems Planning, Research, Development, and Engineering, Part II **(R)**	+	+	+
EDUCATION: None specified			
EXPERIENCE: At least 2 years of field hands-on T&E activities			

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

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

Total Workforce Size: **8,877**

Defense Contract Management Community

+ **Mr. Charlie E. Williams Jr.**
+ **Director, Defense Contract Management Agency**

The Director of the Defense Contract Management Agency (DCMA) has been designated as the Competency Lead, responsible for defining both the contract management functional areas on which the College of Contract Management (CCM) will focus its curricula and the DCMA-specific functional competencies those curricula will train. In this Competency Lead role, the DCMA Director will support those Functional Leaders in their oversight of DAU courses offered by CCM.

Members of the DCMA acquisition workforce perform a diverse range of contract management functions, including:

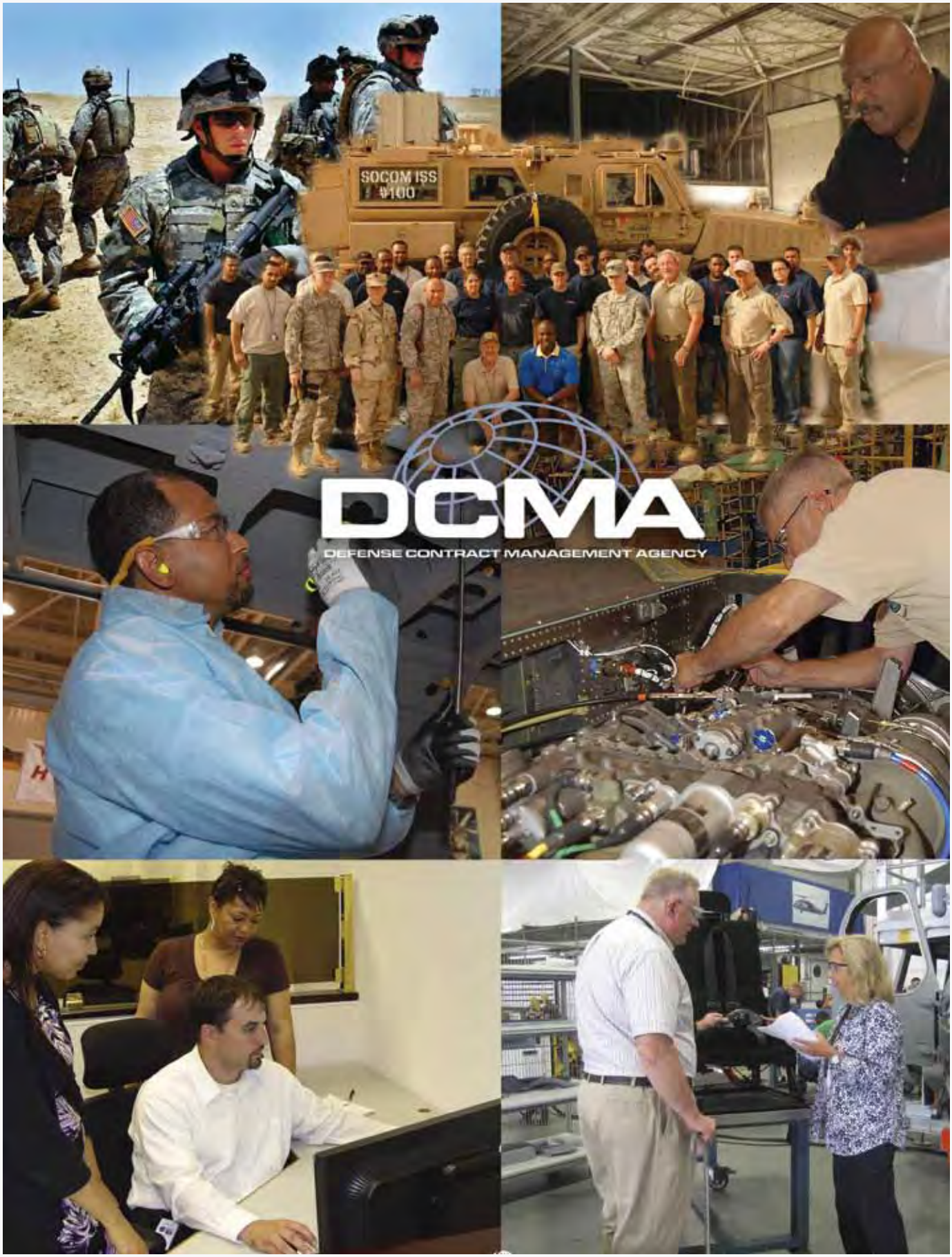
+ Contracting
+ Contingency Contracting
+ Pricing
+ Quality Assurance
+ Systems Engineering
+ Software Engineering
+ Earned Value Management
+ Manufacturing
+ Supply Chain Predictability
+ Property
+ Plant Clearance
+ Contract Safety
+ Transportation
+ Packaging
+ Aircraft Operations (safe handling in contractor facilities)
+ Contract Terminations

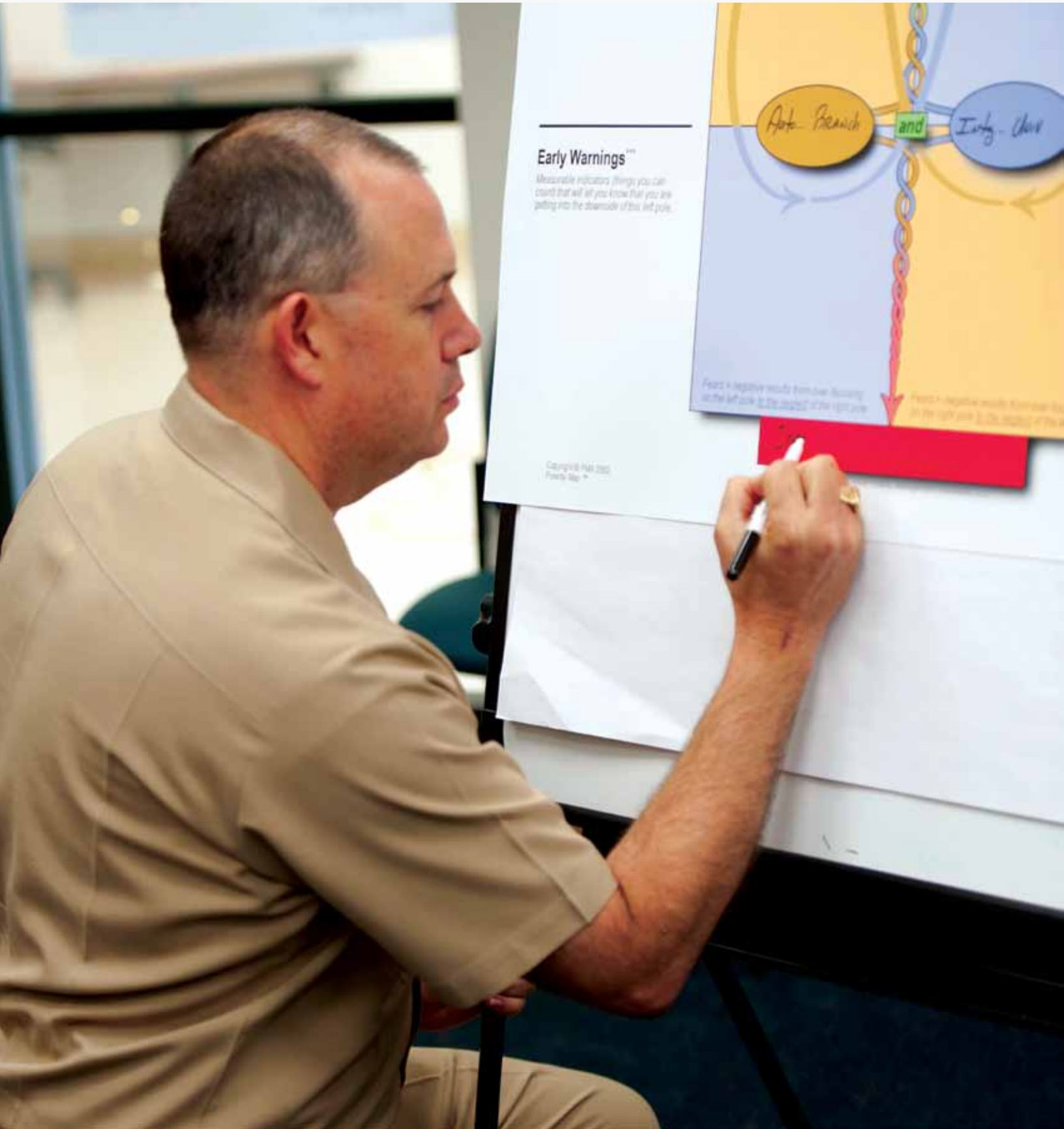
The DoD has a keen appreciation of the significant benefits that robust contract management can bring to both the warfighter and the taxpayer. Such benefits include well-negotiated overhead rates; excellent pricing support; sound validation of contractor business systems; insightful monitoring of contractor quality, engineering and schedules; vigorous contract management in a contingency environment, and more.

In support of DCMA's provision of customer-focused Contract Administration Services that provide acquisition insight and engagement to enable the Defense Acquisition enterprise to produce the right product or service (quality) at the right time (delivery) and the right price (value), the focus of the CCM curricula will be to provide formal training on contract management-specific competencies needed for DCMA functional personnel to perform their jobs.

This training will be in addition to and in alignment with other Defense Acquisition Workforce Improvement Act (DAWIA) training that DCMA functional personnel will continue to receive.

CCM was established in October 2011, and its courses and online learning assets still are under development, with expected fielding throughout Fiscal Years 2013 and 2014. The CCM curricula will be organized within functional domains and generally targeted to DCMA employees at the journeyman level (with appropriate courses and/or online learning assets for personnel not yet at that level). For most functional domains, DCMA employees will be expected to complete DAWIA training, "Core" DCMA CCM training, and "Core-Plus" training (provided by the CCM, DCMA, or via a private-sector source). As those functional learning maps are formulated in FY 2013, they will be provided to DCMA personnel.


SOCOM ISS
DCMA
DEFENSE CONTRACT MANAGEMENT AGENCY


Early Warnings
and

Section 4: *Acquisition Workforce Management and Administration*

Acquisition Workforce Management and Administration

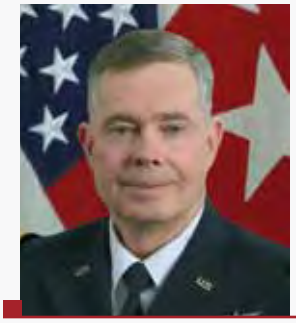
Overview of Acquisition Workforce Career Management

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

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

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

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



U.S. Army DACM

LTG William N. Phillips

+ **Army DACM**

U.S. Army DACM

The U.S. Army Director, Acquisition Career Management (DACM) is charged with the responsibility to implement the Defense Acquisition Workforce Improvement Act (DAWIA) and the associated supplemental guidance. Enacted in 1990, the objective of DAWIA is to improve the quality and professionalism of the entire acquisition workforce by focusing on improving the effectiveness of the processes we implement to execute all phases of the acquisition life cycle. The DACM is an advisor and staff assistant to the Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA(ALT)) and represents the assistant secretary in all matters relating to efforts to improve the acquisition workforce and its associated acquisition processes through education, training, and career management. The Army DACM reports directly to the ASA(ALT) and also serves as the principal military deputy to the assistant secretary. The Army Deputy DACM serves also as the Director of the U.S. Army Acquisition Support Center, whose mission is to provide Command-level resource management, human resources, and force structure support to the Program Executive Offices and serve as the advocate for the entire Army Acquisition Workforce to ensure their professional growth and development in order to continually improve Army combat capability.

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

The DACM's responsibilities are to:

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

The Army acquisition workforce is comprised of more than 43,000 civilian and military workforce members who occupy 14 acquisition career fields. The largest numbers of workforce members serve in the acquisition career fields of Systems Planning, Research, Development, and Engineering–Systems Engineer, followed by Contracting and Life Cycle Logistics.

WHERE TO FIND INFORMATION

Visit the Army's acquisition Web site at asc.army.mil/ for information on acquisition career management policies and programs, including such topics as:

+ Acquisition Corps career planning and certification
+ Civilian and Military Proponency
+ Legislation and policy
+ Tuition assistance and training opportunities
+ Waivers and forms
+ Defense Acquisition University training: https://www.atrrs.army.mil/channels/aitas/
+ The award-winning *Army AL&T* Magazine
+ News and developments
+ FAQs and contact information

U.S. Navy and Marine Corps DACM

Ms. Rene' Thomas-Rizzo

+ **Navy DACM**

U.S. Navy and Marine Corps DACM

WHERE TO FIND INFORMATION

Visit the Department of the Navy Research, Development, and Acquisition Web site at https://acquisition.navy.mil/rda/home/acquisition_workforce| for Navy-specific acquisition career management policies and procedures including topics such as:

+ Acquisition Corps
+ Career planning and certification
+ Legislation and policy
+ Naval Acquisition Development Program (interns and associates)
+ News and developments
+ Tuition assistance
+ Waivers and forms
+ Job fairs
+ FAQs
+ Contact information

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

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

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

The framework is built upon a six-pillar foundation:

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

The DACM goals are to:

+ Revitalize the acquisition workforce through improved education, training, and career management
+ Focus on recruitment and retention of acquisition professionals with critical skills needed to increase the capability of the acquisition workforce
+ Implement policies and processes that lead to the successful rebuilding of the acquisition workforce

The DACM responsibilities are to:

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

U.S. Air Force DACM

Mr. Patrick M. Hogan

+ **SAF/AQH**

U.S. Air Force DACM

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

The Air Force DACM responsibilities include:

+ Assist the Service Acquisition Executive with oversight and execution of acquisition workforce responsibilities
+ Develop the Air Force acquisition professional workforce through directing, coordinating, and reviewing actions mandated by the Defense Acquisition Workforce Improvement Act (DAWIA) and DoD directives
+ Develop, implement, and oversee policies and procedures for the Air Force Acquisition Professional Development Program (APDP)
+ Establish programs, as required, to provide career development opportunities for the acquisition workforce in accordance with DAWIA, associated regulations, and Air Force acquisition workforce human capital strategic planning objectives
+ Develop, review, and coordinate policy regarding the Air Force acquisition workforce, including both organic (Air Force civilians and military) and contracted resources
+ Represent the Air Force as point of contact with DAU and other DoD military services and agencies for matters relating to the AT&L Workforce Education, Training, and Career Development Program
+ Oversee Air Force acquisition training selection boards, including the Program Manager's Course and Industrial College of the Armed Forces Senior Acquisition Course, for the acquisition community
+ Manage training matters associated with DAWIA implementation, including DAU course quotas, acquisition training funds, and student course registration
+ Centrally administer Defense Acquisition Workforce Development Funds to ensure the Air Force acquisition workforce has the capacity it needs, in both personnel and skills
+ Establish and maintain acquisition career management information systems for training, continuous learning, certification, acquisition personnel records review and waivers, as needed, to execute acquisition workforce responsibilities

WHERE TO FIND INFORMATION

Visit the Career/APDP section of the Acquisition functional area on the AF Portal. The site includes the following topics and links:

+ **Certification and Training**
+ **Professional Currency**
+ **How to fix your record**
+ **Acquisition Corps requirements and responsibilities**
+ **Education Opportunities and Tuition Assistance**
+ **Guide to assignment-specific training**
+ **Career Field Development Teams**
+ **Awards and recognition**
+ **Position qualification and tenure waivers**
+ **Professional development**
+ **Workforce announcements**
+ **Policy references**
+ **Career points of contact**

Register for DAU Training
https://www.atrrs.army.mil/channels/acqnow/
Register for AFIT Training
https://www.atrrs.army.mil/channels/afitnow/
Track Continuous Learning
https://www.atrrs.army.mil/channels/acqnowcl/
Apply for APDP Certification
https://www.atrrs.army.mil/channels/acqnowcert/
Review Your Acquisition Career Brief (ACMS)
https://w20.afpc.randolph.af.mil/AFPCSecureNet20/CheckPortal.aspx
Review Your Career Path
https://afvec.langley.af.mil/af-cpt

Defense Acquisition Workforce
4th Estate DACM

4th Estate DACM

Mr. Garry Shafovaloff

+ **4th Estate DACM (Acting)**

❖ 4th Estate DACM

+ **Coding and management of acquisition personnel information**

WHERE TO FIND INFORMATION

The 4th Estate DACM Web site, www.dau.mil/doddacm, provides additional information on the following areas:

+ **Class registration** https://www.atrrs.army.mil/channels/acqtas
+ **Managing your acquisition career**
+ **Career management tools**
+ **DAWIA certification**
+ **Workforce manager resources**
+ **Workforce policy**
+ **4th Estate metrics**
+ **4th Estate DACM newsletter**

Points of Contact:
ACQTAS Help Desk,
acqtashelp@asmr.com,
703-645-0161

ACQTAS Travel Desk,
acqtastravel@asmr.com,
703-645-0161

The 4th Estate Director, Acquisition Career Management (DACM) represents civilians assigned to the defense agencies outside the military departments—a community comprised of over 21,000 Defense Acquisition Workforce members. The 4th Estate DACM is responsible for collaborating with the defense agencies on all facets of career development and management of the Defense Acquisition Workforce.

The 4th Estate DACM responsibilities include:

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

The following career management functions are performed at your specific agency:

+ **Approval of applications for DAU training**
+ **Approval of DAWIA certification applications**
+ **Approval of Acquisition Corps applications**
+ **Approval of fulfillment requests**
+ **Processing and approval of waivers**
+ **Documentation of course equivalencies**

Registration Procedures for Non-DoD Students

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

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

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

Acquisition Personnel with Federal Civilian Agencies
Federal civilian personnel interested in acquisition or acquisition-related training should first consult the Federal Acquisition Institute (FAI) Web site at www.fai.gov, which provides information about career, certification, and training programs. Federal civilian personnel interested in attending DAU- or FAI-sponsored training must submit an application using the FAI electronic registration system on the Web at https://www.atrrs.army.mil/channels/faitas/student/logon.aspx?caller=1, the FAI Internet Training Application (FAITAS) Web site.

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

For additional information, students should contact their local acquisition career managers. Points of contact available to assist students are listed on the FAI Web site. You can also contact the FAI help desk at 703-805-2300, Fax 703-805-2111, or visit www.fai.gov/contact.asp.

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

DAU Administrative Information

Course Offerings

DAU courses are offered in a variety of modes:

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

Online Requirements

Elearning assets should be developed in accordance with the following minimum specifications for learners' computers.

- 1. Windows XP Service Pack 3/Win7 Service Pack 1
- 2. Internet Explorer 7.0 (WXP) - 8.0 (Win7)
- 3. Browser Settings:
- a. Pop-up blockers disabled
- b. Cookies enabled at medium-low security level
- 4. Java Runtime Environment: Enabled, version 1.6 or above—AJAX has replaced the necessity for Java. If students are still unable access their courses sucessfully, it is recommend that they have at least version 1.5.0 update 7 or higher, with the exceptions of 1.6.0_01 and 1.6.0_10
- 5. Adobe Flash Player Version 11.3+
- 6. Windows Media Player 11+
- 7. Adobe Acrobat Reader Version 10.1.3+
- 8. Adobe Shockwave Player 11+
- 9. Apple Quicktime 7.7.2
- 10. Intel Pentium 4 Processor (1.6-2.4 GHz) or faster
- 11. 40GB of available hard disk space
- 12. 1 GB of RAM
- 13. Screen Settings for Color Monitor:
- a. 1024 x 768 minimum resolution
- b. Font size or DPI set to normal or small
- 14. Internet Connection: 56 kbps+ (1.5 Mbps recommended)
- 15. 16 bit Sound Card and Speakers

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

Reporting Instructions

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

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

Travel, Per Diem, and Reimbursement

Each Service Acquisition Career Management Office or parent organization funds travel expenses and per diem for eligible students based on Service- or agency-specific policy. Students should consult the appropriate Acquisition Career Management Office for policy and guidance concerning travel requirements. It is very important that students arrive with a government credit card to pay for all legitimate travel-related expenses or, if needed, draw cash advances in lieu of receiving advance per diem payments. DAU cannot process travel claims or provide advance per diem payments. Students should know the name and telephone number of the government credit card program coordinator for their Services or organizations. This person will be the student's point of contact for government credit card-related questions.

Defense Acquisition Workforce members may be eligible for funding of travel and per diem when attending courses required for certification. This is strictly based upon the Service component policy. Students should contact their Service component point of contact for the specific funding policy covering DAU training. Funding is not provided to cover travel and per diem costs for

workforce members who attend DAU courses for the purpose of continuous learning.

Course Registration and Quota Allocation
DAU uses the Army Training Requirements and Resources System (ATRRS) to maintain course schedules, allocate quotas, and manage class registration. Agencies with quota allocations should register workforce members as early as possible before the class start date to ensure their employees are in the ATRRS system and that employees have sufficient time to make necessary arrangements for attending class. After applying for a course, a student will receive an e-mail identifying his or her status as either wait-listed or as having a reservation. Approximately 60 days before the class starts, those with class reservations will receive an e-mail from DAU (later for late registrants) providing reporting instructions, class start and end times, and location-specific information (e.g., points of contact, hotels, and directions). Points of contact for most courses and locations are provided in the online course schedule. Any workforce member who is registered and has not received reporting instructions 15 days prior to the class start date should contact the Center for Scheduling and Student Support at either 866-568-6924 (Option 1) or 703-805-3459 (Option 1).

Attendance Policy
Students are expected to attend all scheduled course sessions (including teleconferencing, satellite, and synchronous online sessions) and complete all coursework. Whenever possible, students shall request permission from the instructor in advance of the absences, which must be for valid reasons such as illness or family emergency. Cumulative absences that exceed 5 percent of contact time may be grounds for disenrollment (e.g., for a 40-hour course, students are expected to participate in at least 38 hours). Some courses permit students who miss periods of class time to complete supplemental work before receiving a graduation certificate.

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

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

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

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

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

Dress Policy
Unless otherwise noted in the welcome letter or e-mail, civilian and military students are authorized to wear business casual attire: dress slacks, collared shirts, dress shoes/loafers and the equivalent attire for women. Examples of inappropriate attire are shorts; flip flops; strapless, excessively short or sheer garments; exposed midriffs; jeans; and athletic wear of any kind. The instructor may specify in advance exceptions to the above in support of a specific class event. Students also are requested to be cognizant that the heavy use of colognes and perfumes can be a distraction in class and cause allergic reactions in other students. In the case of DAU courses conducted at customer sites, alternative standards, consistent with those of the local command or organization, may prevail.

Cancellation Policy
If circumstances dictate canceling course attendance after a student receives notification of acceptance, the procedures set forth by the student's respective Service or agency should be followed. This may afford other workforce members an opportunity to attend the course.

Grievance Policy
Any grievance a student may have, academic or otherwise, will first be addressed with the lead instructor of the course. If the lead instructor cannot resolve the issue to the student's satisfaction, the issue can be elevated as outlined in DAU Directive 704, Student Academic and Administrative Policies. Directive 704 is available at www.dau.mil/studentInfo/Pages/student_info.aspx.

Appendix A: Training Courses

See pp. 128-133 for course registration procedures.

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

Appendix A Training Courses

Distance Learning or Facilitated/Online Resident/Local

ACQ 101

Fundamentals of Systems Acquisition Management

This course provides a broad overview of the DoD systems acquisition process, covering all phases of acquisition. It introduces the Joint Capabilities Integration and Development System; the planning, programming, budgeting, and execution process; DoD 5000-series policy documents; and current issues in systems acquisition management. Designed for individuals who have little or no experience in DoD acquisition management, this course has proven very useful to personnel in headquarters, program management, and functional or support offices.

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

ACQ 201A

Intermediate Systems Acquisition, Part A

Intermediate Systems Acquisition, Part A, uses computer-based training to prepare midlevel acquisition professionals to work in integrated product teams by providing an overview of systems acquisition principles and processes. Both ACQ 201A and ACQ 201B are required for DAWIA certification.

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

ACQ 201B

Intermediate Systems Acquisition, Part B

Intermediate Systems Acquisition, Part B, prepares midlevel acquisition professionals to work effectively in integrated product teams by understanding systems acquisition principles and processes. Both ACQ 201A and ACQ 201B are required for DAWIA certification.

Course Length: 5 class days
Method of Delivery: Resident

ACQ 265

Mission-Focused Services Acquisition

This course is designed to improve our tradecraft in the acquisition of services. It uses a multifunctional approach that provides acquisition team members with the tools and techniques necessary to analyze and apply performance-based principles when developing requirements documents and effective business strategies for contractor-provided services. The course uses the seven-step Service Acquisition Process, a team-oriented approach, and multiple interactive, hands-on, learning sessions to apply the principles. ACQ 265 is designed for those who need to improve their skills in developing and defining service requirements, supporting business strategies, and effectively managing the resulting contractor performance. However, this course may also provide an opportunity for experienced acquisition personnel to improve their understanding of the Service Acquisition Process.

Course Length: 4 class days
Method of Delivery: Resident

ACQ 370

Acquisition Law

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

Course Length: 4.5 class days
Method of Delivery: Resident

ACQ 401

Senior Acquisition Course

A preeminent course for members of the acquisition corps, the Senior Acquisition Course is delivered by the Industrial College of the Armed Forces (ICAF). The course consists of the 10-month ICAF curriculum, complemented by a choice of acquisition-related electives and individual/group research and writing. A limited number of professionals may

take the Defense Acquisition University Program Manager's Course, PMT 401, as a general elective for the Senior Acquisition Course and ICAF curriculum. Those who complete the Senior Acquisition Course receive a Master of Science degree in National Resource Strategy from ICAF and a diploma signifying completion of the Senior Acquisition Course. Professionals who also take the Program Manager's Course as part of their curriculum earn PMT 401 diplomas as well.

Target Attendees: Participants are selected by their respective Services or agencies. Military officers are selected as part of the Senior Service School Selection Process and designated by the Directors of Acquisition Career Management.
Course Length: 10 months
Method of Delivery: Resident

ACQ 403

Defense Acquisition Executive Overview Workshop

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

Target Attendees: This course is for DoD general/flag officers; career and political Senior Executive Service personnel; congressional staff; and other executives, such as employees of the Government Accountability Office who are involved in or interface with the DoD acquisition system and processes. Executive participants may include a limited number of direct reports to enhance the value of the learning and dialog on matters of specific importance to the executive.
Course Length: Varies depending upon the number of topics to be addressed; typically one-half to 2 class days
Method of Delivery: Resident

ACQ 404

Systems Acquisition Management Course

This course provides a senior-level understanding of the defense acquisition system, key processes, and current issues and initiatives appropriate for senior decisionmakers. Distinguished speakers provide the executive participants a forum to discuss motivations, constraints, and perspectives of government and defense executives and those of the Congress and the Government Accountability Office.

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

ACQ 405

Executive Refresher Course

This course provides senior acquisition professionals, from all career fields, an update on DoD acquisition policy, processes, and lessons learned. The ultimate goal is for participants to synthesize classroom information and define their roles and responsibilities as acquisition leaders. Participants hone their expertise through discussions led by DoD, congressional, Government Accountability Office, and industry guest speakers on acquisition updates. Sessions also include specific career field updates provided by DAU instructors in the areas such as financial management, systems engineering, contracting, logistics, and test and evaluation. Learners also will participate in specific group discussions on contemporary management and leadership topics, such as partnering with industry, risk management, human capital management, earned value oversight, time management, and leading change.

Target Attendees: This course is for DAWIA Level III-certified members of all career fields who are (or have been) selected for O–6, GS–15, or the industry equivalents who are working in DoD weapons systems or information systems acquisition.
Course Length: 8.5 class days
Method of Delivery: Resident

ACQ 450

Leading in the Acquisition Environment

This action-based learning course provides an overview of the competencies and skills needed to lead in an acquisition environment. Experiential activities include role-playing, simulation, communication, and critical-thinking exercises;

a leadership challenge; and completion of a 360-degree feedback instrument and executive coaching to develop action plans related to the feedback. Participants will learn to apply strategies for leading up, down, and across in an acquisition organization.

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

Course Length: 4 class days preceded by approximately 4 hours of pre-course work
Method of Delivery: Resident

ACQ 451

Integrated Acquisition for Decisionmakers

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

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

Course Length: 3.5 class days
Method of Delivery: Resident

ACQ 452

Forging Stakeholder Relationships

This action-based learning course introduces professionals to the methods and skills necessary to identify, assess, and promote the building of stakeholder relationships required for success in the acquisition environment. Experiential activities will include a pre-course stakeholder assessment as well as simulation, communication, and critical-thinking activities that will facilitate the development of tailored stakeholder action plans. At the end of the course, professionals will be able to build ownership of acquisition outcomes across the enterprise.

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

Course Length: 3 class days plus a few hours of pre- and post-course work
Method of Delivery: Resident

ACQ 453

Leader as Coach

This resident course focuses on the thinking, behaviors, skills, and strategies needed to accomplish a paradigm shift from managers who primarily direct and evaluate subordinates to managers who encourage and reward innovation, agility, listening, collaboration, continuous and purposeful growth, results, and accountability. As leaders, the students will develop greater personal awareness and increase the impact of their energy and the energy of their organizations. Students will do this through the learning and applying the principles and behaviors of effective performance coaches.

Target Attendees: Civilian and military Defense Acquisition Workforce leaders, primarily supervisors in grades equivalent to GS 13–15 and O4–O6, as well as leaders of IPTs.

Course Length: 3.5 class days
Method of Delivery: Resident

AUD 1150

Technical Indoctrination

See course description and particulars on p. 235, Appendix E.

AUD 1231

Intermediate Contract Auditing

See course description and particulars on p. 235, Appendix E.

AUD 4035

Quantitative Methods Refresher

See course description and particulars on p. 241 Appendix E.

AUD 4121

Statistical Sampling

See course description and particulars on p. 241, Appendix E.

BCF 102

Fundamentals of Earned Value Management

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

Course Length: Students have 60 days to complete this course.
Method of Delivery: Distance learning

BCF 103

Fundamentals of Business Financial Management

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

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

BCF 106

Fundamentals of Cost Analysis

Professionals are introduced to policies and techniques that are used for preparing system cost estimates, including DoD estimating requirements and guidance, estimate use and structure, analogy estimates, parametric estimating, improvement curves, inflation, risk, economic analysis, and software cost estimating. Through practical exercises, professionals gain the opportunity to apply the policies and techniques to real-world examples.

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

Appendix A Training Courses

Distance Learning or Facilitated/Online Resident/Local

BCF 107

Applied Cost Analysis

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

Course Length: 4.5 class days
Method of Delivery: Resident

BCF 204

Intermediate Cost Analysis

Intermediate Cost Analysis emphasizes development and application of cost-analysis techniques and estimate interpretation. The course addresses estimate definition and planning, data collection, formulation, review and presentation, and documentation. Estimating techniques—such as parametrics, analogies, expert opinions, and improvement curves—are discussed in more depth. Computations are done using both spreadsheets and automated cost estimating integrated tools.

Course Length: 9.5 class days
Method of Delivery: Resident

BCF 205

Contractor Business Strategies

Contractor Business Strategies is an active learning experience designed to improve professionals' understanding of the federal government marketplace from a business perspective. Initially, participants are actively engaged in the life-cycle process by which a typical manufacturing company produces and sells a product, receives payment for that sale, and ultimately, earns a profit or incurs a loss. During this process, the participants interact with company customers, bankers, shareholders, boards of directors, and other stakeholders. Participants deal with the allocation of indirect costs to multiple products, analyze the impact on overhead rates of the loss of projected government contracts, and develop a pricing strategy to win a government contract. While the scenarios and dilemmas focus primarily on these business activities from a contractor's perspective, participants are also placed in the position of a government employee to evaluate the impact that contractors' business strategies have on the government.

Course Length: 3.5 class days
Method of Delivery: Resident

BCF 206

Cost/Risk Analysis

Cost analysts taking this course are given an overview of how to model the cost/risk associated with a defense acquisition program. Topics covered include basic probability concepts, subjective probability assessment, goodness-of-fit testing, basic simulation concepts, and spreadsheet-based simulation. Practical exercises and a small-group Monte Carlo simulation-based cost risk case reinforce the techniques taught.

Course Length: 3.5 class days
Method of Delivery: Resident

BCF 207

Economic Analysis

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

Course Length: 5 class days
Method of Delivery: Resident

BCF 208

Software Cost Estimating

Software Cost Estimating is designed for those who estimate and/or review the cost of software development and maintenance. Topics include life-cycle management, development paradigms, capability evaluations, risk analy-

sis, reuse, commercial off-the-shelf items, function points, Institute of Electrical and Electronics Engineers/Electronic Industries Alliance 12207, parametric models, and model calibration. Case studies allow participants to apply the course materials to real-life examples.

Course Length: 4.5 class days
Method of Delivery: Resident

BCF 209

Acquisition Reporting for MDAPs and MAIS

Acquisition Reporting for Major Defense Acquisition Programs (MDAPs) and Major Automated Information Systems (MAIS) programs provides training on how to prepare an Acquisition Program Baseline (APB), a Defense Acquisition Executive Summary (DAES), and a Selected Acquisition Report (SAR). Nunn-McCurdy unit cost reporting for MDAPs is also addressed. During the in-class lecture and computer-assisted case studies, the participants learn step-by-step report preparation using the Defense Acquisition Management Information Retrieval Web application. Participants are required to complete the DAU continuous learning module, Acquisition Reporting Concepts and Policy Requirements for APB, DAES, and SAR (CLB 014) prior to attending this class.

Course Length: 4 class days
Method of Delivery: Resident

BCF 211

Acquisition Business Management

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

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

BCF 215

Operating and Support Cost Analysis

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

Course Length: 4.5 class days
Method of Delivery: Resident

BCF 301

Business, Cost Estimating, and Financial Management Workshop

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

Course Length: 8.5 class days
Method of Delivery: Resident

BCF 302

Advanced Concepts in Cost Analysis

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

Course Length: 9 class days
Method of Delivery: Resident

Appendix A Training Courses

Distance Learning or Facilitated/Online Resident/Local

CON 090

Federal Acquisition Regulation (FAR) Fundamentals

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

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

CON 100

Shaping Smart Business Arrangements

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

Course Length: Approximately 20 hours
Method of Delivery: Distance Learning

CON 115

Contracting Fundamentals

This course builds on the foundational elements of contracting gained from completing the prerequisite CON 090, FAR Fundamentals (classroom). The course is divided into three modules: Acquisition Planning and Developing the Customer's Requirement, Mission Strategy Execution, and Mission Performance Assessment. Students are introduced to their role as a business advisor in the acquisition process. They learn basic mission support planning strategies, how to research the Federal Acquisition Regulation (FAR) and Defense Federal Acquisition Regulation Supplement (DFARS), how to conduct effective market rsearch, how socioeconomic programs support the acquisition planning process and how to execute acquisition planning through soliciation and contract award, and also how to process contract changes and handle disputes and close out completed contracts.

Course Length: Approximately 34 hours
Method of Delivery: Distance Learning

CON 170

Fundamentals of Cost and Price Analysis

The course begins with an in-depth review of the market research process, and provides instruction to help students understand and analyze contractor pricing strategies. Students will learn to accomplish cost-volume-profit analysis, calculate contribution margin estimates, and develop cost estimating relationships in order to accomplish an effective price analysis pursuant to Federal Acquisition Regulation Subpart 15.4. The course provides an overview regarding the regulations and processes of cost analysis, and for requiring certified cost and pricing data. Finally, after learning the basic elements of price and cost analysis, students will build and defend a prenegotiation objective, including a minimum and maximum pricing objective with a weighted guidelines assessment. After successfully defending their pricing objectives, students practice face-to-face negotiations.

Course Length: 10 class days
Method of Delivery: Resident

CON 170E

Fundamentals of Cost and Price Analysis (Exam)

CON 170E is an opportunity to receive credit for CON 170, Fundamentals of Cost and Price Analysis through examination. Passing the examination requires achieving a score of 80 percent or better. Completion certificates and students records will record a successful completion of the examination as CON 170E. Successful completion of CON 170E also satisfies all course requirements for CON 170; prerequisite requirements where CON 170 is required; as well as all associated DAWIA certification standards where CON 170 is required.

Course Length: 4 to 5 hours
Method of Delivery: Resident

CON 200

Business Decisions for Contracting

Business Decisions for Contracting builds on contracting Level I pre-award business and contracting knowledge necessary to process complex procurements. The emphasis of this course is on planning successful mission-support strategies and executing an acquisition that optimizes customer mission performance. Participants will learn various techniques for building successful business relationships, the benefits of strategic sourcing and spend analysis, and the ins and outs of providing contract financing. Students will also take an in-depth look at subcontracting, how to conduct a formal source selection, and how to analyze the information necessary to determine contractor responsibility.

Course Length: 19 hours
Method of Delivery: Distance Learning

CON 216

Legal Considerations in Contracting

This course focuses on legal considerations in the procurement process. Participants are introduced to the basic principles and sources of law relevant to procurement, including fiscal law. The course also addresses various other legal issues that may develop during the course of a contract, such as protests, assignment of claims, disputes, fraud, contractor debt, performance issues, and contract termination.

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

CON 232

Overhead Management of Defense Contracts

Overhead Management of Defense Contracts provides an understanding of industry overhead costs and the costs' impact on seller pricing/business strategies under various acquisition environments with differing contract types. Attendees will understand the development and application of overhead rates used in contract formation, administration, and closeout. The course-integrating case study provides hands-on application of the overhead-rate process in which attendees determine their own final overhead rates.

Course Length: 10 class days
Method of Delivery: Resident

CON 234

Joint Contingency Contracting

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

Course Length: 9 class days
Method of Delivery: Resident

Appendix A Training Courses

Distance Learning or Facilitated/Online Resident/Local

CON 235

Advanced Contract Pricing

Covering topics from price-based acquisition to the traditional cost-based environment, this course is designed for buyers, price analysts, and contracting officers tasked with obtaining fair and reasonable prices. CON 235 addresses market forces, the market research process, commerciality issues, and cost/price analysis techniques such as interviewing experts, analogy, decision theory, earned value statistics, parametrics, learning curves, and risk analysis.

Course Length: 10 class days
Method of Delivery: Resident

CON 237

Simplified Acquisition Procedures

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

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

CON 243

Architect-Engineer Contracting

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

Course Length: 4.5 class days
Method of Delivery: Resident

CON 244

Construction Contracting

This course focuses on construction contracting issues involving acquisition planning, contract performance management, funding, environmental concerns, construction contract language, construction contracting in the commercial setting, the Davis-Bacon Act, design/build, basic schedule delay analysis, constructive changes, acceleration, and construction contract quality management.

Course Length: 4.5 class days
Method of Delivery: Resident

CON 250

Fundamentals of Cost Accounting Standards—Part I

Fundamentals of Cost Accounting Standards—Part I provides detailed, hands-on instruction in the various aspects of Public Law 100-679, including the rules and regulations of the Cost Accounting Standards Board, cost accounting standards, and disclosure statements for federal contracts. This course addresses only those standards applicable to modified cost accounting standards coverage. Also addressed are those standards applicable to modified coverage, cost accounting practice changes, and calculating cost impacts.

Course Length: 4.5 class days
Method of Delivery: Resident

CON 251

Fundamentals of Cost Accounting Standards—Part II

Fundamentals of Cost Accounting Standards—Part II provides detailed, hands-on instruction in the various aspects of Public Law 100-679, including the rules and regulations of the Cost Accounting Standards Board and cost accounting standards. Whereas Part I addresses only those standards applicable to modified cost accounting standards coverage, Part II addresses additional standards for full cost accounting standards coverage situations.

Course Length: 4.5 class days
Method of Delivery: Resident

CON 260A

The Small Business Program, Part A

The Small Business Program, Part A, provides an overview of the fundamentals of the DoD Small Business Program and focuses particular attention on the small business specialist's role as a vital member of the acquisition team.

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

CON 260B

The Small Business Program, Part B

A follow-on course to CON 260A, this course focuses on developing the skills and knowledge necessary for a small business specialist. Associated programs and initiatives that support the program and DoD's efforts to improve small business participation in both prime contracting and subcontracting will also be reviewed, with particular attention to the small business specialist's role as a vital member of the acquisition team.

Course Length: 3 class days
Method of Delivery: Resident

CON 270

Intermediate Cost and Price Analysis

Intermediate Cost and Price Analysis continues to build upon the fundamental contract pricing principles covered in the Level I Contracting curriculum, *Contract Pricing Reference Guide,* and DoD Policy. The course is divided into three segments addressing contract pricing issues from pre-award, negotiation-preparation–award, and post-award perspectives. In the course, students will be introduced to quantitative techniques and tools used to quantify and facilitate decisionmaking in determining a fair and reasonable price. Students will apply various cost analysis techniques and quantitative tools to analyze a contractor's cost proposal and to develop a government negotiation range and objective. The course is designed to prepare students for follow-on DAWIA Level II certification courses, serve as a gateway into more advanced targeted contract pricing courses, and give the students some practical tools in pricing government contracts. The ultimate objective of the course is to help students become better business advisors in developing contract arrangements that are in the best interest of the government.

Course Length: 10 class days
Method of Delivery: Resident

CON 280

Source Selection and Administration of Service Contracts

This course builds on the foundation established through the Level I curriculum and the course prerequisites. The primary focus is on the acquisition of services under Federal Acquisition Regulation Part 15 procedures, with an emphasis on performance-based acquisitions (PBA) for services, contract types, contract incentives, source selection, and contract administration. Students will learn the fundamentals of a performance-based service acquisition—from acquisition planning to contract closeout through a realistic case study. The course takes students through the solicitation process and detailed source selection procedures using the recently released *DoD Source Selection Guide*. Students will prepare contractual documents, and develop and deliver high-level source selection briefings with recommendations for contract award.

Course Length: 10 class days
Method of Delivery: Resident

CON 290

Contract Administration and Negotiation Techniques in a Supply Environment

In this case-based course, students apply contracting concepts and techniques learned in prerequisite courses to meet customer supply requirements and resolve complex contracting issues. Special emphasis is placed on applying

legal concepts from CON 216, intermediate pricing concepts from CON 270, and negotiation techniques from HBS 428. Students experience the full spectrum of contracting processes and issues by following a supply requirement through all phases of the acquisition life cycle, from acquisition planning through contract close-out. Research, analysis, and communication skills are honed through development and presentation of a critical thinking project requiring in-depth focus on one area of contracting. Negotiation skills are sharpened through active student participation in two simulated contract negotiations.

Course Length: 10 class days
Method of Delivery: Resident

CON 334

Advanced Contingency Contracting Officer's Course

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

Course Length: 4 class days
Method of Delivery: Resident

CON 360

Contracting for Decisionmakers

Through realistic, scenario-based learning, students work individually and in teams to practice developing sound business solutions as valued strategic and expert business advisors. Students will learn to analyze complex contracting situations, with emphasis on critical thinking, problem solving, research, and risk reduction. Student course work is designed to contribute real solutions on real acquisition problems to senior leadership and local supervisors.

Course Length: 9.5 classroom days
Method of Delivery: Resident

COR 222

Contracting Officer's Representative Course

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

Course Length: 4.5 class days
Method of Delivery: Resident

EVM 201

Intermediate Earned Value Management

Professionals taking this course work as members of an integrated product team for the system development and demonstration phase of a small ACAT I program. In the context of integrated program management, participants review, develop, and experience the earned value management (EVM)-related processes associated with requirements generation, acquisition strategy development, request for proposal development, source selection, risk management, integrated baseline review, and analysis during program execution.

Course Length: 8.5 class days
Method of Delivery: Resident

EVM 262

EVMS Validation and Surveillance

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

748A EVMS guidelines and the processes associated with validation and surveillance of contractor and government integrated management systems.

Course Length: 8 class days
Method of Delivery: Resident

EVM 263

Principles of Schedule Management

The Principles of Schedule Management course provides knowledge needed to interpret network schedules required by DoD policy and the American National Standards Institute/Electronic Industries Alliance (ANSI/EIA) 748A Earned Value Management System (EVMS) standard. Course material, individual exercises, and group exercises using Microsoft Project demonstrate the schedule development/maintenance process. Two scored exercises require participants to create a Microsoft Project network schedule and apply a schedule assessment model to analyze a complex, 700-line Microsoft Project network schedule.

Course Length: 3 class days
Method of Delivery: Resident

FE 201

Intermediate Facilities Engineering

Intermediate Facilities Engineering is required for Level II certification in Facilities Engineering. The course provides a broad understanding of the overall facilities engineering process and the roles/responsibilities of acquisition team members as they relate to the facility life cycle in support of military missions.

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

FE 301

Advanced Facilities Engineering

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

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

GRT 201

Grants and Agreements Management

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

Course Length: 5 class days
Method of Delivery: Resident

IND 105

Contract Property Fundamentals

This course provides foundational knowledge and basic training to develop skill and ability for new Property Management and Property Clearance Specialists, as well as those affected by changes in the Federal Acquisition Regulation/Defense Federal Acquisition Regulation Supplement/Procedures, Guidance and Information (PGI) relevant to property management. Readings, lectures, facilitated discussions, and classroom activities present a comprehensive introduction to contract property topics progressing

from contract solicitation and award, through evaluations of a contractor's property management plans and procedures, audits of a contractor's property management system, risk management, investigations of loss, the use of property under FAR 52.245-9, and property disposal; up to and including the final close-out of a contract property account, for all types of property administered under FAR 52.245-1, and other pertinent terms of a government contract.

Course Length: 9 classroom days
Method of Delivery: Resident

IND 205

Contract Government Property, Property Management System, and Auditing Concepts

This course will enable students to identify the factors that help determine the adequacy of a Contractor's Property Management System (PMS). This will include fundamental auditing concepts. Course lessons will include material that will allow students to determine how to select the sample size for a given population; determine how to evaluate the sample and generalize to the population; analyze the essentials required for a PMS audit; prepare the worksheets (i.e., spreadsheets) and narratives involved with a Property Management System Audit (PMSA); determine the requirements for the disposal of contract inventory; analyze a property management case study including background information, solutions, alternative solutions, and documentation.

Course Length: 9.5 class days
Method of Delivery: Resident

IRM 101

Basic Information Systems Acquisition

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

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

IRM 202

Intermediate Information Systems Acquisition

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

Course Length: 10 class days
Method of Delivery: Resident

IRM 304

Advanced Information Systems Acquisition

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

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

LOG 101

Acquisition Logistics Fundamentals

Acquisition Logistics Fundamentals provides a broad overview of the role of acquisition logistics in the systems acquisition life-cycle and systems engineering processes. Modules cover the logistics-relevant aspects of requirements identification, life-cycle costing, integrated product and process development, sustainment logistics, supportability analysis, product support, contracting, and contractor support.

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

LOG 102

Systems Sustainment Management Fundamentals

Systems Sustainment Management Fundamentals provides a broad overview of the life-cycle logistician's role during the sustainment phase of a weapons system's life cycle. Modules cover logistics/supply-chain management concepts, maintenance processes, end-to-end distribution, best commercial practices as applied to weapons systems sustainment, performance metrics, partnering/alliance opportunities and experiences, performance-based support, enterprise business environment and opportunities, and reduction in life-cycle/total ownership costs.

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

LOG 103

Reliability, Availability, and Maintainability (RAM)

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

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

LOG 200

Intermediate Acquisition Logistics, Part A

LOG 200 is the first part in a two-course series designed for intermediate acquisition logistics professionals. It provides a dynamic, real-time learning environment oriented toward developing the managerial and technical logistics competencies of the life-cycle logistician. Special emphasis is placed on the roles and responsibilities of the life-cycle logistician in the areas of regulatory environment, oversight, and review; management processes; technical activities; and the DoD planning, programming, budgeting, and execution process. The course requires participants to review current policy and guidance and demonstrate an understanding of how early integration of operational supportability into the system development process leads to achievement of DoD's strategic logistics goals.

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

LOG 201

Intermediate Acquisition Logistics, Part B

LOG 201 is the second part in a two-course series designed for intermediate acquisition logistics professionals. The course provides a dynamic, group-based, facilitated learning environment oriented toward further developing logistics competencies required by the life-cycle logistician during weapons and equipment systems development. It challenges the professional to think critically, differentiate support

alternatives, and provide solutions to ensure the early integration of operational supportability into the system development process. These skills are refined by instructor-facilitated group exercises and discussions. Special emphasis is placed on developing and delivering the required logistics inputs that ensure supportability is designed into a system.

Course Length: 5 class days
Method of Delivery: Resident

LOG 204

Configuration Management

This fast-paced, cross-disciplinary course teaches professionals about the interrelationship of configuration management to life-cycle activities as well as configuration management concepts and basic practices such as configuration identification, status accounting, audits and verification, configuration change management, performance measures, and configuration management planning. The course also provides an overview of requirements to design, develop, implement, oversee, and operate a configuration management program across the system life cycle. Professionals will gain knowledge of the application and impacts on configuration management by current and emerging issues such as total life cycle systems management, product data management, item-unique identification, evolutionary acquisition, performance-based logistics, condition-based maintenance, prognostics and health management, and diminishing manufacturing sources and material shortages.

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

LOG 206

Intermediate Systems Sustainment Management

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

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

LOG 211

Supportability Analysis

This course builds on the Supportability concepts presented in LOG 201, Intermediate Acquisition Logistics. Designed as DAU's foundational course for the instruction of Supportability Analysis, LOG 211 uses a notional scenario to engage life cycle logisticians and other career field workforce students within the systems engineering process to ensure that design characteristics such as reliability, availability, maintainability (RAM) and affordability are included as system performance requirements, and that the system is concurrently designed, developed, and acquired with the optimal product support infrastructure and resources. In addition, LOG 211 provides detailed process-oriented instruction in specific Supportability Analysis techniques and tools. Its instructional methodology uses student exercises, gaming and simulations focused on selected subsystems and components to illustrate the influence of Supportability principles and the outcomes of its trade studies in maturing both the system design and its sustainment infrastructure while achieving affordability.

Course Length: 4.5 classroom days
Method of Delivery: Resident

LOG 235

Performance-Based Logistics

Performance-Based Logistics provides a dynamic, real-time learning environment oriented toward developing a range of logistics competencies. It challenges the participant to review current policy and demonstrate an understanding of how early integration of performance-based support concepts into the systems-development process leads to the achievement of DoD's logistics goals. It is intended for mid-level logistics professionals needing skills required to excel in today's demanding and dynamic product-support environment.

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

LOG 340

Life-Cycle Product Support

Life-Cycle Product Support is designed to help prepare the life-cycle logistician to perform in a senior-level life-cycle logistics role over the life cycle of a system as a product support manager with emphasis on developing and implementing a life-cycle product support strategy. Students will apply tools and techniques from the 12-Step Product Support Strategy Process Model in analyzing and comparing alternative product support strategies for adoption. The course challenges students to think critically in instructor-facilitated group exercises to justify and make sound recommendations in coming up with the best mix of product support providers that will satisfy the warfighter's outcome-based requirements.

Course Length: 4.5 class days
Method of Delivery: Resident

LOG 350

Enterprise Life-Cycle Logistics Management

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

Course Length: 9.5 class days
Method of Delivery: Resident

PMT 202

Multinational Program Management

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

Course Length: 5 class days
Method of Delivery: Resident

Appendix A Training Courses

Distance Learning or Facilitated/Online Resident/Local

PMT 203

International Security and Technology Transfer/Control

This course teaches students to identify, analyze, and apply the laws, policies, and processes that govern International Security and Technology Transfer/Control. The course characterizes national security policy issues and export/import licensing constraints (as defined by the Departments of State, Commerce, and Defense) and guides evaluating their effects on domestic and international DoD programs. Students will learn the procedures for the export and import of defense and dual-use equipment and services, for handling classified and controlled unclassified program information, and for foreign visit control.

Course Length: 5 class days
Method of Delivery: Resident

PMT 251

Program Management Tools Course, Part I

This distance learning course consists of modules 1 through 8 of the former PMT 250 course. If you have completed PMT 250, you need not complete this course.

Program Management Tools provides application skills needed in a program office as an integrated product team lead. It is a follow-on course to ACQ 201B and is designed to enhance journeyman-level skills. This course prepares defense acquisition professionals for work in the program offices and for the Program Management Office Course, PMT 352, Parts A and B.

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

PMT 257

Program Management Tools Course, Part II

This facilitated online course consists of modules 9 and 10 of the former PMT 250 course. Students who have completed PMT 250 need not complete this course.

Program Management Tools provides application skills needed in a program office as an integrated product team lead. It is a follow-on course to PMT 251 and is designed to enhance journeyman-level skills. This course prepares defense acquisition professionals for work in the program offices and for the Program Management Office Course, PMT 352, Parts A and B.

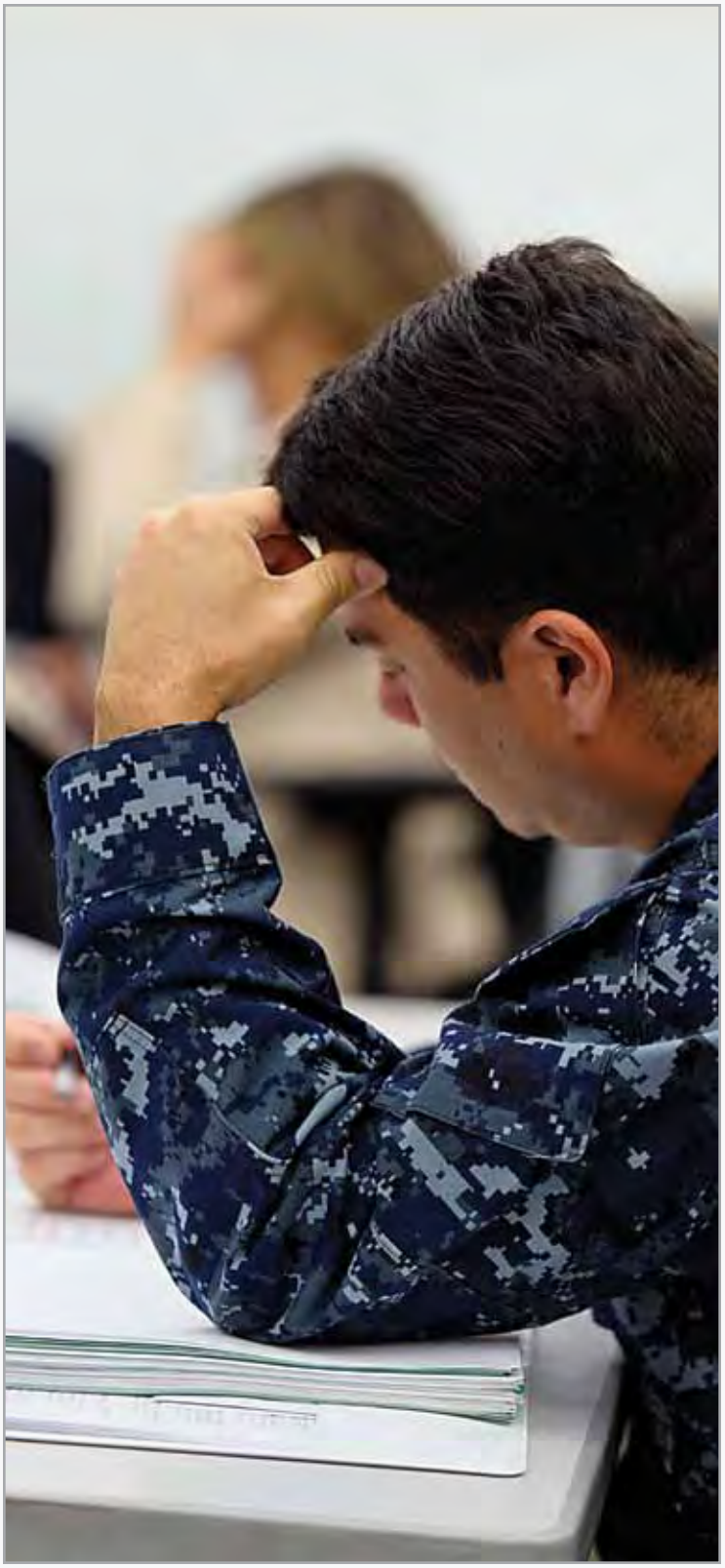
Course Length: 4 class days
Method of Delivery: Facilitated/Online

PMT 304

Advanced International Management Workshop

This course is designed to prepare professionals to participate effectively in the development and negotiation of defense armaments cooperation agreements ranging from simple data exchange annexes to complex cooperative development, production, and support agreements. Students who successfully complete this course will be able to synthesize, integrate, and apply U.S. policy on international cooperative defense acquisition, including policies of the Departments of Defense, State, Commerce, and Treasury. The final outcome of the week is formulating and practicing negotiation of international acquisition agreements in accordance with U.S. policies, statutes, and regulations.

Course Length: 5 class days
Method of Delivery: Resident



PMT 313

Advanced Technology Security/ Control Workshop

Reinforcing and advancing the principles of collective defense through security cooperation, the Advanced Technology Security/Control Workshop explores issues associated with the proper means of applying security principles and concepts and technology transfer. Professionals who successfully complete this course will be able to:

+ **Successfully navigate the technology security/control environment and effectively arrive at viable solutions**
+ **Develop knowledge of and skills necessary to understand and apply U.S. arms export control policies**
+ **Resolve the issues associated with international programs' technology security/control**

Course Length: 5 class days
Method of Delivery: Resident

PMT 352A

Program Management Office Course, Part A

The Program Management Office Course, Part A, is the first part of the Level III certification course in the Program Management career field. It is a follow-on to ACQ 201B and PMT 250 and is designed to train Level II certified professionals to be effective leaders in a program office by honing analysis, synthesis, and evaluative skills. PMT 352A focuses on key program management office knowledge and skills not covered in the prerequisite courses. This course must be completed prior to attending PMT 352B.

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

PMT 352B

Program Management Office Course, Part B

The Program Management Office Course, Part B, is the second part of the Level III certification course in the Program Management career field. It is a follow-on to ACQ 201B and PMT 250 and is designed to train Level II certified professionals to be effective leaders in a program office by honing analysis, synthesis, and evaluative skills. In a classroom setting, PMT 352B gives attendees scenario-based practical exercises with topical themes such as interoperability, prototyping, and evolutionary acquisition.

Course Length: 18.5 class days
Method of Delivery: Resident

PMT 400

Program Manager's Skills

This course provides O-5/GS-14, Level-III Program Management career field acquisition professionals with the latest acquisition policies and proven practices in the areas of requirements, acquisition, finance, and technical management. Additionally, students will have an opportunity to examine and discuss key program manager skills and lessons learned and develop a plan for strengthening their skills for program success.

Course Length: 10 class days
Method of Delivery: Resident

PMT 401

Program Manager's Course

This course is designed to improve DoD acquisition outcomes by strengthening the analytical, critical thinking, and decisionmaking skills of potential leaders of major defense acquisition programs and program support organizations. Applying the proven doctrine of "train as you fight," participants analyze acquisition case studies representing contemporary acquisition program challenges and dilemmas; apply a broad cross section of knowledge of the acquisition environment and experience; and deepen their understanding of acquisition principles and practices through peer and instructor mentoring and coaching. Speakers, team projects, media training, and management simulations round out and enrich the course.

Target Attendees: Level III Program Management career field members who have demonstrated the potential to become major program or project managers. Also, limited numbers (up to 15 percent) of high-potential Level III acquisition professionals in other career fields, such as Contracting, Logistics, and Financial Management. Participants must be O-5 or GS-14 or above with extensive experience in acquisition, including 4 years in or directly supporting a program organization. Industry participants with equivalent experience are also sought. Board–selected ACAT I or II program managers should attend the course prior to beginning their assignment.

Course Length: 10 weeks
Method of Delivery: Resident

PMT 402

Executive Program Manager's Course

This course is designed to meet the learning and performance needs of newly selected program executive officers, deputy program executive officers, and ACAT I (ID/IC and IAM/IAC) and II program managers/deputy program managers. This concentrated 4-week resident period is preceded by a self-assessment and assessment of each participant's program and program office to develop individual learning needs and issues. Participants learn through the extensive use of open, interactive dialogue with senior DoD, congressional, GAO, and industry leaders; tailored sessions on contemporary topics and issues; and participant-directed activities based on individual learning needs. The course culminates in developing an action plan to improve management and professional development.

Target Attendees: This course is statutorily required for program executive officers, deputy program executive officers, and program managers/deputy program managers of ACAT I, IA, and II programs. International and industry professionals are eligible to attend on a space-available basis. Please note that the Program Manager's Course statutory requirement is met through completion of either PMT 302 and PMT 402, or PMT 401 and PMT 402.

Course Length: 20 class days preceded by an online workshop
Method of Delivery: Resident

PQM 101

Production, Quality, and Manufacturing Fundamentals

Production, Quality, and Manufacturing Fundamentals is an entry-level course that emphasizes basic production, manufacturing, and quality assurance principles, policies, processes, and practices.

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

PQM 201A

Intermediate Production, Quality, and Manufacturing, Part A

This journeyman-level course exposes participants to manufacturing and quality processes, production scheduling and control techniques, surveillance activities, and systems-level production and quality planning. It provides an understanding of production, quality, and manufacturing processes and their relationships to systems engineering activities throughout the life cycle. Course content includes the contracting aspects of the job; planning for manufacturing and quality; lean concepts; material control; and technical, ethical, and quality issues.

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

PQM 201B

Intermediate Production, Quality, and Manufacturing, Part B

This journeyman-level course requires participants to apply the manufacturing and quality planning processes and techniques learned in PQM 201A. Participants will work in integrated product teams to develop manufacturing and quality plans, apply lean techniques, use cost estimating techniques, and make progress payment recommendations based on completion of a physical progress review. Course content includes the contracting aspects of the job; use of continuous process improvement tools in a production environment; planning for manufacturing and quality; lean concepts; material control; and technical, ethical, and quality issues.

Course Length: 5 class days
Method of Delivery: Resident

PQM 203

Preparation of Commercial Item Description for Engineering and Technical Personnel

This course presents instruction on the preparation and use of commercial item descriptions, including characterization of commercial items, the development and use of market acceptability criteria, and the development of performance-based salient characteristics. Current policy on the use of commercial item descriptions and performance specifications is discussed. This course uses an interactive, asynchronous learning environment focused on self-paced learning that is demonstrated in a virtual group environment.

Course Length: Approximately 12 hours within 15 calendar days
Method of Delivery: Facilitated/Online

PQM 301

Advanced Production, Quality, and Manufacturing

This rigorous leadership course is structured around integrated production, quality, and manufacturing processes. Professionals will learn and practice advanced production and quality approaches supporting DoD acquisition activities. Key areas covered include problem-solving and decision-making issues relevant to successfully managing core technical areas.

Course Length: 10 class days
Method of Delivery: Resident

Appendix A Training Courses

Distance Learning or Facilitated/Online Resident/Local

RQM 110

Core Concepts for Requirements Management

Here professionals are allowed to study the role of both the requirements manager and requirements management within the "Big A" acquisition construct. It examines the capabilities and the process from an end-to-end perspective, highlighting the intersection between acquisition, resources, and requirements.

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

RQM 310

Advanced Concepts and Skills for Requirements Management

The functions of requirements managers and their supervisors are studied in RQM 310, which begins by reviewing the prerequisite material, Capability-Based Assessments (CBAs), and developing requirements. The course continues by examining the requirements manager's interactions with the Defense Acquisition System (DAS), within the Joint Capabilities Integration and Development System (JCIDS), and with Functional Capability Boards (FCBs).

Course Length: 4.5 class days
Method of Delivery: Resident

RQM 403

Requirements Management Executive Overview

This course discusses the top-level functions of Requirements Management. RQM 403 meets the requirements certification requirement for four-star-level executives. This course examines the interactions between the Joint Capabilities Integration Development System (JCIDS), the Defense Acquisition System (DAS), and Planning, Programming, Budgeting, and Execution (PPBE).

Target Attendees: This course is for DoD general/flag officers, equivalent career Senior Executive Service personnel and political appointees.

Course Length: Varies depending upon the number of topics to be addressed; typically 1 class day
Method of Delivery: Resident

RQM 413

Requirements Executive Overview (REO)

DAU developed RQM 413 to meet the needs of the top executives and military officers and conducts the course on demand. RQM 413 provides four-star general officers, flag officers, and equivalent members of the Senior Executive Service with a top-level understanding of the role of requirements management within the "Big A" acquisition construct. It highlights the intersection between acquisition, resources, requirements, and the supporting processes. Section 801 of the National Defense Authorization Act of Fiscal Year 2007 requires the Under Secretary of Defense for Acquisition, Technology, and Logistics to establish competency requirements and a training program to certify DoD military and civilian personnel with responsibility for generating requirements for Major Defense Acquisition Programs (MDAPs). This training meets the certification requirement for four-star-level executives.

Course Length: Approximately 2 hours
Method of Delivery: Resident

SAM 101

Basic Software Acquisition Management

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

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

SAM 301

Advanced Software Acquisition Management

Advanced Software Acquisition Management is the capstone course in the Information Technology (IT) career field Level III certification sequence. SAM 301 is a seminar-based course for personnel in the IT career field who acquire, manage, engineer, test, and evaluate DoD software-intensive and IT systems. Via a series of student-led short research topics that are supplemented with senior-level guest lectures on current topics, SAM 301 provides insight into the risks, issues, and future challenges associated with developing and leading the development of DoD IT and software systems.

Course Length: 5 class days
Method of Delivery: Resident

STM 202

Intermediate S&T Management

This course provides, for personnel associated with Science and Technology (S&T) project management and others, an understanding of the procedures and mechanisms DoD uses to transition advanced technologies into warfighting systems. Students will be able to describe the challenges in successfully transitioning technologies into DoD's weapons systems acquisition process or transitioning them directly to the warfighter; to assess the implications of various technology transition mechanisms; and to apply effective technology transition practices.

Course Length: 3 class days
Method of Delivery: Resident

STM 303

Advanced S&T Management

This course provides Science and Technology (S&T) professionals and others with an understanding of the procedures and mechanisms that can be used to transition emerging technologies into the DoD's warfighting systems and the critical skills needed to do so. Attendees will be able to apply skills in such areas as budgeting, systems engineering, and test and evaluation that are essential for effective technology project management. Additionally, they will learn how to analyze and apply effective technology transition practices from basic research to acquisition or deployment.

Course Length: 4 class days
Method of Delivery: Resident

SYS 101

Fundamentals of Systems Planning, Research, Development, and Engineering

This course is a technically rigorous, comprehensive introduction to systems engineering and the various technical management processes involved in its application. Based on the systems engineering processes outlined in the *Defense Acquisition Guidebook*, SYS 101 provides the essential foundations needed for systems planning, research, development, and engineering careerists and others—such as program management personnel and life-cycle support managers—to effectively participate in the application and the management of DoD systems engineering processes and their related activities.

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

SYS 120

Defense Standardization Workshop

The Defense Standardization Workshop covers DoD policies and procedures for developing, managing and using non-government standards, commercial item descriptions, and specifications and standards. Individual and group practical exercises emphasize the application of standardization tools, policies, and procedures described in CLE 028 Market Research for Technical Personnel, CLE 064 Standardization in the Acquisition Life Cycle, and CLE 065 Standardization Documents.

Course Length: 2.5 class days
Method of Delivery: Resident

Appendix A Training Courses

Distance Learning or Facilitated/Online Resident/Local

SYS 130

Specification Selection and Application

The Specification Selection and Application course provides instruction on the appropriate selection and correct application of nongovernmental standards, commercial item descriptions, specifications and standards, and related documents in the acquisition process. Emphasis is placed on current acquisition initiatives such as interoperability and the proper use of standardization documents.

Course Length: 2 class days
Method of Delivery: Resident

SYS 202

Intermediate Systems Planning, Research, Development, and Engineering, Part I

This distance-learning course provides an understanding of how DoD's systems engineering technical and technical management processes can be applied to a notional system within the context of the acquisition life cycle. Course content includes the scope and role of systems engineering and its major technical inputs and outputs, timing of technical baselines, the role of technical reviews, important design considerations, and other related areas.

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

SYS 203

Intermediate Systems Planning, Research, Development, and Engineering, Part II

This course allows students to use the DoD systems engineering processes and techniques learned in SYS 202. Participants will work in integrated product teams and apply systems engineering technical processes and technical management processes to a defense system as its development progresses across the various phases of the acquisition life cycle.

Course Length: 5 class days
Method of Delivery: Resident

SYS 302

Technical Leadership in Systems Engineering

Designed for senior DoD acquisition personnel, SYS 302 is focused on the application of technical leadership skills within a typical DoD systems engineering environment. SYS 302 participants are expected to have sufficient background knowledge of the DoD's systems engineering management processes, knowledge of the application of systems engineering to each acquisition phase, and the capability to apply these concepts to complex technical management problems involving critical thinking. As part of the SYS 302 course, participants will lead and participate in an engineering team that analyzes and resolves a variety of technical engineering critical issues. Class exercises are supplemented by lessons on current policy, architectures, and design considerations.

Course Length: 10 class days
Method of Delivery: Resident

TST 102

Fundamentals of Test and Evaluation

The Fundamentals of Test and Evaluation course emphasizes basic DoD test and evaluation (T&E) principles, policies, processes, and practices. TST 102 covers the integrated T&E processes outlined in the *Defense Acquisition Guidebook* and provides the essential foundation knowledge needed by T&E professionals and others to more effectively participate in DoD T&E activities.

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

TST 203

Intermediate Test and Evaluation

This course builds upon professionals' knowledge, skills, and on-the-job experience relating to DoD test and evaluation (T&E) policies, processes, and practices. A number of problem-solving situations engage participants in the application of T&E concepts and principles. Course topics include the role of T&E in systems acquisition; T&E planning and the T&E strategy; T&E master plan development; managing a T&E program; and planning, conducting, and processing the results of T&E events.

Course Length: 4.5 class days
Method of Delivery: Resident

TST 303

Advanced Test and Evaluation

Designed for senior DoD acquisition personnel, the Advanced Test and Evaluation (T&E) course is focused around leadership and management issues in a T&E environment. TST 303 involves facilitated discussion of current DoD policies, strategies, processes, and practices as they are applied and used for the planning and management (T&E) for DoD systems. This course covers a variety of knowledge-building and interactive problem-solving skills using case studies developed around lessons learned from actual system acquisitions. Class discussion and study group efforts culminate in participant presentations based around case analysis and solution analysis. Knowledge and skills developed in this course will facilitate successful professional participation as a T&E member in integrated planning and development activities for major programs.

Course Length: 4.5 class days
Method of Delivery: Resident


DAU
Defense Acquisition University
Navy Intermediate Systems
Acquisition Course

Appendix B: Course Prerequisites

See pp. 128-133 for course registration procedures.

Appendix B Course Prerequisites

Distance Learning or Facilitated/Online Resident/Local

Identification	Course Title	Prerequisites
Acquisition Management		
ACQ 101	Fundamentals of Systems Acquisition Management	None
ACQ 201A	Intermediate Systems Acquisition, Part A	ACQ 101
ACQ 201B	Intermediate Systems Acquisition, Part B	ACQ 201A
ACQ 265	Mission-Focused Services Acquisition	CLC 013 CLM 013
ACQ 370	Acquisition Law	None
ACQ 401	Senior Acquisition Course (SAC)	None Level III certification
ACQ 403	Defense Acquisition Executive Overview Workshop	PMT 352B
ACQ 404	Systems Acquisition Management Course for Flag Officers	None
ACQ 405	Executive Refresher Course	None Level III certification
ACQ 450	Leading in the Acquisition Environment	None Level III certification
ACQ 451	Integrated Acquisition for Decision Makers	None Level III certification
ACQ 452	Forging Stakeholder Relationships	None Level III certification
ACQ 453	Leader as Coach	None
Auditing (major courses; for other auditing courses, see Appendix E)		
AUD 1150	Technical Indoctrination	AUD 1113 AUD 1117 AUD 1239 AUD 1265 AUD 1269 AUD 1440, AUD 1601 Microsoft Windows, Office Proficiency.
AUD 1231	Intermediate Contract Auditing	AUD 1150 AUD 1405, AUD 1505 AUD 1602 AUD 1603
AUD 4035	Quantitative Methods Refresher	AUD 4121
AUD 4121	Statistical Sampling	AUD 1231
Business, Cost Estimating, and Financial Management		
BCF 102	Fundamentals of Earned Value Management	ACQ 101
BCF 103	Fundamentals of Business Financial Management	ACQ 101
BCF 106	Fundamentals of Cost Analysis	ACQ 101
BCF 107	Applied Cost Analysis	BCF 106
BCF 204	Intermediate Cost Analysis	BCF 106 BCF 107
BCF 205	Contractor Business Strategies	ACQ 201B
BCF 206	Cost Risk Analysis	BCF 106 BCF 107 CLB 024
BCF 207	Economic Analysis	None

Identification	Course Title	Prerequisites
BCF 209	Reporting for Major Defense Acquisition Programs	CLB 014
BCF 211	Acquisition Business Management	BCF 102 or EVM 102 BCF 103 2 years experience BCF 106
BCF 215	Operating and Support Cost Analysis	None algebra competency
BCF 301	Business, Cost Estimating, and Financial Management Workshop	BCF 211
BCF 302	Advanced Concepts in Cost Analysis	BCF 204 BCF 206 BCF 211 BCF 215 CLB 023 CLB 026 CLB 030
CLC 024	Basic Math Tutorial	None
CLC 056	Analyzing Contract Costs	None
CLC 058	Introducton to Contract Pricing	None
CLC 222	Contracting Officers Representative Online Training	None
Contracting		
CON 090	Federal Acquisition Regulation (FAR) Fundamentals	None
CON 100	Shaping Smart Business Arrangements	None
CON 115	Contracting Fundamentals	CON 090 (except for those assigned in the IND or PM career field)
CON 170	Fundamental of Cost and Price Analysis	CLC 058 CON 115
CON 170E	Fundamental of Cost and Price Analysis (Exam)	None
CON 200	Business Decisions for Contracting	CON 170
CON 216	Legal Considerations in Contracting	CON 200
CON 232	Overhead Management of Defense Contracts	CON 280 CON 290
CON 234	Joint Contingency Contracting	CON 115
CON 235	Advanced Contract Pricing	CLC 131 CON 280 CON 290
CON 237	Simplified Acquisition Procedures (SAP)	None
CON 243	Architect-Engineer Contracting	CON 216
CON 244	Construction Contracting	CLC 056
CON 250	Fundamentals of Cost Accounting Standards - Part I	CON 280 CON 290
CON 251	Fundamentals of Cost Accounting Standards - Part II	CON 250
CON 260A	The Small Business Program, Part A	None
CON 260B	The Small Business Program, Part B	CON 260A
CON 270	Intermediate Cost and Price Analysis	CLC 056 CLC 057 CON 170

Appendix B Course Prerequisites

Distance Learning or Facilitated/Online Resident/Local

Identification	Course Title	Prerequisites
CON 280	Source Selection and Administration of Service Contracts	ACQ 101 CLC 051 CLC 056 CLC 057 CON 200 CON 216 CON 270 HBS 428
CON 290	Negotiation and Administration of Supply Contracts	ACQ 101 CLC 051 CLC 056 CLC 057 CON 200 CON 216 CON 270 HBS 428
CON 334	Advanced Contingency Contracting	CLC 007 CON 234
CON 360	Contracting for Decision Makers	CON 280 CON 290
Earned Value Management		
EVM 201	Intermediate Earned Value Management	BCF 102
EVM 262	EVMS Validation and Surveillance	ACQ 101
EVM 263	Principles of Schedule Managment	CLB 016 CLM 012
Facilities Engineering		
FE 201	Intermediate Facilities Engineering	ACQ 101
FE 301	Advanced Facilities Engineering	FE 201
Grants		
GRT 201	Grants and Agreements Management	None
Industrial/Contract Property Management		
IND 105	Contract Property Fundamentals	CON 100 CON 115
IND 205	Contract Government Property, Property Management System, and Auditing Concepts	IND 105
Information Resource Management		
IRM 101	Basic Information Systems Acquisition	ACQ 101
IRM 202	Intermediate Information Systems Acquisition	ACQ 201B CLE 003 CLE 060 IRM 101 or SAM 101 if SAM 101 completed after Nov. 15, 2005
IRM 304	Advanced Information Systems Acquisition	ACQ 201B IRM 202
Logistics		
LOG 101	Acquisition Logistics Fundamentals	ACQ 101
LOG 102	Systems Sustainment Management Fundamentals	ACQ 101
LOG 103	Reliability, Availability, and Maintainability (RAM)	ACQ 101

Identification	Course Title	Prerequisites
LOG 200	Intermediate Acquisition Logistics, Part A	ACQ 201B LOG 101 LOG 102 LOG 103
LOG 201	Intermediate Acquisition Logistics, Part B	LOG 200
LOG 204	Configuration Management	ACQ 101
LOG 211	Intermediate Systems Sustainment Management	LOG 201 CLL 008 CLL 012 LOG 101 SYS 101
LOG 235	Performance-Based Logistics	None
LOG 340	Life Cycle Product Support	ACQ 201B LOG 201 LOG 235
LOG 350	Enterprise Life Cycle Logistics Management	ACQ 201B LOG 340
Program Management		
PMT 202	Multinational Program Management	None
PMT 203	International Security and Technology Transfer/Control	CLI 007
PMT 251	Program Management Tools, Part I	ACQ 201B
PMT 257	Program Management Tools, Part II	ACQ 201B PMT 251
PMT 304	Advanced International Management Workshop	PMT 202 PMT 203
PMT 313	Advanced Technology Security/Control Workshop	PMT 202 PMT 203
PMT 352A	Program Management Office Course, Part A	ACQ 201B PMT 257
PMT 352B	Program Management Office Course, Part B	ACQ 201B BCF 102 or EVM 102 BCF 103 LOG 103 PMT 352A
PMT 400	Program Manager's Skills	PMT 352B Level III certification
PMT 401	Program Manager's Course	PMT 352B Level III certification
PMT 402	Executive Program Manager's Course	PMT 401
Production, Quality, and Manufacturing		
PQM 101	Production, Quality, and Manufacturing Fundamentals	ACQ 101
PQM 201A	Intermediate Production, Quality, and Manufacturing, Part A	ACQ 201B PQM 101
PQM 201B	Intermediate Production, Quality, and Manufacturing, Part B	PQM 201A
PQM 203	Preparation of Commercial Item Descriptions for Engineering and Technical Personnel	None
PQM 301	Advanced Production, Quality, and Manufacturing	ACQ 201B PQM 201B

Appendix B Course Prerequisites

Distance Learning or Facilitated/Online Resident/Local

Identification	Course Title	Prerequisites
Requirements Management		
RQM 110	Core Concepts for Requirements Management	CLR 101
RQM 310	Advanced Concepts and Skills for Requirements Management	RQM 110
RQM 403	Requirements Management Executive Overview	None
RQM 413	Requirements Executive Overview (REO)	None
Software Acquisition Management		
SAM 101	Basic Software Acquisition Management	ACQ 101
SAM 301	Advanced Software Acquisition Management	ACQ 201B IRM 304
Science and Technology Management		
STM 202	Intermediate S&T Management	ACQ 201A CLE 021 CLE 045 SYS 101
STM 303	Advanced S&T Management	STM 202 CLM 014
Systems Planning, Research, Development and Engineering		
SYS 101	Fundamentals of Systems Planning, Research, Development and Engineering	ACQ 101
SYS 120	Defense Standardization Workshop	ACQ 101 CLE 028 CLE 064 CLE 065
SYS 130	Specification Selection and Application	None
SYS 202	Intermediate Systems Planning, Research, Development and Engineering, Part I	ACQ 201B SYS 101
SYS 203	Intermediate Systems Planning, Research, Development and Engineering, Part II	ACQ 201B CLE 003 SYS 202
SYS 302	Technical Leadership in Systems Engineering	ACQ 201B CLE 003 SYS 203
Test and Evaluation		
TST 102	Fundamentals of Test and Evaluation	ACQ 101
TST 203	Intermediate Test and Evaluation	ACQ 201A ACQ 201B CLE 035 TST 102
TST 303	Advanced Test and Evaluation	ACQ 201B TST 203

Appendix C: Continuous Learning

See pp. 128-133 for course registration procedures.

Appendix C Continuous Learning

Generally, Continuous Learning courses are offered online.

Business

CLB 007

Cost Analysis

Cost Analysis focuses on the basic cost analysis process, which is one of the fundamental building blocks of any acquisition program. At the end of this module, you should be able to define various financial management terms as they relate to the defense acquisition process, determine when various cost estimates should be prepared, what estimating methodology is most appropriate, and what cost data are of interest to various program stakeholders.

Course Length: Approximately 3.5 hours

CLB 008

Program Execution

Program Execution describes the budget execution process, including the legal concerns and potential impact of poor budget execution. At the end of this module, you should be able to describe the apportionment process (including rules for deferral and rescission), describe the funds execution process and laws that govern it, identify the purposes and contents of obligation and expenditure plans, and identify rules for reprogramming.

Course Length: Approximately 3 hours

CLB 009

Planning, Programming, Budgeting, and Execution and Budget Exhibits

Planning, Programming, Budgeting, and Execution and Budget Exhibits focuses on explaining the planning, programming, budgeting, and execution (PPBE) process, including the relationship of each phase to the systems acquisition process. At the end of this module, you should be able to recall the primary purpose of each of the phases of PPBE, identify the interrelationship between PPBE and the defense acquisition system, and identify the purpose, content, and dimensions of the Future Years Defense Program.

Course Length: Approximately 3 hours

CLB 010

Congressional Enactment

Congressional Enactment focuses on appropriations and the funding policies that are associated with each appropriation. It relates a defense acquisition program's cost estimate to its programming and budgeting requirements.

Course Length: Approximately 3.5 hours

CLB 011

Budget Policy

Budget Policy focuses on appropriations and the funding policies that are associated with each appropriation. It will relate a defense acquisition program's cost estimate to its programming and budgeting requirements. At the end of this module, you should be able to identify the major appropriation categories of interest to the defense acquisition community, identify the funding policy that applies to each, recognize situations where exceptions to the funding policies are appropriate, and identify the most appropriate time-phased budget estimate to a given situation.

Course Length: Approximately 4.5 hours

CLB 014

Acquisition Reporting Concepts and Policy Requirements for APB, DAES, and SAR

This module provides information on the terminology, concepts, and policies pertaining to required acquisition reports such as the Acquisition Program Baseline (APB), the Defense Acquisition Executive Summary (DAES), and the Selected Acquisition Report (SAR). Upon completion of the

module, students will be able to apply these concepts and policies in the preparation and review of reports generated using the Consolidated Acquisition Reporting software.

Course Length: Approximately 3 hours

CLB 016

Introduction to Earned Value Management

The Introduction to Earned Value Management module introduces the basics of earned value management (EVM) as it relates to acquisition program management. You will learn the five independent earned value variables and the three most common EVM metrics. At the conclusion of this module, you should be familiar with EVM-related laws passed by Congress, the Office of Management and Budget's implementation of these laws, and current DoD policy guidance regarding EVM requirements. Additionally, you should recognize how work scope, schedule, and resources are combined to establish the EVM performance measurement baseline.

Course Length: Approximately 1 hour

CLB 017

Performance Measurement Baseline

The Performance Measurement Baseline module introduces the earned value management language and processes associated with developing the performance measurement baseline. The course defines the concepts of total allocated budget, negotiated contract cost, authorized unpriced work, contract budget baseline, over-target baseline, summary-level planning packages, undistributed budget, management reserve, and the performance measurement baseline. The module describes a generic process for developing performance measurement baselines. It concludes by explaining the most common earned value techniques and relating the relative desirability and risks associated with each.

Course Length: Approximately 2 hours

CLB 018

Earned Value and Financial Management Reports

The Earned Value and Financial Management Reports module reviews the most common DoD data reports associated with earned value management, cost estimating, and financial management. It examines the purpose and relationship between the data item description and the contract data requirements list; identifies key players and purposes in reports; and outlines the DoD contract performance report and integrated master schedule tailoring guidance provided in the *Earned Value Management Implementation Guide*.

Course Length: Approximately 1 hour

CLB 019

Estimate at Completion

The Estimate at Completion module reviews the process for computing an estimate at completion range when given earned value management data. It defines the meaning of the cost performance index, the schedule performance index, and the to-complete performance index (TCPI) earned value metrics; reviews favorable and unfavorable trends cost performance index and schedule performance index performance trend charts; and walks through the calculations needed to compute an estimate at completion range by using the standard earned value management estimate at completion equation.

Course Length: Approximately 1 hour

CLB 020

Baseline Maintenance

The Baseline Maintenance module reviews the concepts associated with performance measurement baseline maintenance. It describes the contract performance chart and the cost/schedule variance earned value management metrics chart; defines what a front-loaded baseline, rubber baseline, over-target baseline, and single-point adjustment mean in the context of earned value management; and provides exercises in which students apply the knowledge they have gained.

Course Length: Approximately 1 hour

Appendix C Continuous Learning

Generally, Continuous Learning courses are offered online.

CLB 023

Software Cost Estimating

The Software Cost Estimating module provides an overview of DoD's policy, guidance, and application of software cost estimating, and it enables the business or program manager to determine if an estimate is realistic and defendable.

Course Length: Approximately 2 hours

CLB 024

Cost Risk Analysis Introduction

The Cost Risk Analysis Introduction module provides the foundation for an understanding of risk management as it relates to cost estimation. It addresses program risks that help ensure program costs, schedule, and performance objectives are met.

Course Length: Approximately 3 hours

CLB 026

Forecasting Techniques

The goal of this module is to provide the learner with information on forecasting for the Defense Acquisition Workforce. This will include various forecasting techniques, approaches, and practical exercises, all designed to give the learner foundational knowledge of forecasting.

Course Length: Approximately 2 hours

CLB 029

Rates

The Rates module introduces the basics of wrap rate development as it relates to cost estimating. At the conclusion of this module, you should be familiar with and be able to describe portions of a cost estimate that require the use of wrap rate calculations. You will also be able to describe the components for building an estimate using engineering standards as well as calculate a wrap rate or Fully Burdened Labor Rate (FBLR).

Course Length: Approximately 2 hours

CLB 030

Data Collection and Sources

The Data Collection and Sources module introduces the basics of data sources and collection as they relate to cost estimating. At the conclusion of this module, students should be familiar with and be able to describe various data sources used in the construction of a cost estimate. Students also will be able to explain the necessity of having programmatic and technical data in addition to cost data and provide illustrations of various problems relating to the collection and analysis of data.

Course Length: Approximately 2 hours

CLB 031

Time-Phasing Techniques

This module focuses on the methods that cost estimators can use to time phase a cost estimate. Students will learn to recognize the definition, purpose, and utility of time phasing methods and how they are used in the cost estimating career field.

Course Length: Approximately 2 hours

CLB 032

Force Structure Costing

Here are explained the definition, purpose, and utility of DoD Force Structure Costing techniques as used in the cost estimating career field.

Course Length: Approximately 1.5 hours. Students have 60 days to complete the course.

CLB 033

DoD Databases for Cost Estimates

Here students are introduced to a cross-section of some of the more well-known DoD databases. This module is primarily intended for members of the business cost estimating functional community and also may be of interest to other DoD federal functional communities. There is an end of module test that must be passed with a 100 percent score.

Students will be allowed unlimited attempts to pass the test. Students also are required to complete the Module Survey from the Table of Contents.

Course Length: Approximately 2.5 hours . Students have 60 days to complete the course.

CLB 034

Probability Trees

This module focuses on probability or decision trees used in the context of cost estimating. The module primarily is intended for members of the business cost estimating functional community and may be of interest to other DoD federal functional communities. At the end, there is a test that must be passed with a 100 percent score. Students will have unlimited attempts to pass the test. Students also are required to complete Module Survey from the Table of Contents.

Course Length: Approximately 1 hour. Students have 60 days to complete the course.

Contracting

CLC 001

Defense Subcontract Management

Here is an overview of the laws, government policies, and regulations that apply to subcontracts and subcontract management. The module addresses subcontracting activities from the perspective of the staff of a defense acquisition program office. Topics include small business subcontracting plans; contractor purchasing system reviews and consent to subcontract; flow-down clauses; subcontract pricing; subcontract administration; and other topics in subcontracting.

Course Length: Approximately 4 hours

CLC 003

Sealed Bidding

The Sealed Bidding module builds upon the sealed bidding process presented in CON 110, Mission Support Planning. This course is designed to provide acquisition professionals experience in understanding and reviewing sealed bidding concepts and processes when contracting for supplies and services.

Course Length: Approximately 2 hours

CLC 004

Market Research

This module provides a foundational understanding of the benefits of effective market research to reduce acquisition costs and cycle times, and provide greater access to advanced technologies. The module covers the differences between tactical and strategic market research, and how to consolidate market research results to develop an acquisition strategy.

Course Length: Approximately 3 hours

CLC 005

Simplified Acquisition Procedures

This module is an interactive tutorial designed to provide federal procurement and acquisition professionals with a better understanding of contracting for supplies and services using simplified acquisition procedures. Please note that this module does not provide credit for CON 237.

Course Length: Approximately 2 hours

CLC 006

Contract Terminations

There are many ways to terminate the obligations of a contract. Most often, parties conclude their contract obligations by performing them. However, sometimes problems arise and parties cannot or will not complete their obligations under the contract. By completing this module, you will be able to prepare and process a termination notice when appropriate.

Course Length: Approximately 2 hours

Appendix C Continuous Learning

Generally, Continuous Learning courses are offered online.

CLC 007

Contract Source Selection

This interactive module is designed to provide federal procurement and acquisition professionals with a better understanding of the source selection process and its goals. The module covers planning for source selection, the source selection organization, roles of source selection team members, and notifications and debriefings of offerors. The module emphasizes the importance of close communication between the government and offerors throughout the source selection process.

Course Length: Approximately 3 hours

CLC 008

Indirect Costs

An indirect cost is any cost not directly identified with a single, final cost objective, but rather is identified with two or more final cost objectives. Indirect costs are used for the pricing of contracts, interim contract billing, and the determination of actual contract costs. The purpose of this training module is to serve as a primer for those who are unfamiliar with indirect costs. The module can help prepare those who are planning to take CON 250.

Course Length: Approximately 1 hour

CLC 009

Service-Disabled, Veteran-Owned Small Business Program

The Service-Disabled, Veteran-Owned Small Business Program provides certain benefits for businesses owned by service-disabled veterans seeking contracts with the federal government. This training module explains the basic requirements of the program.

Course Length: Approximately 1 hour

CLC 011

Contracting for the Rest of Us

This module provides people who do not work in the Contracting career field with a basic knowledge of some of the essential processes and considerations that DoD Contracting professionals encounter to satisfy their customers' requirements. The module also provides an introduction to some of the topics that are covered in greater depth in other Contracting modules.

Course Length: Approximately 2 hours

CLC 013

Services Acquisition

This module describes a disciplined seven-step process for the acquisition of services, using the requirements roadmap process to define high-level objectives and tasks, standards, allowable variations, and method of inspection. It will teach the student how to develop acquisition documents such as the performance work statement (PWS) and quality assurance surveillance plan (QASP).

Course Length: Approximately 3 hours

CLC 020

Commercial Item Determination

The Commercial Item Determination module is designed to aid acquisition personnel in developing sound business strategies for procuring commercial items. It provides professionals a clear understanding of the guidance and tools contained in the *Commercial Item Determination Handbook*, which is a practical reference tool for use in commercial item acquisitions.

Course Length: Approximately 3.5 hours

CLC 023

Commercial Item Determination Executive Overview

This self-paced module explores the commercial item determination process as outlined in the *Commercial Item Determination Handbook*. The handbook is a practical

reference tool for use in commercial item acquisitions. DoD has designed this module to aid acquisition personnel in developing sound business strategies for procuring commercial items, and to gain a clear understanding of the guidance and tools contained in the *Commercial Item Determination Handbook*.

Course Length: Approximately 30 minutes

CLC 024

Basic Math Tutorial

This Basic Math Tutorial module is provided for CON 217 students as well as anyone interested in increasing their basic math skills. Mathematics is a necessary and useful tool when determining price and cost reasonableness. Several performance support tools exist that can assist you with many of the calculations to accomplish your job; however, you may still need to perform your own calculations without the aid of a tool or calculator, and this module will help you practice the skills you'll need to complete calculations without tools.

Course Length: Approximately 30 minutes

CLC 025

Small Business Program for Contracting Officers

This module explains the role of the Contracting Officer in working with small businesses in the DoD Acquisition Program. DoD policy is that a fair proportion of DoD total purchases and contracts be placed with Small Business Programs and that such small businesses have the maxiumum practicable opportunity to participate in DoD acquisitions.

Course Length: Approximately 2 hours

CLC 026

Performance-Based Payments Overview

This module presents an overview of the fundamental concepts of performance-based payments (PBPs) and the guidance necessary for implementing a PBP financing structure as part of a fixed-price contract.

Course Length: Approximately 1 hour

CLC 027

Buy American Act

The Buy American Act training module provides explanatory materials and practical examples that explain FAR Part 25 and DFARS 225, which make up the Buy American Act. This module is intended for contract specialists and contracting officers.

Course Length: Approximately 3 hours

CLC 028

Past Performance Information

This self-paced module addresses the rationale behind collecting past performance information, why it should be used, and how its use improves contractor performance. This module is based on the DoD Past Performance Integrated Product Team (IPT) Guidebook titled, *A Guide to Collection and Use of Past Performance Information*, which can be found at: http://www.acq.osd.mil/dpap/Docs/PPI_Guide_2003_final.pdf.

Course Length: Approximately 3 hours

CLC 030

Essentials of Interagency Acquisitions/Fair Opportunity

The module is designed to provide DoD acquisition professionals with a better understanding of the need to ensure that non-DoD contracting instruments are appropriately used by DoD. It provides an overview of current policy; key concepts and requirements on scope, competition, and fiscal law; and the roles and responsibilities of the requesting activities and assisting agencies.

Course Length: Approximately 2.5 hours

Appendix C Continuous Learning

Generally Continuous Learning courses are online.

CLC 031

Reverse Auctioning

Reverse Auctioning is a self-paced module that provides a basic introduction of a new, Internet-based contracting technique that is used by the DoD acquisition community to achieve significant cost savings through the use of e-commerce capabilities. The course is intended for entry- and middle-level acquisition managers who might use the Internet-based technique in their daily business environments.

Course Length: Approximately 1 hour

CLC 033

Contract Format and Structure for DoD e-Business Environment

Effective structuring of contracts is more important than ever. This is due to the increased automation of the contracting process and centralization of bill paying through the Defense Finance and Accounting Service; a loss of institutional knowledge among the DoD procurement workforce; and requirements for proper valuation and tracking of equipment.

Course Length: Approximately 3 hours

CLC 035

Other Transaction Authority for Prototype Projects: Comprehensive Coverage

The Other Transaction Authority for Prototype Projects: Comprehensive Coverage module is comprised of six lessons that present the mandatory requirements and other guidelines to consider and apply, as appropriate, when utilizing other transaction authority for prototype projects.

Course Length: Approximately 3 hours

CLC 036

Other Transaction Authority for Prototype Projects Overview

This module provides a short overview of the mandatory requirements and other guidelines to consider and apply, as appropriate, when utilizing other transaction authority for prototype projects.

Course Length: Approximately 30 minutes

CLC 037

A-76 Competitive Sourcing Overview

The A-76 Competitive Sourcing Overview module is an introduction to the Office of Management and Budget Circular A-76 that implements the President's Management Agenda for Competitive Sourcing. This overview course discusses the FAIR Act and A-76 program concepts, including the overall process, roles and responsibilities, legislation that affects DoD, and post-competition accountability.

Course Length: Approximately 1.5 hours

CLC 039

Contingency Contracting Simulation: Barda Bridge

The Barda Bridge simulation provides professionals with a immersion experience in pre-deployment and deployment decision making. It will provide feedback on how your decisions as a deploying individual and contingency contracting officer impact your family back home as well as your mission forward.

Course Length: Approximately 2 hours

CLC 040

Predictive Analysis and Scheduling

The Predictive Analysis and Scheduling module provides an overview of the various types of schedules that are used by Defense Contract Management Agency personnel and a

background of how predictive analysis is utilized to determine and maintain schedules.

Course Length: Approximately 1 hour

CLC 041

Predictive Analysis and Systems Engineering

The Predictive Analysis and Systems Engineering module provides an overview of how predictive analysis plays a role in systems engineering. Professionals also learn about various systems engineering tools.

Course Length: Approximately 1 hour

CLC 042

Predictive Analysis and Quality Assurance

The Predictive Analysis and Quality Assurance module provides an overview of quality assurance activities and how they relate to the use of predictive analysis as a tool to form assumptions of future events.

Course Length: Approximately 1 hour

CLC 043

Defense Priorities and Allocations System

The goal of the Defense Priorities and Allocations System (DPAS) module is to ensure that government and industry users are thoroughly familiar with the priorities and allocations authority of the Defense Production Act. It also reveals the purpose of DPAS, which is to assure the timely availability of industrial resources to meet current and future national security and emergency preparedness requirements.

Course Length: Approximately 3 hours

Appendix C Continuous Learning

Generally, Continuous Learning courses are offered online.

CLC 044

Alternative Dispute Resolution

Alternative Dispute Resolution is a tool for resolving contract disputes without litigation. This module explains how to effectively use this tool when disputes arise.

Course Length: Approximately 4 hours

CLC 045

Partnering

The Partnering module is an overview of the benefits of developing good government-contractor relationships. The partnering concept, designed to enhance contractor performance—a key component of alternative dispute resolution—is one method used to prevent disputes as well as minimize disputes when/if they should occur.

Course Length: Approximately 2 hours

CLC 046

Green Procurement

Green procurement is the purchase of products and services with favorable energy or environmental attributes in accordance with federally mandated "green" procurement preference programs. DoD's Green Procurement Program is a comprehensive strategy for implementing environmentally preferred practices while sustaining the overall mission. The overall objective of this lesson is to identify the objectives and background of DoD's Green Procurement Program.

Course Length: Approximately 2 hours

CLC 047

Contract Negotiation Techniques

This module will help professionals obtain a better understanding of various analysis techniques and tools to use in the development of a contract's negotiation range. After completion of this course, professionals will be better prepared to develop strategies for their contract negotiations.

Course Length: Approximately 2 hours

CLC 050

Contracting with Canada

The Contracting with Canada module provides professionals with an overview of the policies and procedures used when dealing and contracting with Canadian companies. This tutorial has been developed with the assistance of the Canadian Commercial Corporation, Canada's international contracting agency responsible for U.S. defense contracting in Canada.

Course Length: Approximately 1 hour

CLC 051

Government Property

This module. provides an overview of the policies, processes, and procedures used to manage government property in the possession of contractors.

Course Length: Approximately 1.5 hours

CLC 054

Electronic Subcontracting Reporting System (eSRS)

The Electronic Subcontracting Reporting System (eSRS) module is an overview of the primary purpose of eSRS, which is to provide insight and transparency as to how government contracting dollars are being distributed among small and small disadvantaged businesses. The Internet-based eSRS streamlines the reporting process of subcontracting plans and provides agencies with access to analytical data on subcontracting performance.

Course Length: Approximately 1.5 hours

CLC 055

Competition Requirements

This module is structured to emphasize key concepts for promoting competition, appropriate to all personnel involved in the requirements and acquisition process. Competition is the cornerstone of the acquisition process. This training addresses responsibilities, policies, and

procedures critical for ensuring that DoD funds are properly spent to obtain the right equipment, supplies, and services at the right price and on time. Maximizing competition is vital for delivering value to the warfighter and the American taxpayer.

Course Length: Approximately 2 hours

CLC 056

Analyzing Contract Costs

Here the student assumes the role of a contract specialist/intern who has been afforded the opportunity to work with the contracting officer of a large complex base operating services contract. The contracting officer acts as a mentor, providing guidance and direction as the student performs various cost
and price analysis tasks presented in the course. The module involves simulation and is highly interactive, requiring active participation.

Course Length: Approximately 17 hours

CLC 057

Performance-Based Payments and Value of Cash Flow

This course provides an overview and introduction to Performance Based Payments (PBP) in structuring and negotiating Win-Win PBP agreements with contractors. A tutorial on the use of the Cash Flow model also is provided.

Course Length: Approximately 4 hours

CLC 058

Introduction to Contract Pricing

This course will introduce students to the policies and procedures regarding contract pricing, cost accounting standards, and contract cost principles; proposal analysis techniques, Truth in Negotiations Act (TINA) requirements, defective pricing, and the importance of documenting contract negotiations. CLC 058 is intended to be the students' first exposure to this content and serves as a pricing "primer" and a prerequisite to CON 170, Fundamentals of Cost and Price Analysis.

Course Length: Approximately 2 hours

CLC 060

Time and Materials Contracts

The Time and Materials Contracts module provides professionals with an overview of new time and materials contracting policies—including links to the Federal Acquisition Regulation and Defense Federal Acquisition Regulation Supplement changes—and examples of how those documents should be used.

Course Length: Approximately 1 hour

CLC 061

Online Representations and Certifications Application (ORCA)

The goal of this module is to introduce the defense acquisition community to the use of the ORCA system in the representations and certifications process. The module will explain how ORCA automates the representations and certifications process, and demonstrate to vendors and contracting officials how to use the system.

Course Length: Approximately 2 hours

CLC 062

Intra-Governmental Transactions

This module provides an introduction and overview of Intra-Governmental Transactions (IGTs). The module will introduce the basics of IGTs and the root causes of certain challenges, while introducing strategies for addressing problems. An in-depth study of the intra-governmental process through the Business Enterprise Architecture (BEA) and the Intra-governmental Value Added Network (IVAN) system is provided.

Course Length: Approximately 3 hours

Appendix C Continuous Learning

Generally, Continuous Learning courses are offered online.

CLC 063

Sole Source Proposal Technical Evaluations

This continuous learning module provides the government technical evaluation team with facts, data and tools needed to conduct an exceptional technical evaluation. This module focuses strictly on the evaluation of sole source proposals for new contracts or orders or for changes to existing contracts or orders.

Course Length: Approximately 3 hours

CLC 064

Wage Determinations for Service and Construction Contracts

This module will introduce students to the laws and regulations governing the minimum wage and fringe rates to be paid in most construction and service contracts. The module primarily is intended for Contracting (1102 series) professionals.

Course Length: Approximately 2.5 hours

CLC 102

Administration of Other Transactions

This module is specifically about the administration of other transactions, 10 U.S.C. 237, which are conducted outside most federal procurement laws and regulations. This module is designed to help professionals distinguish other transactions from contracts, grants, and cooperative agreements; understand what regulations govern other transactions; learn responsibilities of the various parties involved in managing other transactions; describe the financial implications of other transactions; explain intellectual property, data, and real property rights under other transaction arrangements; and know the issues involved with modification and termination of other transactions.

Course Length: Approximately 1.5 hours

CLC 103

Facilities Capital Cost of Money

This module will help professionals learn to develop a pre-negotiation position for facilities capital cost of money that is fair and reasonable, given market research and proposed information from the organization providing the offer. Professionals will learn to recognize elements affecting facilities capital cost of money, identify the steps to calculate the facilities capital cost of money (using DD Form 1861), and calculate facilities capital cost of money.

Course Length: Approximately 1.5 hours

CLC 104

Analyzing Profit or Fee

Determining profit or fee involves rewarding the contractor for performance and acceptance of risk. But what is a reasonable profit or fee for a given contract? Different individuals' perspectives may vary substantially on this question. That is why proper use of the structured approach required by the Federal Acquisition Regulation is so important. In this module, professionals will learn about this approach and the guidelines for developing a reasonable profit or fee position.

Course Length: Approximately 1 hour

CLC 106

Contracting Officer's Representative with a Mission Focus

This module provides an overview of the acquisition process, teaming, ethics and integrity, authorities, contract classification, contract types, proper file documentation, performance assessment methods, remedies for poor performance, invoice requirements, contract modifications, and contract management. The construct of this module provides a flexible training set that can be tailored to your agency's contracting officer's representative training certification program.

Course Length: Approximately 8 hours

CLC 107

OPSEC Contract Requirements

When a program manager determines that it is appropriate to include operational security (OPSEC) requirements in a contract, it is important that the contract include sufficient guidance to convey to the contractor his or her OPSEC responsibilities. The objectives of this module are to outline the basic elements of OPSEC, identify the role of OPSEC within DoD, and recognize the OPSEC responsibilities of program managers and contracting officers.

Course Length: Approximately 1 hour

CLC 108

Strategic Sourcing Overview

This module provides an overview of strategic sourcing concepts and techniques for helping organizations begin to make the shift from tactical to strategic purchasing.

Course Length: Approximately 4.5 hours

CLC 110

Spend Analysis Strategies

Here is offered an explanation of the value and strategies of Spend Analysis. Spend Analysis is one of several tools the U.S. Department of Defense and other federal agencies are using to gain critical insights into the procurement history and spend patterns for purchased goods and services.

Course Length: Approximately 3.5 hours

CLC 112

Contractors Accompanying the Force

This brief module will address the roles and responsibilities of a commander in planning for the use of contractors authorized to accompany U.S. Armed Forces, with a focus on the guidance in DoD Instruction 3020.41, Contractor Personnel Authorized to Accompany the U.S. Armed Forces. The module will also introduce basic acquisition and contract management requirements related to implementing DoDI 3020.41 in field conditions.

Course Length: Approximately 1 hour

CLC 113

Procedures, Guidance, and Information

The Procedures, Guidance, and Information (PGI) module is a companion resource to the DFARS. The PGI is a Web-based tool to simply and rapidly access guidance and information relevant to Federal Acquisition Regulation and DFARS topics.

Course Length: Approximately 1 hour

CLC 114

Contingency Contracting Officer Refresher

It is important that contingency contracting officers (CCOs) be provided with the training they need to excel during their assignments. CCOs need to apply sound procurement techniques, understand funding implications, and effectively administer their contracts while demonstrating exemplary integrity and ethics. CCOs help DoD to accomplish its contingency mission and funnel much-needed funds into regional economies.

Course Length: Approximately 2 hours

CLC 120

Utilities Privatization Contract Administration

This module explains how the government transfers ownership of a utilities system to a qualified contractor. This module was developed to provide information to DoD professionals involved in the contract administration, or post-award, stage of utilities privatization services contracts. The success of this contract stage depends largely upon performing effective quality assurance checks and properly managing contract price changes.

Course Length: Approximately 2 hours

Appendix C Continuous Learning

Generally, Continuous Learning courses are offered online.

CLC 125

Berry Amendment

After completing the Berry Amendment module, DoD acquisition personnel responsible for procuring textiles and other covered items will be able to select the necessary statutory requirements to apply during the acquisition process in order to comply with the provisions of the Berry Amendment.

Course Length: Approximately 1 hour

CLC 131

Commercial Item Pricing

This training module includes an overview of the new procedures, guidance, and information concerning sole-source commercial items and elaboration on the requirements of FAR 15.4. The overall learning objective of the module is to identify the various pricing methodologies that can be used to determine fair and reasonable prices for a commercial acquisition.

Course Length: Approximately 1 hour

CLC 132

Organizational Conflicts of Interest

The Organizational Conflicts of Interest module provides an overview on how to recognize situations that could lead to an organizational conflict of interest.

Course Length: Approximately 1 hour

CLC 133

Contract Payment Instructions

The Contract Payment Instructions module provides an overview of how to identify and apply DFARS procedures, guidance, and information requirements, as well as procedures for payment and billing under DoD contracts. The module contains valuable illustrative examples of contract line item structure as it pertains to contract payment.

Course Length: Approximately 1 hour

CLC 206

Contracting Officer's Representatives in a Contingency Environment

CLC 206 is designed specifically for Contracting Officer's Representatives (CORs) who are deployed in a contingency environment. It covers the basics of contracting, along with the ethical situations and cultural differences a COR may experience while deployed in a contingency operation.

Course Length: Approximately 3 hours

CLC 222

Contracting Officer's Representative Course

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

Course Length: Approximately 32 hours

Engineering and Technology

CLE 001

Value Engineering

Value Engineering (VE) is recognized as an effective technique for reducing costs, increasing productivity, and improving quality-related features of systems, equipment, facilities, services, and supplies for the purpose of achieving the essential functions at the lowest life cycle cost consistent with required performance. This module provides an overview of VE from both the acquirer and contractor perspective; how VE can be applied and implemented; and how VE change proposals can be effectively used.

Course Length: Approximately 3 hours

CLE 003

Technical Reviews

This module provides a systematic process for employing Technical Reviews to assess design maturity, technical risk, development status, and programmatic risk for acquisition programs. The module also presents essential, practical guidelines on the effective use of Technical Reviews as part of the DoD acquisition life cycle and also provides access to detailed, tailorable checklists for individual technical reviews that can be used to support their conduct.

Course Length: Approximately 3 hours

CLE 004

Introduction to Lean Enterprise Concepts

This module focuses on the Lean concepts most applicable to manufacturing and the management of industrial facilities. It addresses the five fundamental Lean principles; Lean value streams; Lean metrics; identifying manufacturing and information waste within an enterprise; and techniques for implementing Lean beyond the factory floor, including value stream analysis and mapping.

Course Length: Approximately 3.5 hours

CLE 006

Enterprise Integration Overview

The Enterprise Integration Overview module introduces fundamental Enterprise Integration (EI) concepts and EI implementation strategies, and describes suggested EI best practices. The course also gives professionals an overview of the legal and regulatory frameworks, and a typical EI acquisition life cycle.

Course Length: Approximately 3 hours

CLE 007

Lean Six Sigma for Manufacturing

As a continuation of the concepts developed in CLE 004, Introduction to Lean Enterprise Concepts, this module addresses the role Lean manufacturing plays as part of an integrated Lean technical process and includes its objectives and priorities. It also summarizes the most important lean tools and techniques such as single piece flow, level production (heijunka), waste (muda), kaizen, just-in time, jidoka, etc.

Course Length: Approximately 6 hours

CLE 008

Six Sigma: Concepts and Processes

Focusing on Six Sigma concepts most applicable to manufacturing and the management of industrial facilities, this module provides an in-depth overview of Six Sigma concept processes; the associated tools and how they can be applied to real-life situations for eliminating waste; and outlining various quality measurement methods.

Course Length: Approximately 8 hours

CLE 009

ESOH in Systems Engineering

This module integrates the environment, safety, and occupational health (ESOH) considerations into the DoD Systems Engineering process. It is based on the requirements of DoD Instruction (DoDI) 5000.02, Operation of the Defense Acquisition System, and identifies the key ESOH activities conducted as part of Systems Engineering during each phase of the system's life cycle. DoDI 5000.02 requires programs to either eliminate identified hazards or reduce the associated risks to acceptable levels for hazards that cannot be eliminated.

Course Length: Approximately 3.5 hours

Appendix C Continuous Learning

Generally, Continuous Learning courses are offered online.

CLE 010

Privacy Protection

This module addresses the scope of privacy protection, including the laws, policies, and key guidance. It covers potential risks to privacy protection, procedures to promote privacy protection and ways to recognize privacy breaches. Via a series of three short case studies, the Privacy Protection module enables students to recognize and respond appropriately to fundamental privacy concerns when performing activities in acquisition, requirements development, and research.

Course Length: Approximately 1 hour

CLE 011

Modeling and Simulation for Systems Engineering

Modeling and Simulation (M&S) for Systems Engineering provides an overview of how M&S supports the DoD acquisition process, outlines relevant DoD acquisition policy and guidance, and summarizes how M&S supports systems engineering. Students will understand its effective use; the reuse of M&S assets; the key aspects of verification, validation, and accreditation; and how the government should plan for contracting support for M&S.

Course Length: Approximately 3 hours

CLE 012

Naval Open Architecture

This module explains open architecture principles and introduces students to the Naval Open Architecture approach, policies, and guidance. The module covers the benefits of the modular open systems approach; how open architectures are used in practice; how to contract for open architectures; and the steps associated with the open architecture assessment model. Examples of successfully implemented programs are provided as well as a set of resources that help an organization implement open architecture.

Course Length: Approximately 2 hours

CLE 013

Modular Open Systems Approach to DoD Acquisition

The DoD Modular Open Systems Approach combines an integrated technical and business approach to optimize the use of open systems on projects. This module describes that approach, its key principles, and how to implement and use it over the acquisition life cycle.

Course Length: Approximately 4 hours

CLE 015

Continuous Process Improvement Familiarization

This module familiarizes students with the various continuous process improvement methodologies such as Six Sigma, Lean, and the Theory of Constraints, which can be employed to improve overall organizational performance. Roles and responsibilities are addressed as well as effective deployment strategies.

Course Length: Approximately 1.5 hours

CLE 016

Outcome-Based Performance Measures

This module covers performance measurement terminology, DoD policy, and rationale for their creation; identifies how outcome-based performance measures can be linked to strategic plans; and provides guidance on formulating effective outcome-based performance measures for information technology investments as required by Title 40. Students will be familiarized with the Balanced Scorecard approach; ways and processes by which effective Outcome-Based Performance Measures can be developed; and the role of the post-implementation review.

Course Length: Approximately 3 hours

CLE 017

Technical Planning

This module presents essential and practical technical planning guidance to assist students in formulating a sound technical planning approach and how it should be integrated into the overall program planning process.

Course Length: Approximately 3 hours

CLE 018

E3 and Spectrum Supportability for Acquisition Professionals

This module introduces students to the proper ways to consider electromagnetic environmental effects (E3) and spectrum supportability (SS) as part of the DoD acquisition process and provides an appreciation of how E3 and SS certification impact systems acquisition. A checklist for E3/SS processes is provided and the associated tasks are reviewed to ensure E3/SS is taken into consideration during systems design, production, and integration to avoid degraded performance, program schedule delays, and funding issues.

Course Length: Approximately 2 hours

CLE 021

Technology Readiness Assessments

This module presents the TRA process as it relates to defense acquisition. The module will enable you to participate in a Technology Readiness Assessment and to determine how to use the TRA process to enhance program success. The module also provides TRA best practices. This module is primarily intended for program office staff, S&T staff and subject-matter experts.

Course Length: Approximately 3 hours

CLE 022

Program Manager Introduction to Anti-Tamper

This module introduces the program manager to the steps involved in integrating Anti-Tamper into a program or project in order to protect DoD critical program information. The student will learn the importance, the threats to critical DoD technology, current DoD initiatives and programs designed to mitigate them, how to plan for effective use of anti-tamper, and how it can be effectively integrated into the overall program.

Course Length: Approximately 3 hours

CLE 023

Modeling and Simulation for Test and Evaluation

This module discusses information assurance (IA) within defense acquisition programs. Students will gain an appreciation for its key attributes; the Global Information Grid and Network-centric warfare; the DoD regulatory requirements for implementing IA in DoD acquisitions; how to determine IA compliance requirements; and how to integrate IA into an acquisition program.

Course Length: Approximately 3 hours

CLE 025

Information Assurance (IA) for Acquisition Professionals

This module discusses the incorporation of IA into defense acquisition programs. This module will identify key IA attributes, IA statutory and regulatory requirements, IA strategies for acquisition programs, steps for successfully implementing IA, and an explanation of the IA certification and accreditation process. This module enables program managers and other acquisition professionals to integrate IA into acquisition programs.

Course Length: Approximately 4 hours

Appendix C Continuous Learning

Generally, Continuous Learning courses are offered online.

CLE 026

Trade Studies

The Trade Studies module addresses the important role that trade studies play in systems acquisition and discusses processes for conducting effective trade studies. It describes a four-phase process that can be used to initiate, develop, evaluate, and perform follow-on action with respect to trade studies and outlines success factors.

Course Length: Approximately 4 hours

CLE 028

Market Research for Engineering and Technical Personnel

Market Research for Engineering and Technical Personnel describes market research from the perspective of technical personnel. It explains the practical value and discusses the government mandate to conduct market research. The course addresses market research team membership, sources for obtaining market data, and techniques for technical evaluation and documentation of market information.

Course Length: Approximately 4 hours

CLE 029

Testing In a Joint Environment

This module will familiarize DoD test and evaluation personnel and other acquisition professionals with the basic principles and practices related to testing in a joint environment.

Course Length: Approximately 3 hours

CLE 034

DIACAP: Understanding The DoD Information Assurance Certification and Accreditation Process

In order to operate, each DoD information system must be certified and accredited.using a standard set of activities defined within the Department of Defense Information Assurance Certification and Accreditation Process, or DIACAP. This module is designed to provide an understandng of that process.

Course Length: Approximately 2 hours

CLE 035

DTEPI Introduction to Probability and Statistics

The goal of this module is to provide participants with a basic introduction and understanding of the analysis and evaluation tools in the Test and Evaluation (T&E) career field. The Defense Test and Evaluation Professional Institute (DTEPI) Introduction to Probability and Statistics module will cover the basics of probability and statistics for Test and Evaluation.

Course Length: Approximately 2 hours

CLE 036

Engineering Change Proposals for Engineers

This module addresses the important role that engineering change proposals play in systems acquisition. Students are introduced to engineering change proposals and requests for deviation. They also learn processes to effectively plan, request, submit, evaluate, recommend, and implement engineering change proposals.

Course Length: Approximately 5 hours

CLE 037

Telemetry

This module will provide an overview of telemetry, including the components of telemetry systems and applications. Coverage of the material begins with telemetry nomenclature; outlines a brief history of the field of telemetry; moves to the subsystems of a telemetry system; discusses the personnel who work with telemetry data; and touches upon range applications, testing, recording, display, and analysis of telemetry data.

Course Length: Approximately 6 hours

CLE 038

Time Space-Position Information (TSPI)

This Defense Test and Evaluation Professional Institute (DTEPI) learning module provides a general overview of TSPI, including the importance of the error volume concept associated with each of the methods to be discussed. This is followed by detailed sections on radars, the global positioning system, optical systems, other TSPI systems, and a discussion of various scoring or miss-distance measurement systems.

Course Length: Approximately 6 hours

CLE 039

Environmental Issues in Testing and Evaluation

This Defense Test and Evaluation Professional Institute (DTEPI) learning module focuses on the broad environmental issues and related procedures affecting the DoD mission related to testing and evaluation.

Course Length: Approximately 5 hours

CLE 040

IUID Marking

The goal of this module is to provide the student with knowledge of how to go about marking a data matrix on an item. It covers technical details of encoding the data matrix; standard practices, methods, and technologies for data matrix marking; and technical documentation requirements and quality considerations.

Course Length: Approximately 3 hours

CLE 041

Software Reuse

The goal of this module is to introduce software reuse. It explains the principles of effective reuse and how these principles can be applied to software reuse in the National Security Systems.

Course Length: Approximately 2 hours

CLE 045

Introduction to DoD Science and Technology Management

This module provides students with an understanding of DoD Science and Technology (S&T) review processes; the process of S&T development through basic research, applied research, and advanced technology development; the Service processes and DoD technology initiatives; and the concept of technology maturity, including the use of technology readiness levels, critical technology elements, and their use in acquisition technology readiness assessments.

Course Length: Approximately 2 hours

CLE 047

Grounding, Bonding, and Shielding

This module is relatively technical and provides students with a comprehensive understanding of the importance of a properly grounded, bonded, and shielded system for minimizing electromagnetic interference (EMI). Students become acquainted with specialized terminology, grounding schematics, bonding practices and types, and the basic rules for the implementation of shields to control radiated EMI.

Course Length: Approximately 2 hours

CLE 060

Practical Software and Systems Measurement

This module provides an approach for and develops skills in obtaining and analyzing measurement data and in developing and assessing a measurement process. The module is intended for acquisition professionals, suppliers, managers, technical leads, and measurement analysts.

Course Length: Approximately 5 hours

Appendix C Continuous Learning

Generally, Continuous Learning courses are offered online.

CLE 061

Assessing Manufacturing Risk

Assessment of manufacturing readiness focuses on identifying and mitigating manufacturing risk and ensuring that a program or technology is ready to move forward based on a manufacturing perspective. The goal is to enable students to conduct a manufacturing assessment as a part of the systems engineering processes.

Course Length: Approximately 6 hours

CLE 062

Human Systems Integration (HSI)

This module is designed to provide the learner with the basic understanding of HSI as part of DoD's total systems engineering approach for optimizing system performance and minimizing total ownership costs. Students also will be introduced to the HSI domains of Human Factors Engineering, Personnel, Habitability, Manpower, Training, Environment, Safety and Occupational Health, and Survivability.

Course Length: Approximately 2 hours.

CLE 063

Capability Maturity Model-Integration (CMMI)

The CMMI product suite includes models, training, and appraisal methods that provide a set of best practices and an improvement path for suppliers and acquirers for internal process improvement. The CMMI can be used by both government and industry to increase process capability and improve organizational maturity.

Course Length: Approximately 1 hour

CLE 064

Standardization in the Acquisition Life Cycle

The goal of this module is to explore the role of effective standardization in defense acquisition and its contribution to program success. It introduces you to standardization and its application across phases of the acquisition life cycle, discusses standardization policy in the DoD and addresses the management and use of standardization documents. The module is designed for professionals involved in the development or management of standardization documents.

Course Length: Approximately 4 hours

CLE 065

Standardization Documents

The goal of this module is to provide the student with knowledge of the standardization documents managed within the DoD. This module covers technical details of the specific purpose of each type of document; how to distinguish each type of document based on the document identifier; general rules for stating requirements in standardization documents; policy regarding the adoption and use of non-government standards; and format and content requirements for commercial item descriptions, Defense Specifications, Defense Standards, and Defense Handbooks. This module also provides an introduction to Federal Standards, Federal Specifications, and Guide Specifications.

Course Length: Approximately 4 hours

CLE 066

Systems Engineering for Systems of Systems

This module is intended for program managers, project managers, systems engineers, technical team leaders, logistic support leaders, and others supporting systems of systems (SoS) work, particularly as part of a systems engineering team in an SoS environment. The goal of this module is to provide a resource for those in the systems engineering community by introducing the insights gained by the acquisition community on the issues and approaches to SE for SoS.

Course Length: Approximately 4 hours

CLE 067

Strategic Material Selection: Chemical Ranking System

A Chemical Ranking System (CRS) is a tool for helping DoD users select safer chemicals and also decrease life-cycle costs. A CRS can assist in evaluating the human health and environmental effects of a range of chemicals used by the DoD. This summary-level module describes the attributes of a CRS and highlights two DoD CRSs currently in use.

Course Length: Approximately 2 hours

CLE 068

Intellectual Property and Data Rights

This module provides fundamental information about intellectual property and the effective management of rights in technical data and computer software and their contribution to programmatic success. The module addresses concepts and legal guidance related to intellectual property, focusing on the rights in technical data and computer software that are the concerns of the government and of defense contractors. This module is primarily intended for technology managers and other acquisition professionals charged with ensuring that the DoD has the legal rights to the intellectual property necessary to provide the best technology to our warfighters. There is a test that must be passed with a score of 100 percent, with unlimited attempts to pass the test.

Course Length: Approximately 4 hours

CLE 201

ISO 9000:2000

This module covers the basic elements of ISO 9000 and lessons learned regarding its implementation and use. The module will be of value to personnel actively engaged in manufacturing in contractor industrial facilities, depots, logistics centers, and shipyards. However, the ISO 9000 quality standards can be applied to any type of product, service, organization, or process, including software.

Course Length: Approximately 3 hours

CLE 301

Reliability and Maintainability

This module defines Reliability, Availability, and Maintainability; explores the significant influence of reliability and maintainability on systems; and provides practical techniques that may be applied in an acquisition program to achieve the desired levels of reliability and maintability.

Course Length: Approximately 4 hours

Government Purchase Card Training

CLG 001

DoD Government Purchase Card

The DoD Government Purchase Card module presents the mandatory requirements and other guidelines to consider and apply, as appropriate, when using the government purchase card. Government purchase cardholders and billing officials will learn to be at ease with using the government purchase card responsibly and accountably.

Course Length: Approximately 3.5 hours

CLG 004

DoD Government Purchase Card Refresher Training

The DoD Government Purchase Card Refresher Training module presents the mandatory requirements and other guidelines to consider and apply when using the government purchase card. This refresher course is based on the key points in the DoD Government Purchase Card Tutorial module as well as important new areas of emphasis. It was developed to provide refresher training for government purchase cardholders and approving officials.

Course Length: Approximately 3.5 hours

CLG 005

Purchase Card Online System (PCOLS)

This module is designed to inform students about the Purchase Card Online System (PCOLS) and how to obtain help and support when beginning to implement PCOLS within a Government Purchase Card (GPC) organization; it also provides a detailed presentation of all four PCOLS components currently being used.

Course Length: Approximately 4 hours

International Armaments and Information Exchange Training

CLI 001

International Armaments Cooperation (IAC), Part 1

This module is the first in a three-part series that covers laws, regulations, and policies for conducting IAC and describes the organizations and forums throughout the DoD that are stakeholders in IAC. Part 1 also addresses factors for consideration when planning IAC.

Course Length: Approximately 2 hours

CLI 002

International Armaments Cooperation (IAC), Part 2

This module introduces processes and programs that play vital roles in International Armaments Cooperation so personnel responsible for implementing cooperative programs are aware of the key policies and processes that apply to DoD international program efforts. This module is second in a three-part series on IAC, which should be completed in sequence. This module is primarily intended for Acquisition personnel, acquisition program managers, and other DoD acquisition personnel who may be responsible for or play some role in international programs in the course of their careers. Individuals with non-acquisition job responsibilities for security assistance and foreign disclosure also will find helpful information in this module.

Course Length: Approximately 2 hours

CLI 003

International Armaments Cooperation (IAC), Part 3

The International Armaments Cooperation (IAC), Part 3, is the third in a three-part series of classes that introduce the history and functions of IAC. This module addresses Defense cooperative trade and industrial logistics, and security and technology transfer requirements for IAC. This course is based on the *DoD International Armaments Cooperation Handbook*.

Course Length: Approximately 2 hours

CLI 004

Information Exchange Program (IEP), DoD Generic Research, Development, Test, and Evaluation (RDT&E)

This module addresses DoD component-wide requirements for developing, coordinating, negotiating, and executing IEP annexes.

Course Length: Approximately 2 hours

CLI 005

Information Exchange Program (IEP), Army-Specific Research, Development, Test, and Evaluation (RDT&E)

This module addresses the purpose of the IEP; details the Army IEP Annex package, Working Level Integrated Product Team and the Annex Management Framework and

describes the Army's use of the International Online (IOL) business management system. To learn and fully understand the material presented in this module, students must have an understanding of the material presented in the Department of Defense (DoD) generic IEP module, CLI 004.

Course Length: Approximately 2.5 hours

CLI 006

Information Exchange Program (IEP), Navy-Specific Research, Development, Test, and Evaluation (RDT&E)

This module ensures that Navy acquisition workforce members understand the Navy-specific procedures for implementing DoD's IEP, why they should participate in the IEP, and how to execute IEP information exchanges.

Course Length: Approximately 1 hour

CLI 007

Technology Transfer and Export Control

This module is intended to ensure that program managers and other acquisition workforce members understand the fundamentals of technology transfer in the context of export control. This course formerly was CLM 036 but has been renumbered to align it with other international Continuous Learning Modules.

Course Length: Approximately 2 hours

Logistics

CLL 001

Life Cycle Management & Sustainment Metrics

This module addresses the development of life cycle management and sustainment metric, a critical element of Performance-Based Product Support. The module explores how these metrics are derived and the role of the life-cycle logistician in developing them and covers how these metrics evolve over the life cycle of a weapon system and how the logistician's role evolves with them.

Course Length: Approximately 4 hours

CLL 002

Defense Logistics Agency Support to the Program Manager

This module is designed to introduce participants to the capabilities of the DLA in delivering support to the war-fighter. Professionals will be provided with an overview of the DLA and the benefits the agency provides to the program manager, operational units, and the Service inventory control points.

Course Length: Approximately 3 hours

CLL 003

Supportability Test and Evaluation

The objective of this module is provide a resource to the logistics community to assist in managing the risks involved in developing, producing, operating, and sustaining systems and capabilities.

Course Length: Approximately 3 hours

CLL 004

Life Cycle Logistics for the Rest of Us

The goal of this module is to provide individuals who do not work in the logistics field with a basic knowledge of some of the essential processes and considerations that DoD Logistics professionals encounter to satisfy their customers' requirements.

Course Length: Approximately 3 hours

Appendix C Continuous Learning

Generally, Continuous Learning courses are offered online.

CLL 005

Developing a Life-Cycle Sustainment Plan (LCSP)

This module covers the purpose of a Life-Cycle Sustainment Plan (LCSP), the associated personnel, and the LCSP's development process and evolution across a program's life cycle. It complements the material in the *Defense Acquisition Guide* (DAG), Chapter 5, Life-Cycle Logistics.

Course Length: Approximately 3 hours

CLL 006

Depot Maintenance Partnering

The Depot Maintenance Partnering module will introduce professionals to ways in which depot maintenance partnering can be used as a cost-effective technique for applying a performance-based logistics philosophy in the real world.

Course Length: Approximately 2 hours

CLL 007

Lead-Free Electronics Impact on DoD Programs

This module provides an overview of the impact of commercial lead-free mandates and their effect on DoD electronics programs. The module addresses the major lead-free related directives, DoD-related risks and mitigations, program considerations associated with lead-free initiatives, and DoD's response to the various mandates and policy directives.

Course Length: Approximately 3 hours

CLL 008

Designing for Supportability in DoD Systems

Designing for Supportability in DoD Systems provides a comprehensive overview and introduction to incorporating the principles of systems engineering throughout the system life cycle to design, develop, produce, and sustain operationally reliable, supportable, and effective systems. It introduces the system operational effectiveness model and process. It demonstrates how consistent application of the system operational effectiveness process, during all phases of the acquisition life cycle, facilitates the optimization of system supportability and operational effectiveness.

Course Length: Approximately 3 hours

CLL 011

Performance-Based Life-Cycle Product Support

This continuous learning module presents Performance-Based Logistics (PBL) as the Department of Defense (DoD) strategy for product support, focusing on weapon system support as performance outcomes rather than more traditional (and potentially suboptimized) functional transactions to meet the DoD 5000 series requirements for program managers to (a) develop and implement performance-based logistics strategies that optimize total system availability while minimizing cost and logistics footprint, and (b) develop sustainment strategies that include the best use of public and private sector capabilities through government/industry partnering initiatives, in accordance with statutory requirements.

Course Length: Approximately 3 hours

CLL 012

Supportability Analysis

This cross-functional module's overall goal is to advance the knowledge and understanding of supportability analysis and how it is employed through all phases of the defense acquisition process. This course will examine supportability analysis with a particular emphasis on how the life-cycle logistician will participate and utilize the results to influence the design and establish an effective and efficient product support package.

Course Length: Approximately 4 hours

CLL 013

DoD Packaging

This module will allow professionals to obtain knowledge of the value of the packaging, handling, storage, and transportation process. An effective knowledge and application of packaging, handling, storage, and transportation principles will benefit professionals throughout the life cycle of a program.

Course Length: Approximately 3 hours

CLL 014

Joint Systems Integrated Support Strategies (JSISS)

The Joint Systems Integrated Support Strategies (JSISS) module addresses the importance of integrated support strategies to a joint acquisition program, as well as DoD guidance and policy relevant to the development of joint strategies. In addition, the module will inform participants of the challenges and issues that must be addressed when planning for an integrated joint support strategy.

Course Length: Approximately 3 hours

CLL 015

Product Support Business Case Analysis (BCA)

This module provides an overview of DoD's policy, guidance, and application of Product Support BCA. The primary focus of the module is the structure, format, process, and methodology of Product Support BCA. In addition, the module addresses the application of Product Support BCA in the DoD context, currently oriented toward employing Product Support BCA to support best value selection of weapon system program product support strategies using performance-based logistics.

Course Length: Approximately 3 hours

CLL 016

Joint Logistics

This module provides professionals with knowledge of functional assignments that involve joint planning, inter-Service, and multinational logistics support, as well as joint logistics in a theater of operations. By completing this module, professionals will recognize the important roles and responsibilities within the joint logistics environment; the capabilities that joint logistics delivers; the important factors related to planning, executing, and controlling joint logistics; and the factors that will ensure a successful future for joint logistics.

Course Length: Approximately 3 hours

CLL 017

Introduction to Defense Distribution

The Introduction to Defense Distribution module provides a brief overview of the vision, mission, and components of U.S. Transportation Command; assignment of the DoD distribution process owner; key players in the joint deployment and distribution enterprise, and their roles and responsibilities; different types of planning processes and tools; supply, transportation, and joint theater logistics processes and systems within joint deployment and distribution enterprise as well as key concepts of deployment and sustainment across these processes; and customer service transformational efforts.

Course Length: Approximately 2 hours

CLL 018

Joint Deployment Distribution Operations Center (JDDOC)

This module provides basic knowledge and comprehension of the JDDOC. It will provide DoD, other governmental and nongovernmental personnel a detailed understanding of the roles, responsibilities, organizational structure, and concept of employment of the JDDOC concept.

Course Length: Approximately 18 hours

Appendix C Continuous Learning

Generally, Continuous Learning courses are offered online.

CLL 019

Technology Refreshment Planning

This module provides professionals with an overview of technology refreshment planning as it applies across the weapons system life cycle. The module will cover basic concepts, regulatory material, and planning for and applications used in technology refreshment.

Course Length: Approximately 3 hours

CLL 020

Independent Logistics Assessments

This module provides professionals with an introduction to independent logistics assessments, which is a formal review of the state of a program's logistics planning and documentation. This review occurs before Milestone B, before Milestone C, and before full-rate production. Independent logistics assessments checklists, handbooks, and references can also be used to assist in early logistics support and sustainment planning, including assisting in planning for Milestone A.

Course Length: Approximately 3 hours

CLL 022

Title 10 Depot Maintenance Statute Overview

The Title 10 Depot Maintenance Statute Overview module provides a review of the definition of DoD maintenance, the public policy environment within which DoD depot-level maintenance operates, the various sections of 10 U.S.C. impacting depot-level maintenance, and DoD policy for the maintenance of military materiel.

Course Length: Approximately 2 hours

CLL 023

Title 10 U.S.C. 2464 Core Statute Implementation

The Title 10 U.S.C. 2464 Core Statute Implementation module provides an introductory presentation of DoD maintenance; and it reviews the capabilities, methodology, policies, roles, and responsibilities required for services. Public law mandates that DoD maintain an organic core logistics capability with ready and controlled resources necessary to ensure effective and timely responses to mobilizations, national defense contingencies, and other emergency requirements.

Course Length: Approximately 3 hours

CLL 024

Title 10 Limitations on the Performance of Depot-Level Maintenance (50/50)

The Limitations on the Performance of Depot-Level Maintenance (50/50) is an introductory presentation of DoD maintenance. The module provides professionals with a review of Section 2466 of Title 10 U.S.C., which mandates that the Services and combatant commanders may not have more than 50 percent of depot maintenance performed by non-DoD personnel.

Course Length: Approximately 3 hours

CLL 025

Depot Maintenance Inter-Service Support Agreements (DMISA)

The Depot Maintenance Inter-Service Support Agreements (DMISA) module is for maintenance inter-Service support offices; managers; and others who prepare, review, negotiate, and manage DMISAs. The module explains key duties and the process for creating DMISAs. Professionals will improve the efficiency of DoD depot maintenance planning activities through their successful implementation of DMISAs.

Course Length: Approximately 5 hours

CLL 026

Depot Maintenance Capacity Measurement

The Depot Maintenance Capacity Measurement module provides professionals with a basic understanding of the methods used to measure, record, and report capacity and utilization data for organic activities that perform depot maintenance.

Course Length: Approximately 4 hours

CLL 029

Condition-Based Maintenance Plus (CBM+)

The Condition-Based Maintenance Plus (CBM+) module provides the learner with an overview and introduction to depot maintenance management and operations needed in DoD legacy systems. The module will cover DoD maintenance, CBM+ information and background, essential elements, CBM+ implementation, and managing initiatives and measuring success.

Course Length: Approximately 2 hours

CLL 030

Reliability Centered Maintenance (RCM)

This module provides the learner with information on reliability centered maintenance (RCM) for the Defense Acquisition Workforce. This will include defining RCM, an introduction to the history and development, as well as the process and application of RCM. The overarching objective is for the student to understand RCM, its fundamental process and applications.

Course Length: Approximately 2 hours

CLL 032

Preventing Counterfeit Parts from Entering the DoD Supply System

This self-paced computer-based training program is designed to facilitate learning about different types of commercial and industry nonconforming, suspect, and counterfeit items, how these items enter the commercial and DoD supply chains, the economic impact of these items, and how to develop basic skills for identifying possible nonconforming and suspect counterfeit items. Participants also will learn how to mitigate the risks involved in procuring these items and how to report these items through the proper channels.

Course Length: Approximately 1.5 hours

CLL 033

Logistician's Responsibilities During Technical Reviews

Technical reviews provide oversight and management of the definition, development, and demonstration of system, subsystem, and component design in accordance with established systems engineering technical management processes and technical processes. This course describes the life cycle logistician's role in technical reviews and how the logistician can leverage that involvement into better supportability for the system. This module will examine the most common technical reviews and the specific steps the life cycle logistician can take to prepare and participate in the review.

Course Length: Approximately 3 hours

CLL 034

SLAMIS

This module is an overview of the SSN-LIN Automated Management and Integrating System (SLAMIS) application; it provides a basic understanding of the many SLAMIS modules and capabilities as well as of the events that led to the development and need for this application, which replaced several legacy processes. Today, SLAMIS continues to address key equipment procurement, fielding and sustainment issues using the stakeholder's institutional knowledge, regulations, and expert recommendations to improve processes through the use of automation.

Course Length: Approximately 4 hours

Appendix C Continuous Learning

Generally, Continuous Learning courses are offered online.

CLL 036

Product Support Manager (PSM)

This module provides a basic understanding of the evolution of product support and the role of the Product Support Manager (PSM) in its planning and execution. The module also describes the role of the PSM in assisting the Program Manager in executing the PM's Life Cycle Management responsibilities.

Course Length: Approximately 4 hours

CLL 043

Green Logistics: Planning for Sustainability

This module introduces and addresses the responsibilities of the Life Cycle Logistician in supporting both DoD and the Program Manager in planning for the life cycle "sustainability" of weapon systems and programs. Decisions made regarding sustainability and environmental challenges often have a profound effect on life cycle product support planning and on life cycle cost. It is imperative that the Life Cycle Logistician, as with other system design considerations, become an integral part of the system engineering team.

Course Length: Approximately 4 hours

CLL 054

Joint Task Force–Port Opening (JTF-PO)

Joint Task Force–Port Opening (JTF–PO) is a joint expeditionary capability that enables U.S. Transportation Command to rapidly establish and initially operate a port of debarkation and support a forward distribution node, facilitating port throughput in support of combatant commander-executed contingency response.

Course Length: Approximately 3 hours

CLL 055

Joint Deployment and Distribution Performance Metrics Framework

The requirement to improve JDDE support to the warfighter is well established; however, less established is the definition of performance based on warfighter need. A U.S. Transportation Command study produced a framework of enterprise-level performance based metrics. This framework provides a clear definition of performance levels needed to drive tangible improvement to the warfighter.

Course Length: Approximately 1 hour

CLL 056

Sustainment of Software Intensive Systems

This module provides the learner with information regarding the terminology, processes, acquisition policy, and considerations and challenges that impact DoD software system sustainment.

Course Length: Approximately 3.5 hours

CLL 057

Level of Repair Analysis–Introduction

The Level of Repair Analysis (LORA) is a critical component of the Supportability analysis and maintenance planning processes and most important business decision made about physical supportability analysis during the acquisition of a system. This module describes the process of LORA, its benefits, its limitations and when it is conducted. This module also introduces the broad concept of supportability analysis and how LORA interfaces with other design and support analyses necessary to maintain the operational readiness of military systems and equipment.

Course Length: Approximately 2 hours

CLL 058

Level of Repair Analysis–Theory and Principles

This is part two of a two-part continuous learning series on LORA (CLLs 057 & 058). The principal purpose of LORA is to determine the most effective maintenance and support structure for a system through iterative evaluations of both economic and non-economic considerations. This module describes the analytical theory of LORA and its economic and non-economic factors. It describes the steps in conducting LORA as well as policies and processes that have shaped, and still guide, its implementation. The module also provides a detailed explanation of how LORA models are designed and how input data is structured. The module discusses how LORA develops a least-cost maintenance recommendation and how those costs are estimated.

Course Length: Approximately 2 hours

CLL 119

Technical Refreshment Implementation Module

This module introduces you to the basic concepts to be considered in assessing opportunities, planning and budgeting issues, and addresses the steps necessary to effectively manage the implementation of technology insertion or refreshing.

Course Length: Approximately 3 hours

CLL 120

The DoD Shelf-Life Program

There are items managed by the Department of Defense and the federal supply system that have a Shelf-Life (expiration date). The Shelf-Life modules within CLL 120 include an introduction, information on acquisition and procurement, integrated material management, receiving, storing and monitoring, material disposition, and the use of the Shelf-Life Extension System (SLES) located on the DoD Shelf-Life Program Web site.

Course Length: Approximately 7 hours

CLL 201

Diminishing Manufacturing Sources and Material Shortages (DMSMS) Fundamentals

This module provides professionals with a working-level overview of DMSMS issues. While professionals will not be experts after completing the course, they will have a working knowledge of DMSMS history, issues, tools, and current initiatives, and will have seen real examples of successful proactive DMSMS programs. Professionals will understand why standardization of policies and procedures within the DMSMS community is so important and will become familiar with many other related topics.

Course Length: Approximately 3 hours

CLL 202

Diminishing Manufacturing Sources and Material Shortages (DMSMS) Executive Overview

The module provides concise DMSMS information for executives or program managers who require an understanding of how DMSMS impacts their operations.

Course Length: Approximately 1 hour

CLL 203

Diminishing Manufacturing Sources and Material Shortages (DMSMS) Essentials

The DMSMS Essentials module is for professionals who have a working knowledge of DMSMS regulations and policies, and it is recommended that professionals complete CLL 201 and CLL 202. This module focuses on DMSMS problems regarding electronics, as well as with mechanical items and materials. The module will introduce professionals to the Defense Logistics Agency's DMSMS programs and capabilities, and will review basic techniques for component research.

Course Length: Approximately 2 hours

CLL 204

Diminishing Manufacturing Sources and Material Shortages (DMSMS) Case Studies

This module is for professionals who have a working knowledge of DMSMS regulations and policies. In this module, professionals will have an opportunity to review some DMSMS program scenarios, evaluating for the program's level of proactivity, and will be able to make DMSMS management decisions.

Course Length: Approximately 2 hours

CLL 205

Diminishing Manufacturing Sources and Material Shortages (DMSMS) for Technical Professionals

This module covers the current processes, policies, and procedures used by technical professionals to practice proactive management. It focuses on the high-level best practices for running each program. Students can adjust the procedures and techniques to your Service as appropriate.

Course Length: Approximately 2 hours

CLL 206

Introduction to Parts Management

Parts management, previously known as parts control, has been a discretionary practice or a requirement in DoD weapons systems or equipment acquisition contracts since 1957. Today's weapons systems and equipment acquisition environment is characterized by rapidly changing designs, increases in the use of commercial part types, offshore manufacturing of parts, and diminishing manufacturing sources and material shortages (DMSMS). These factors have increased risk for Department of Defense weapons systems and equipment acquisition contracts. Because of these risks, contractors need more than ever before to have an effective parts management program. The parts management program is an integral part of the acquisition process for design, development, modification, and support of weapon systems and equipment.

Course Length: Approximately 1.5 hours

Acquisition and Management

CLM 003

Overview of Acquisition Ethics

This module reinforces the most important legal ethics standards governing interaction between government personnel and DoD contractors. Areas addressed include conflicts of interest; gratuities from contractors; the Procurement Integrity Act; job-hunting for a position with private industry while still employed with the federal government; restrictions on post-government employment of a former federal employee or officer; and ethical problems that can arise when both government and contractor personnel work in common spaces on common goals as a single team.

Course Length: Approximately 2 hours

CLM 005

Industry Proposals and Communication

This module identifies actions that the government can take to create an environment conducive to industry developing better, more timely solutions to meet government needs at affordable prices. The student will be introduced to budget realities and steps to building better buying power for the government.

Course Length: Approximately 3 hours

CLM 012

Scheduling

This module focuses on scheduling processes and tools that can be used to develop schedules for a defense systems acquisition project. Scheduling is the focus of the planning and control process and depends, to a great extent, on program risk and the resources available (time, money, facilities, manpower, and workforce skills). Scheduling is a

roadmap for systems development, and thus, it is an inherent part of program management.

Course Length: Approximately 12 hours

CLM 013

Work-Breakdown Structure

This module addresses two fundamental and interrelated types of work-breakdown structures: the program work-breakdown structure that is developed by a program management office and the contract work-breakdown structure that is developed by a contractor.

Course Length: Approximately 6 hours

CLM 014

Integrated Product Team (IPT) Management and Leadership

This module introduces management and leadership concepts used to organize, manage, and lead an integrated product teams. IPTs are used throughout the acquisition process to open the cross-functional and cross-organizational lines of communication and are formed for the specific purpose of delivering a product for a customer.

Course Length: Approximately 8 hours

CLM 016

Cost Estimating

This module focuses on basic cost-estimating tools and techniques. Cost estimates are one of the fundamental building blocks of the acquisition process. The cost estimate and its supporting budget are a part of the baseline against which a program's progress and success are measured.

Course Length: Approximately 8 hours

CLM 017

Risk Management

Risk is always a concern in the DoD systems acquisition process. The acquisition process itself is designed, to a large degree, to allow risk to be managed from conception to delivery of the system. Although risk is inherent in any program, risk management ensures managers take measures to assess and handle risks. This module focuses on tools and processes that can be used to manage risk on a defense systems acquisition project.

Course Length: Approximately 8 hours

CLM 021

Introduction to Reducing Total Ownership Costs (R-TOC)

The Introduction to Reducing Total Ownership Costs (R-TOC) module provides professionals with R-TOC ideas, tools, and strategies with the acquisition and logistics communities. The module orients professionals to the R-TOC requirement, defines of key R-TOC concepts, and describes best practices. It emphasizes total cost of ownership reduction from a systems perspective.

Course Length: Approximately 3 hours

CLM 023

Javits-Wagner-O'Day (JWOD) Tutorial

The JWOD Tutorial module provides professionals and DoD purchase cardholders a better understanding of the Javits-Wagner-O'Day (JWOD) Program. There are over 14 million Americans with severe disabilities, and the unemployment rate for people with severe disabilities is 70 percent. The JWOD Program helps people with disabilities who are unable to obtain or maintain employment on their own. The module provides an introduction to JWOD, to the purchase card, and to contracts, and provides answers to frequently asked questions.

Course Length: Approximately 1 hour

Appendix C Continuous Learning

Generally, Continuous Learning courses are offered online.

CLM 024

Contracting Overview

The Contracting Overview module gives an overview of the market research process, the process for developing criteria or factors for teams to use in evaluating contractors during source selection, and the use of the uniform contract format.

Course Length: Approximately 8 hours

CLM 025

Commercial-Off-The-Shelf (COTS) Acquisition for Program Managers

This module provides an overview of the fundamental challenges faced by organizations when they integrate commercial items to form a system; addresses the issues involved in buying from the commercial marketplace; summarizes lessons learned from programs that have made extensive use of commercial items; and offers suggestions.

Course Length: Approximately 3 hours

CLM 030

Common Supplier Engagement

The Common Supplier Engagement module is designed to help professionals navigate through the changes that have occurred because of the government's elimination of paper methods that were previously used in acquisitions. The module provides an overview of the electronic e-Business practices used in acquisitions, including topics on e-Business, e-Government, and how both of these relate to common supplier engagement.

Course Length: Approximately 2 hours

CLM 031

Improved Statement of Work

The Improved Statement of Work module will help professionals improve statements of objectives, statements of work, and performance work statements that are developed and evaluated by all acquisition career fields. Statement of work purpose, preparation, evaluation, and lessons learned are presented in this module so professionals understand and appreciate the critical role of requirements development in the acquisition process.

Course Length: Approximately 4 hours

CLM 032

Evolutionary Acquisition

The Evolutionary Acquisition module is designed to introduce professionals to the ideas and principles of evolutionary acquisition, and teach professionals how to apply them in a rapidly changing environment.

Course Length: Approximately 2 hours

CLM 033

DAWIA II

The Defense Acquisition Workforce Improvement Act (DAWIA) was amended significantly during fiscal years 2004 and 2005. These amendments (generally referred as DAWIA II) provide a number of flexibilities to enable the DoD to more effectively develop and manage the Defense Acquisition Workforce. This module explains the transformation items that took place in DAWIA II.

Course Length: Approximately 3 hours

CLM 034

Science and Technology—Lesson from PMT 352A

This module, excerpted from the PMT 352A course, provides background on the importance of the science and technology (S&T) role in the systems acquisition process and identifies sources of S&T information. It contains activities that allow participants to assess an S&T project's compatibility with the Advanced Threat Infrared Countermeasure/Common Missile Warning System Program and recommend strategies for incorporating the emerging technology.

Course Length: Approximately 4 hours

CLM 035

Environmental Safety and Occupational Health—Lesson from PMT 352A

This module, excerpted from PMT 352A, focuses on the increased emphasis and importance of environmental safety and occupational health as they relate to acquisition management. Program managers must ensure their programs, regardless of acquisition category, comply with environmental safety and occupational health statutory and regulatory requirements.

Course Length: Approximately 4 hours

CLM 037

Physical Inventories

This module provides professionals with a basic awareness of the duties and responsibilities of an accountable property officer or property custodian. The module will describe the preparation, physical count, and reconciliation aspects of physical inventories as well as when and how they should be applied.

Course Length: Approximately 1.5 hours

CLM 038

Corrosion Prevention and Control Overview

The Corrosion Prevention and Control Overview module will provide professionals with training in corrosion prevention and control as well as serve as an accessible reference guide to answer future questions.

Course Length: Approximately 8 hours

CLM 039

Foundations of Government Property

The Foundations of Government Property module provides DoD financial accounting and property management professionals an overview of managing government property. This module will increase professionals' knowledge and understanding of DoD property accountability and management and the DoD accounting and accountability approach to the property management life cycle. It also will introduce professionals to essential available tools that will help them manage government property.

Course Length: Approximately 1.5 hours

CLM 040

Proper Financial Accounting Treatments for Military Equipment (PFAT4ME)

This module is designed to provide a better understanding of how military equipment values are determined and the process used to ensure consistent execution; the important roles that program manager, business/financial management analysts, and procurement contracting officers play in this process; and the actions required by each role so a structure is in place that ensures proper PFAT4ME.

Course Length: Approximately 1.5 hours

CLM 041

Capabilities-Based Planning

The Capabilities-Based Planning module provides an overview of the DoD guidance and policies supporting capabilities-based planning. The module explains the processes, roles, responsibilities, and challenges involved in implementing capabilities-based planning to respond to emerging threats to national security.

Course Length: Approximately 3 hours

Appendix C Continuous Learning

Generally, Continuous Learning courses are offered online.

CLM 044

Radio Frequency Identification (RFID)

This module is designed to provide defense contracting officers with the knowledge necessary to insert the passive RFID Defense Federal Acquisition Regulation Supplement (DFARS) clause into appropriate contracts, thus streamlining DoD's receiving process. The module also reviews RFID technology and DoD's RFID implementation strategies.

Course Length: Approximately 3 hours

CLM 047

Fiscal and Physical Accountability and Management of DoD Equipment

This module builds upon the concepts presented in the Foundations of Government Property module. DoD professionals responsible for DoD fiscal and physical property management play a crucial role in the acquisition and life cycle of DoD equipment end-items—both for the warfighter and for the American taxpayer. The module provides an overview of the acquisition and sustainment policy guidance, business rules, and life-cycle management of DoD equipment.

Course Length: Approximately 2 hours

CLM 048

Audit Readiness Requirements for DoD Equipment

This module provides key personnel, both financial and non-financial managers, with "how-to" details on the requirements and processes necessary to prepare for an audit of DoD equipment requiring capitalization.

Course Length: Approximately 2 hours

CLM 049

Procurement Fraud Indicators

This module provides an awareness of procurement fraud indicators. This CLM was developed as a result of a Department-wide review of vulnerabilities to fraud, waste, and abuse in contracting integrity, as directed by Congress.

Course Length: Approximately 2 hours

CLM 051

Time Management

This module introduces the basics of time management, including the identification of common time thieves and an analytical framework for rebalancing the life-work paradigm.

Course Length: Approximately 1 hour

CLM 055

Program Leadership

This module identifies the most important leadership competencies necessary for program managers (PMs) in the defense acquisition process and analyzes the attributes of successful PMs through interviews with two highly successful PMs. This module also provides tips on self-assessment of PM leadership skills and references for more information on how to strengthen those skills.

Course Length: Approximately 1.5 hours

CLM 057

Joint DoD-DOE Nuclear Weapons Life Cycle Activities

This is an entry level introduction to the full nuclear system life cycle, but with major emphasis on the joint processes and responsibilities for the sustainment of nuclear weapons, also known as phase 6.X. Every member of the Nuclear Community should at least be aware of the 6.X process, and every member who actually works on the sustainment of our nuclear triad either within the DoD or within the joint DoD/

Energy Department environment needs to be a practitioner of the 6.X process. The current target audience is all Air Force personnel entering the nuclear acquisition workforce. This module contains a test that must be passed with a 100 percent score, with unlimited attempts allowed to pass.

Course Length: Approximately 3 hours

CLM 059

Small Business Program for Program Managers

This module is designed to provide program managers with the tools and understanding of how to best utilize small businesses in the Defense Acquisition Management System to the maximum extent practical so that both small business and DoD acquisition programs are successful.

Course Length: Approximately 4 hours

CLM 103

Quality Assurance Auditing

The Quality Assurance Auditing module contains material that covers three general types of audits: system, process, and product. These audits are described in three distinct phases: planning and preparation, performance, and reporting and follow-up.

Course Length: Approximately 2 hours

CLM 200

Item-Unique Identification

Item-unique identification enables item tracking in DoD business systems and provides reliable and accurate data for management, financial accountability, and asset management purposes. This module provides an overview of item-unique identification.

Course Length: Approximately 2 hours

CLM 500

ADL Implementation for Defense Acquisition Professionals

This is an introduction and overview of the advanced distributed learning (ADL) basics, requirements, and components as well as DoD's policies regarding repository and registry functions. The module also describes shareable content object reference model conformance to acquisition planning, project management, and instructional design.

Course Length: Approximately 3 hours

Requirements

CLR 030

Environment, Safety and Occupational Health in Joint Capabilities Integration and Development System (JCIDS)

The module is designed to help the enviroment, safety and occupational health (ESOH) practitioner generate concise ESOH wording appropriate for JCIDS documents. The module offers practical guidance in negotiating the JCIDS process where different interests, ESOH related and non-ESOH related, often compete among stakeholders in a resource-constrained context.

Course Length: Approximately 4 hours

CLR 101

Introduction to Joint Capabilities Integration and Development System

This module provides an overview of the Joint Capabilities Integration and Development System (JCIDS). The five lessons focus on terms, definitions, basic concepts, processes, and roles and responsibilities involved within JCIDS as well as JCIDS' interaction with both the Defense Acquisition System (DAS) and Planning Programming Budgeting and Execution (PPBE). The module is designed for DoD pro-

fessionals who contribute to requirements generation and capability development process to include JCIDS analysis, subject matter or domain expertise, document staffing and coordination and/or administrative support.

Course Length: Approximately 3.5 hours

CLR 151

Analysis of Alternatives

Here is presented the process used by DoD to conduct an Analysis of Alternatives in support of requirements, system acquisition and resourcing. The AoA is the analytical process that DoD organizations use to assess and prioritize potential materiel solutions to a validated military capability need.

Course Length: Approximately 3 hours

CLR 250

Capabilities-Based Assessment (CBA)

The CBA module introduces planning and organizing CBAs. The module contains four lessons: CBA Definitions, Pre-Planning Research, CBA Team Building and Planning, and the CBA Study Phase. The module explains how to conduct and support effective and efficient CBAs in support of the Joint Capabilities Integration and Development System (JCIDS).

Course Length: Approximately 5 hours

CLR 252

Developing Requirements

The Developing Requirements module explains how to develop key performance parameters (KPPs) and key system attributes (KSAs) and examines the relationship of KPPs and KSAs to technical requirements and how to get top-level requirements through staffing and validation. The module is for requirements managers and other managers who prepare and apply system attributes such as KPPs.

Course Length: Approximately 5 hours

Federal Acquisition Institute Courses and Modules

FAC 001

HUBZone Empowerment Contracting Program—Certification and Eligibility

This module familiarizes procurement officials with the certification and eligibility requirements for program participation in the Historically Underutilized Business Zone (HUBZone) Empowerment Contracting Program. The program encourages economic development in HUBZones through the establishment of federal contract award preferences for qualified small businesses located in such areas.

Course Length: Approximately 30 minutes

FAC 002

HUBZone Empowerment Contracting Program—Contractual Assistance

This module familiarizes procurement officials with the types of Historically Underutilized Business Zone (HUBZone) contracts and the HUBZone small business' contract performance requirements. The HUBZone Program encourages economic development in HUBZones through the establishment of federal contract award preferences for qualified small businesses located in such areas.

Course Length: Approximately 1 hour

FAC 003

HUBZone Empowerment Contracting Program—Historical Overview

This module familiarizes procurement officials with the historical development of the Historically Underutilized Business Zone (HUBZone) Program and provides an explanation of the program's statutory and regulatory development. The

HUBZone Program encourages economic development in HUBZones through the establishment of federal contract award preferences for qualified small businesses located in such areas.

Course Length: Approximately 30 minutes

FAC 004

HUBZone Empowerment Contracting Program—Protests and Appeals

This module familiarizes procurement officials with the procedures for filing a Historically Underutilized Business Zone (HUBZone) protest and/or appeal. The HUBZone Program encourages economic development in HUBZones through the establishment of federal contract award preferences for qualified small businesses located in such areas.

Course Length: Approximately 1 hour

FAC 005

Just-in-Time Compliance Training: Central Contractor Registration

All DoD contractors must be registered in the Central Contractor Registration to help streamline the acquisition process and broaden the use and reliance upon e-Business applications. The Central Contractor Registration was established to eliminate the need to maintain paper-based sources of contractor information. This module provides an overview of the registration process.

Course Length: Approximately 1 hour

FAC 006

The SAFETY Act

The SAFETY Act is designed to encourage the development and deployment of anti-terrorism technologies and services that will substantially enhance the protection of the nation. This module will explain the SAFETY Act and explain how to incorporate it into an acquisition when appropriate.

Course Length: Approximately 1.5 hours

FAC 007

Certificate of Competency Program

The Certificate of Competency (COC) Program administered by the Small Business Administration (SBA) is authorized by Statutory Authority: Section 8(b)(7) of the Small Business Act 1953 and Regulatory Implementation. The COC Program allows a small business to appeal a contracting officer's (CO) determination that it is unable to fulfill the requirements of a specific government contract on which it is the apparent low bidder. The COC is an appeal procedure available to the apparent successful small business offeror which gives the small business the opportunity to demonstrate it has the capability to perform on a specific federal prime government contract. This is not a Certificate of Compliance or Conformance, which contractors furnish to certify product conformance and quality. It is a determination that a firm is responsible or not to perform a specific government contract.

Course Length: Approximately 30 minutes

FAC 008

Competition in Contracting Act (CICA)

This module, targeted toward the United States Agency for International Development's (USAID) procurement workforce, provides an overview of the Competition in Contracting Act (CICA). The module involves a review of the Federal Acquisition Regulation (FAR), the USAID Acquisition Regulation (USAID's supplement to the FAR), and specific USAID's guidance as related to CICA. Though targeted toward USAID's procurement workforce, all USAID employees are encouraged to take the module.

Course Length: Approximately 1 hour

FAC 009

Set Asides for Small Business

Several types of procurements are reserved exclusively for the participation of small businesses. This module provides professionals with an overview of set-aside programs.

Course Length: Approximately 30 minutes

Appendix C Continuous Learning

Generally, Continuous Learning courses are offered online.

FAC 010

Small Business Innovation Research/Small Business Technology Transfer (SBIR/STTR) Programs

SBIR/STTR programs encourage small business to explore their technological potential, and provide the incentive to profit from its commercialization. By including qualified small businesses in the nation's research and development arena, high-tech innovation is stimulated and the United States gains entrepreneurial spirit as it meets its specific research and development needs. This module provides an overview of SBIR/STTR programs.

Course Length: Approximately 1 hour

FAC 012

Managing an Effective Competitive Sourcing Program

This video was sponsored by the Chief Acquisition Officer Council to explain competitive sourcing processes, best practices, and lessons learned. Professionals will learn how to more effectively implement this key administration initiative. Video topics range from the basics and foundation of competitive sourcing, to planning standard and streamlined competitions, to lessons learned by practitioners.

Course Length: Approximately 1 hour

FAC 013

Shaping Smart Business Arrangements—Expert Edition

This module is designed for personnel newly assigned to the contracting workforce. Participants will gain a broad, comprehensive understanding of the environment in which they will serve; develop professional skills for making business decisions and advising other acquisition team members toward success in meeting customers' needs; be introduced to knowledge management and information systems; and prepare to provide contracting support within the overarching business relationships of government and industry.

Course Length: Approximately 11.5 hours

FAC 016

Buy American Act (BAA)

This module covers the BAA history, applicable statutes and regulations, the policy for supplies, and the exceptions and trade agreements that may waive the BAA. The module provides guidelines for applying the BAA to the solicitation and evaluation of supplies and, through a series of scenarios, guides the learner in applying those guidelines.

Course Length: Approximately 2 hours

FAC 017

Contracting Officer's Technical Representative (COTR) Refresher

This refresher course consists of two modules: Module 1, titled Bridging the Gap, provides a review of course content taken from the COTR certification course using a game board main screen and a scoring device. Module 1 tests the learner's ability to recall and apply key COTR concepts in response to scenario-based questions. Module 2, COTR Contract Administration, comprises 10 performance-based exercises, using a threaded case study of a service contract as the vehicle through which learners will exercise COTR's authorities, duties, and responsibilities when administering a contract.

Course Length: Approximately 8 hours

FAC 018

Green Purchasing for Civilian Acquisition

The Green Purchasing for Civilian Acquisition course offers federal acquisition professionals an overview of the policies, requirements, and best practices for purchasing sustainable products and services.

Course Length: Approximately 2 hours

FAC 019

FAPIIS Training

The public availability of Federal Awardee Performance and Integrity Information System information, in combi-

nation with the mandatory use of FAPIIS, heightens the need for training on the appropriate application of FAPIIS information to the evaluation of potential contract and grant awardees. This module meets this critical training need by providing the knowledge and skills needed to effectively use FAPIIS to make appropriate decisions related to contract and grant awards.

Course Length: Approximately 1.5 hours

FAC 021

Price Analysis

This module provides acquisition personnel with a tool that explains how to conduct price analysis as well as illustrates how to properly document the results of a business negotiation. Users can take the full course for a solid foundation and then return to it as a resource and refresher on particular topics on an as-needed basis.

Course Length: Approximately 8 hours

FAC 022

Combating Human Trafficking

This module informs acquisition professionals about FAR clause 52.222-50, to assist them in upholding the zero tolerance policy, and to address formal training to heighten awareness across federal government.

Course Length: Approximately 1 hour

FAC 023

Basic Contracting for GSA Schedules

Here you will learn about the procedures for placing orders for supplies and services against Multiple Award Schedules as outlined in Federal Acquisition Regulation (FAR) Subpart 8.4. The module is not about general FAR procedure such as protests, acquisition planning, preparation of statements of work, and contract files management, but does discuss these topics as they relate to Schedules contracting and ordering procedures.

Course Length: Approximately 4 hours

FAC 030

A-76 Post-Competition Accountability Training

This is a Federal Acquisition Institute interactive online training module that will help professionals understand how to manage a service provider awarded through the competitive sourcing process. This module explains the steps a federal government agency must take to successfully implement the results of a competition between a government entity and private sector vendors.

Course Length: Approximately 1.5 hours

FAC 031

Small Business Programs

Small businesses make up about 99 percent of all the nation's businesses and employ half of all Americans, and small businesses are the source for many of our greatest innovations. This module provides federal contracting professionals and program officials an overview of small business types and programs, and provides them with the information they need to encourage small business participation in government acquisitions. It will also help contracting professionals meet specific acquisition requirements related to small business concerns and achieve agency small business goals, while supporting increased opportunities for small businesses.

Course Length: Approximately 2.5 hours

FAC 033

Contract Management: Strategies for Mission Success

The Contract Management: Strategies for Mission Success module focuses on improvements made to federal contract management through the collaboration of public and private sector acquisition professionals as part of the Partnership for Public Service's Acquisition Innovation Initiative.

Course Length: Approximately 3 hours

Appendix C Continuous Learning

Generally, Continuous Learning courses are offered online.

FAC 034

Interagency Acquisitions Basics

The Interagency Acquisitions Basics online training module is an interactive multimedia training presentation that defines and identifies the features and benefits of interagency acquisition, describes the different types of interagency acquisitions, and provides foundational understanding of what is required to make the decision to use this method, how to get started, keys to success, and resources available to support interagency acquisition activities.

Course Length: Approximately 1 hour

FAC 035

Guide to Preparing an Independent Government Cost Estimate

This module will provide acquisition personnel with a better understanding of the IGCE as a business tool. With the instructional goal of understanding the development an IGCE, the user will recognize when an IGCE is required, what the benefits are for the government, what elements are included in its format, the types of advanced cost estimating analyses that are available, and tips for preparing the IGCE.

Course Length: Approximately 30 minutes

Harvard Business School Publishing ManageMentor

HBS 301

Managing Difficult Conversations

This module immerses managers in dialogue-based situations that foster learning by doing, where they make key decisions that drive the dialogue and ensuing results. The module helps managers identify and adjust thought patterns before approaching the difficult conversations that arise in business. The module provides firsthand experiences in a safe environment and gives managers the opportunity to use interactive tools and apply follow-up action plans.

Course Length: Approximately 3 hours

HBS 302

Negotiating for Results

This module immerses managers in dialogue-based situations that foster learning by doing, where they make key decisions that drive the dialogue and ensuing results. Managers will learn how to avoid common traps and find common ground for opportunities. The interactive module helps managers prepare for and conduct effective negotiations that produce a winning edge for their organizations. The interactive environment will enable managers to tap expert insights, discover proven tactics, and sharpen their own skills for getting results when negotiating.

Course Length: Approximately 3 hours

HBS 303

Leading Teams with Emotional Intelligence

This module immerses managers in dialogue-based situations that foster learning by doing, where they make key decisions that drive the dialogue and ensuing results. The module puts the students in situations where they must be flexible with their own emotional intelligence skills to drive high team performance. Engaging interactive exercises reveal the secret behind exceptionally productive teams. The interactive environment will enable managers to tap into expert insights, discover proven tactics, and sharpen their own skills in the area of emotional intelligence.

Course Length: Approximately 3 hours

HBS 304

Managing Difficult Conversations, High Bandwidth

This module immerses managers in dialogue-based situations that foster learning by doing, where they make key decisions that drive the dialogue and ensuing results. The module helps managers identify and adjust thought patterns before approaching the difficult conversations that arise in business. The module provides firsthand experiences in a safe environment and gives managers the opportunity to use interactive tools and apply follow-up action plans.

Course Length: Approximately 3 hours

HBS 305

Negotiating for Results, High Bandwidth

This module immerses managers in dialogue-based situations that foster learning by doing where they make key decisions that drive the dialogue and ensuing results. Managers will learn how to avoid common traps and find common ground for opportunities. The interactive module helps managers prepare for and conduct effective negotiations that produce a winning edge for your organization. The interactive environment will enable managers to tap expert insights, discover proven tactics, and sharpen their own skills for getting results when negotiating.

Course Length: Approximately 3 hours

HBS 306

Leading Teams with Emotional Intelligence, High Bandwidth

This module immerses managers in dialogue-based situations that foster learning by doing, where they make key decisions that drive the dialogue and ensuing results. The module puts the student in situations where they must be able to flex their own emotional intelligence skills to drive high team performance. Engaging interactive exercises reveal the secret behind exceptionally productive teams. The interactive environment will enable managers to tap into expert insights, discover proven tactics, and sharpen their own skills in the area of emotional intelligence.

Course Length: Approximately 3 hours

HBS 309

Coaching for Results

In today's environment of changing technology and evolving organizations, coaching can have a strategic impact. It provides continuous learning and develops people to meet current and future needs. Coaching is an investment that you make in developing your key resource—people—for the long-term benefit of your organization.

Course Length: Approximately 3 hours

HBS 310

Influencing and Motivating Others

This module examines the principles underlying leaders' abilities to influence other people and to motivate their employees and is primarily intended for all members of the acquisition community, especially managers and leaders.

Course Length: Approximately 3 hours

HBS 401

Budgeting

This module takes students step by step through the process of building better, more accurate budgets in less time. Learn how to create a budget that functions as a critical strategic tool while exploring the advantages and disadvantages of new techniques and approaches. Includes easy-to-use budget templates for fast implementation of concepts.

Course Length: Approximately 2 hours

HBS 402

Business Case Development

This module takes you step by step through the process of creating a soundly reasoned and compelling case for your new business initiatives. Addresses topics ranging from identifying business opportunities to measuring their success. Includes recommendations for assessing risk, weighing costs, developing an implementation plan, and communicating recommendations in a convincing manner.

Course Length: Approximately 2 hours

HBS 403

Business Plan Development

This module moves step by step through the process of preparing an effective plan for a business proposal. The steps taught are applicable to launching a new internal product as well as seeking funding for a new start-up business.

Course Length: Approximately 2 hours

Appendix C Continuous Learning

Generally, Continuous Learning courses are offered online.

HBS 404

Career Management

This module teaches students how to develop a straightforward approach to managing their careers or helping others manage theirs. Includes tools for matching interests, values, and skills to the right job or development opportunity, with valuable advice on resources such as career counselors, mentors, networking, informational interviewing, and professional development reviews.

Course Length: Approximately 2 hours

HBS 405

Change Management

This module is a practical guide to implementing, managing, and communicating change in an organization. Learn how to approach change with an open mind and use it as a stimulus to encourage new ideas and harness enthusiasm for further progress. This module includes steps to help units or organizations become change-ready and planning tools to address resistance to change.

Course Length: Approximately 2 hours

HBS 406

Coaching

Here students will learn how to get the best from their direct reports and, through coaching, help others master new skills. They will learn how to use a four-step process to facilitate the professional growth of those they've agreed to coach. Participants will discover how to strengthen their skills so they can be more effective coaches.

Course Length: Approximately 2 hours

HBS 407

Crisis Management

Every crisis is an opportunity to shine for managers who know what to do. This module instructs how to chart a course through crisis situations, from crisis plan development and contingency thinking to post-crisis management. Relevant for managers at all levels.

Course Length: Approximately 2 hours

HBS 408

Customer Focus

Customer Focus is a vital orientation tool with value for every employee. This module covers the critical components of servicing internal or external customers, with a compelling overview of the importance of customer service, its relationship to customer satisfaction, and its link to company profitability.

Course Length: Approximately 2 hours

HBS 409

Decision-Making

Effective business decisions require time and input from many individuals throughout an organization. In this module students will learn to identify underlying issues related to a decision, generate multiple alternatives, evaluate those alternatives, and communicate and implement the decision.

Course Length: Approximately 2 hours

HBS 410

Delegating

In this module, students will learn how to use proven tools for assessing any assignment, matching employee skills to tasks, selecting the right person, and supporting the delegation all the way through completion. It includes strategies for communicating the assignment, monitoring progress, and dealing with "reverse delegation."

Course Length: Approximately 2 hours

HBS 411

Developing Employees

Here students will be taught how to easily apply recommendations for addressing employees' developmental needs. This module includes strategies for maximizing return on management, growing competent employees, and keeping star performers motivated. It also addresses use of development planning to help team members improve individual performance, make the most of career opportunities, and maximize contributions to an organization's performance.

Course Length: Approximately 2 hours

HBS 412

Difficult Interactions

Learn how to discuss and resolve difficult interactions in the workplace—whether with employees, peers, bosses, or even customers and suppliers. This module includes tools and techniques: Students decide which situations are worth resolving, find the source of the difficulty, productively discuss the emotions that difficult interactions can rouse, and overcome barriers to action.

Course Length: Approximately 2 hours

HBS 413

Dismissing an Employee

Dismissing an employee is one of the most difficult, painful tasks a manager can face. Learn how to effectively manage a dismissal—including making key decisions before, during, and after the critical event. Handled skillfully, dismissing an employee can set a team—and a company—on a positive new path.

Course Length: Approximately 2 hours

HBS 414

Diversity

Learn how to manage diversity to extract maximum value from employees' differences—including how to recruit diverse talent, resolve diversity-related conflicts, and communicate with employees and customers from other cultures.

Course Length: Approximately 2 hours

HBS 415

Ethics at Work

Here students will learn how to use a three-step framework to solve "right vs. right" ethical dilemmas and how to foster a climate of integrity within an organization.

Course Length: Approximately 2 hours

HBS 416

Feedback Essentials

Learn how and when to use various types of feedback to maximize openness and encourage learning. Covers information on establishing a receptive work environment, giving effective feedback, receiving feedback openly, being patient with noncommunicators, and managing barriers to feedback.

Course Length: Approximately 2 hours

HBS 417

Finance Essentials

This primer shows nonfinancial managers how their units fit into the company's overall financial picture. Includes easy-to-understand explanations of the income statement, balance sheet, and cash-flow statement, plus practical advice for pulling together a department's budget and justifying an investment or expenditure.

Course Length: Approximately 2 hours

Appendix C Continuous Learning

Generally, Continuous Learning courses are offered online.

HBS 418

Global Collaborations

This module focuses on how to manage a global collaboration—including how to negotiate, build trust, overcome language barriers, and navigate geographical as well as cultural challenges.

Course Length: Approximately 2 hours

HBS 419

Goal Setting

Here students learn how to organize their work around clear and meaningful objectives, with tools and techniques for establishing realistic goals, creating a task list, tracking milestones, and evaluating achievement.

Course Length: Approximately 2 hours

HBS 420

Hiring

Learn techniques for finding, interviewing, and selecting top performers. This module will cover information on screening resumes, checking references, asking effective questions, making the hiring decision, and extending the offer. It also includes tools for creating a job profile, preparing for an interview, and evaluating job candidates.

Course Length: Approximately 2 hours

HBS 421

Innovation and Creativity

Learn how to stimulate creative thinking in an intellectually diverse workgroup. Learn to assess and then tailor the physical and psychological environment to stimulate creative thought, and how to manage the process of innovation for maximum impact on an organization.

Course Length: Approximately 2 hours

HBS 422

Innovation and Implementation

This module provides a framework for turning an innovative idea into reality. Innovation is not only about generating creative ideas. Innovation results when a creative idea is put to use. However, the implementation phase is where many good ideas fail. Learn how to implement an innovation, from crafting a vision statement to managing resistance.

Course Length: Approximately 2 hours

HBS 423

Laying Off Employees

Implementing a layoff is one of the most difficult and painful tasks a manager can face. This module teaches how to effectively manage a layoff—including making key decisions before, during and after the critical event. Handled skillfully, a layoff can set a team—and a company—on a positive new path.

Course Length: Approximately 2 hours

HBS 424

Leading and Motivating

A synopsis of the essential tasks of leadership: setting direction, aligning people, and motivating others. Learn how to recognize the skills and characteristics of effective leaders, create an inspiring vision, and energize people to support and work toward goals.

Course Length: Approximately 2 hours

HBS 425

Managing Upward

Gain insight into developing a mutually rewarding relationship, with skills for communicating and negotiating with a manager. Students will learn tips on presenting problems or opportunities to a supervisor and accepting responsibility for proposed actions.

Course Length: Approximately 2 hours

HBS 426

Marketing Essentials

Developed especially for nonmarketing managers, this module includes fundamentals that will help people throughout the organization better understand the importance of marketing and how it relates to them.

Course Length: Approximately 2 hours

HBS 427

Meeting Management

This module is a timesaving guide to planning and conducting meetings from start to finish. It includes preparation, keeping the meeting on track, and follow-up. It gives expert advice for dealing with problem behaviors exhibited by meeting participants.

Course Length: Approximately 2 hours

HBS 428

Negotiating

Students will learn about the negotiation process, when different types of negotiations are appropriate, essential negotiating strategies, and how to become an effective negotiator. A practical guide includes: assessing interests of all parties, developing opportunities that create value, avoiding common barriers to agreement, and implementing strategies to make the negotiation run smoothly.

Course Length: Approximately 2 hours

HBS 429

New Manager Transitions

Learn what it means to be a manager, as well as how to navigate the complex and often stressful transition from individual contributor to a new manager.

Course Length: Approximately 2 hours

HBS 430

Performance Appraisal

This module provides instruction in how to prepare for, conduct, and follow up on performance evaluations—in ways that link employee performance to company and group goals. This topic includes information on how to use informal performance assessments and feedback as part of regular employee interactions, prepare for a formal performance meeting with a direct report, document a performance meeting, and create a development plan with an employee.

Course Length: Approximately 2 hours

HBS 431

Performance Measurement

A review of financial and nonfinancial measures used in all areas of organizational performance. It addresses both stand-alone measures (including ROI, EVA, and BET) and measurement frameworks such as dashboards, quality models, and the Balanced Scorecard. Included is a systematic process for tracking performance of initiatives that can generate improvements across the organization.

Course Length: Approximately 2 hours

HBS 432

Persuading Others

Learn how to master the art and science behind successful persuasion—and begin changing others' attitudes, beliefs, or behavior to create win-win solutions. Formal authority no longer gets managers as far as it once did. To do their job—accomplishing work through others—managers must develop and use skills of persuasion rather than simply issue orders.

Course Length: Approximately 2 hours

Appendix C Continuous Learning

Generally, Continuous Learning courses are offered online.

HBS 433

Presentation Skills

Sound advice on preparing and delivering presentations that command attention, persuade, and inspire. Includes rehearsal techniques as well as tips for creating and using more effective visuals. Also addresses the importance of understanding objectives and the audience to create a presentation with impact.

Course Length: Approximately 2 hours

HBS 434

Process Improvement

Learn what business processes are; why improving them is essential; and how to carry out a business process improvement (BPI) initiative.

Course Length: Approximately 2 hours

HBS 435

Project Management

This module teaches the nuts and bolts of project management, including project planning, budgeting, team building, execution, and risk analysis. It also covers useful tools and techniques such as GANTT and PERT charts, work breakdown structure, and variance analysis.

Course Length: Approximately 2 hours

HBS 436

Retaining Employees

Why do employees stay with—or leave—their jobs? This model teaches strategies for attracting and keeping top performers, how to handle common obstacles to retention such as burnout and work/life imbalance, and how to develop programs that address the diverse needs and interests of a workforce.

Course Length: Approximately 2 hours

HBS 437

Strategic Thinking

This module offers practical advice for managers in charge of shaping and executing organizational strategy, including tips for analyzing opportunities, challenges, and the potential consequences of high-level action plans. It addresses identification of broad patterns and trends, creative thinking, analysis of complex information, and prioritization of actions.

Course Length: Approximately 2 hours

HBS 438

Strategy Execution

Learn what strategy is, how senior management and units work together to develop strategy, and how units support a company's strategy by developing and executing action plans for strategic initiatives. In many companies, senior management and units are involved in the strategic planning process. Why? This ensures that a company's strategies—both corporate and unit—are tightly aligned and can be successfully implemented.

Course Length: Approximately 2 hours

HBS 439

Stress Management

This module offers practical, hands-on suggestions for managing workplace stress—from short-term "quick fixes" to long-term methods for both changing situations and changing how students respond to them. This module teaches the difference between positive stress that enhances productivity and negative stress that breeds tension, lowers productivity, and undercuts job satisfaction. Strategies are taught for dealing with underlying causes of worry and stress, with tactical advice and coping mechanisms for immediate problem management.

Course Length: Approximately 2 hours

HBS 440

Team Leadership

This module covers how to establish a team with the right mix of skills and personalities and a culture that promotes collaborative work. Included are steps to leading an effective team, and innovative, easy-to-implement self-evaluation tools. This course will help students decide if they should establish a team; to form a productive team; launch a team effort effectively; lead a team skillfully; and assess the team's performance.

Course Length: Approximately 2 hours

HBS 441

Team Management

Learn about the problems that frequently throw a team off course and how to prevent them—or, if necessary, how to get a team back on track. Focus is essential to effective teamwork. Learn how to diagnose and overcome common problems—such as poor communication and interpersonal conflict—that can impede team progress. Learn to take corrective measures to remove team problems and improve team performance.

Course Length: Approximately 2 hours

HBS 442

Time Management

This module will teach students effective time management—how to take control of their schedules and use their time wisely. Students will learn to analyze how they spend time, and to prioritize tasks and avoid common time wasters. They also will be taught to identify which tasks are most critical to achieving their long-term goals; how to use scheduling tools for greater efficiency; and to put their schedules into action, evaluating and modifying them along the way, as needed.

Course Length: Approximately 2 hours

HBS 443

Virtual Teams

Learn how to form a virtual team, assess technology and communication needs, keep virtual projects on track, and ensure that virtual teams produce high-quality work. Module provides concrete suggestions for forming virtual teams, including assessing their technology and communication needs, structuring the team to build trust, and keeping the team on track.

Course Length: Approximately 2 hours

HBS 444

Writing Skills

Students will learn to put readers' needs first to take the headache out of writing—and help extend their influence as managers. Skillful writing helps accomplish business objectives. This module will teach students to create clearer, more effective written communication and will include specific guidelines for preparing memos, letters, e-mails, and other common business documents.

Course Length: Approximately 2 hours

Standard Procurement System Training

SPS 100

Standard Procurement System and Federal Procurement Data System—Next Generation System Administrator

This module contains information required to work at a system-administrator level with the Standard Procurement System (SPS) and Federal Procurement Data System—Next Generation (FPDS-NG) Integration. SPS is one of the first automated contract writing systems to receive certification for integration with FPDS-NG v1.2. This module is designed primarily for SPS system administrators, and it will enable them to set up their sites, allow users to interact with FPDS-NG, and to troubleshoot issues related to user and system access with FPDS-NG.

Course Length: Approximately 1 hour

Appendix C Continuous Learning

Generally Continuous Learning courses are online.

SPS 101

Standard Procurement System and Federal Procurement Data System—Next Generation User

This module provides professionals information required to work with the Standard Procurement System (SPS) and Federal Procurement Data System—Next Generation (FPDS-NG) at the user level. SPS is one of the first automated contract writing systems to receive certification for integration with FPDS-NG v1.2. This module teaches SPS users how SPS interfaces with FPDS-NG and the various types of contract action reports that can be created in FPDS-NG through SPS.

Course Length: Approximately 2.5 hours

SPS 102

Contracts for Production

This module supports the daily functions of your role as a contract professional. This module focuses on the procurement process, consists of 10 lessons, introduces the "basics" of PD² Advisor, and explains the specific components of the performance requirements process.

Course Length: Approximately 4 hours

SPS 103

SPS System Administration

This module is focused on system administrators responsible for executing tasks related to configuring and maintaining an organization's PD² system. To achieve competence in these tasks, this training module first provides background on the general PD² environment. The student will also learn how to utilize the systems extensive built-in help resources.

Course Length: Approximately 11 hours

SPS 104

Report Writing (WBT)

This course is an online version of the existing instructor-led training currently offered by the Joint Program Management Office. The purpose of the conversion is to open the training to more procurement professionals than can be accommodated in the classroom setting , and it is a viable option for procurement professionals who cannot fit the classroom training into their busy schedules.

Course Length: Approximately 7 hours

SPS 105

Adapter Online Support Tool

This module was created to assist the user/learner in troubleshooting the most common problems the field encounters with the PD² Adapter. This module will review attributes, characteristics, and architecture to provide the learner with a better understanding of how to utilize the PD² Adapter.

Course Length: Approximately 2 hours

SPS 106

Database Maintenance

This module is an online version of the existing instructor-led training offered by the Joint Program Management Office. The purpose of this conversion is to provide a viable option for procurement professionals who cannot fit the classroom training into their busy schedules.

Course Length: Approximately 4 hours

Appendix D: Targeted Training

Visit http://icatalog.dau.mil to request Targeted Training courses.

Appendix D Targeted Training

Generally, these are resident courses at DAU.

Business

TTB 001

Activity-Based Costing Principles (ABCP)

Provides an overview of the activity-based costing methodology, which allows acquisition professionals to establish a realistic cost (including indirect costs) for all activity resources for products and services.

Course Length: 3.5 class days

TTB 002

Budget Execution

Reviews the monetary concepts of commitment, obligation, expenditure, and outlay. Discusses the preparation of obligation and expenditure plans, variance reports, and reclamas to budget adjustments proposed by higher headquarters.

Course Length: 1 class day

TTB 004

DoD Budget "Primer"

Explores how funds are programmed, budgeted, enacted, and executed to enable a successful acquisition program.

Course Length: 1 class day

TTB 007

POM Development Process

Provides an introduction to Program Objective Memorandum (POM) development in the context of the planning, programming, budgeting, and execution process, including how the POM is developed, the process of submitting it to the Office of Secretary of Defense (OSD), and how it is reviewed and adjusted during the OSD integrated program and budget review.

Course Length: 1 class day

TTB 008

Earned Value Management

Examines the Earned Value Management (EVM) process, which is key in establishing a realistic program baseline and can help identify program trends for technical, cost, or schedule performance.

Course Length: 3 class days

TTB 009

Business Financial Management Integration into Programs

Discover how the business financial manager integrates cost estimating, budget development, and defense, and ensures timely budget execution to enable the program manager to succeed.

Course Length: 1 class day

TTB 010

Integrated Baseline Review (IBR) Simulation Training

This software-supported scenario-based exercise assesses the experience and preparedness of an integrated baseline review (IBR) team by providing real-life challenges within a structured virtual environment. Ultimately, the simulation activities combined with facilitator debriefing sessions reinforce the need to adequately prepare the IBR team. This simulation can be made available to IBR teams in the classroom or as a synchronous, distributed solution via the Internet. Based on the experiential learning model, whereby individuals derive meaning from direct experiences, the program reveals the degree of a team's technical IBR readiness, as well as the team's ability to work together on solving problems.

Course Length: 8 hours

TTB 011

Practical Cost-Benefit Analysis

A Cost-Benefit Analysis (CBA) is a structured method of quickly and concisely showing the costs and benefits of making a change with an emphasis on the quantifiable impact of making that decision. The course follows the methodology of the *U.S. Army Cost Benefit Analysis Guide* with helpful hints and more detailed guidance on what to expect and how to avoid the most common failings. The Office of the Deputy Assistant Secretary of the Army, Cost Estimating (DASA-CE) has reviewed and approved the course as meeting the intent of the CBA creation process that they will be evaluating proposals against. This course is very hands-on with more than half the time allotted to analyzing and working through examples and exercises.

Course Length: 3.5 classroom days

Contracting

TTC 004

Sole Source Commercial Item Pricing

Examines when a sole source commercial supply or service should be used and provides methods to determine if the price is reasonable.

Course Length: 1 class day

TTC 005

Source Selection

Provides an overview of the source selection process, which applies to competitive negotiated acquisitions per Federal Acquisition Regulation (FAR) and the mandatory DoD Source Selection Procedures.

Course Length: 2 class days

TTC 006

Alternative Dispute Resolution

Reviews the Alternative Dispute Resolution (ADR) process, which can assist the government and contractor in resolving disputes, leading to mutual agreements that benefit both parties.

Course Length: 2 class days

TTC 015

Negotiation Training for the Acquisition Workforce

This 2-day course teaches acquisition professionals how to use interest-based negotiation (IBN) techniques to reach mutually beneficial agreements with vendors, internal departments, colleagues, and other stakeholders. This interactive course includes dynamic hands-on negotiating exercises that allow participants to apply collaborative, problem-solving techniques to realistic acquisition challenges.

Course Length: 2 class days

Professional Development

TTD 002

Crucial Confrontations®

Provides a step-by-step process for how managers can identify and resolve performance gaps, strengthen accountability, eliminate inconsistency, and reduce resentment throughout an office or organization.

Course Length: 2 class days

Appendix D Targeted Training

Generally, these are resident courses at DAU.

TTD 003

Leading Project Teams Course

Emphasizes best practices of building and maintaining high-performing teams using practical examples and exercises.

Course Length: 3.5 class days

TTD 004

Myers-Briggs Type Indicator® Workshop

The Myers-Briggs Type Indicator (MBTI) is a self-report personality inventory based on the theory of psychological type developed by Swiss psychiatrist Carl Jung. This workshop allows participants to complete the instrument and receive individual feedback on their results.

Course Length: 1 class day

TTD 005

Crucial Conversations®

Provides solutions to how individuals, teams, and organizations can overcome problems stemming from under-communicating, withholding information, or failing to act with unity and conviction.

Course Length: 2 class days

TTD 006

Leading at the Speed of Trust

Leading at the Speed of Trust is a two-day workshop that elevates "trust" from an undervalued or transparent element of organizational effectiveness to a visible element of strategic significance. Leaders and organizations learn that trust enables collaboration, innovation, effectiveness and efficiency, and are able to harvest and reinvest the "dividends" of trust to improve the energy, performance ,and commitment of their workforce. This highly interactive workshop engages leaders at all levels in the real work of identifying and closing trust gaps that exist in their organization. Instead of paying Trust Taxes, you can begin to realize Trust Dividends. The workshop is based on the best-selling book *The Speed of Trust* by Stephen M.R. Covey. Participants learn from hands- on activities—not theoretical models or hypothetical cases. Leaders measurably increase the speed and scale of results by improving trust with stakeholders, including their direct reports, peers, superiors, and customers.

Course length: 2 class days

TTD 007

Strength Deployment Inventory® Workshop

The SDI® (Strength Deployment Inventory®) is a proven, memorable tool for improving team effectiveness and reducing the costs of conflict. During the workshop, you will receive a brief overview of the tool, complete the assessment instrument, do a self-validation, participate in fun activities to reinforce learning, and receive general feedback.

Course Length: 4 hours

TTD 008

ACQSIM Scenario-based Exercise

This acquisition-simulation software-supported scenario exercise is an intact team training designed to foster team work, critical thinking, and decisionmaking skills applicable to the program management domain in general, and is agnostic to discipline-specific subject-matter concerns. The simulation provides a role-playing environment, based on learning through reflection on direct experience, to requiring individual learners to solve program management challenges typically faced by defense program managers.

Course length: 8 hours

TTD 009

Influencer

Influencer Training is ideal for individuals, teams, and organizations looking to overcome profound, persistent, and resistant problems in their organization, team, or personal life. The training provides individuals at any level of an organization with the skills to develop an effective and comprehensive influencer strategy to overcome these problems.

Course length: 2 classroom days

Engineering and Technology

TTE 002

Problem-Solving Techniques for Quality Improvement (PSTQ)

How can you achieve continuous quality improvement of work processes? A very tough assignment. This course examines problem-solving methodology and statistical techniques, and offers a "tool kit" of ideas that may be used to achieve quality improvement goals.

Course Length: 3 class days

TTE 003

Navy Systems Engineering Guide

Reviews the Naval Air Systems Command's (NAVAIR) approach to systems engineering, focusing on NAVAIR's internal policies and procedures and how to tailor this corporate approach to specific programs or projects.

Course Length: 5 class days

TTE 004

DISA Information Systems Engineering Seminar (ISES)

Introduces a Defense Information Systems Agency software management team to basic information regarding procurement, acquisition, basic systems, and software engineering.

Course Length: 3 class days

TTE 005

Systems Engineering Plan (SEP)

Provides students with the knowledge, material, and understanding of internal program documentation to develop an executable SEP for their programs.

Course Length: 4 class days

TTE 006

Engineering Management Workshop

Using hands-on engineering experience and software-intensive skills needed to build an operating robot, students gain an understanding of the defense acquisition life cycle from a systems and software engineering perspective.

Course Length: 5 class days

TTE 007

Technology Assessment and Transition Management

Prepares students to conduct technology assessments; reviews mechanisms available to support transition; and provides training on technology development strategies, technology transition agreements, and other technology transition documentation.

Course Length: 2 class days

TTE 008

Resources for the Test and Evaluation Professional

Explores information and resources available to assist the test and evaluation workforce in performing their day-to-day duties.

Course Length: 1 class day

TTE 009

Design of Experiments—Industrial Strength

Provides an overview of the design of experiments methodology, which is an iterative product/process improvement method and an important part of a student's Lean, Six Sigma, or quality improvement plans.

Course Length: 10 class days (accelerated version, 5 class days)

TTE 014

Technical Project Management Using Intermediate Product Breakdown Structures

Reviews how Naval Air Systems Command's systems engineers/class desk officers should plan, organize, and manage engineering staffing efforts of acquisition programs.

Course Length: 2.5 class days

TTE 015

JCTD Executions (How to Run A JCTD)

Explores the necessary programmatic, technical, operational, and transition management skills and know-how students need to become effective, productive members of the Joint Capability Technology Demonstrations execution team.

Course Length: 2.5 class days

TTE 016

JCTD Transition Management Course

Introduces the Joint Capability Technology Demonstrations (JCTD) management team to procurement and acquisition situations that affect many JCTDs during transition.

Course Length: 5 class days

TTE 018

Reliability and Maintainability (R&M) for Engineers

Explores how to apply R&M models commonly used by DoD weapons system contractors to the design and development of equipment and systems.

Course Length: 3 class days

Logistics

TTL 001

Performance-Based Logistics

Examines problem-solving and statistical methodologies, and provides students with techniques to improve work processes and achieve quality improvement goals.

Course Length: 2.5 class days

TTL 002

Provisioning Management

Examines management-level planning and oversight of logistics support development for a new system, ensuring students gain a sound understanding of the normal sequence of events in system provisioning.

Course Length: 3 class days

TTL 003

Reliability and Maintainability for Logisticians

Reliability and Maintainability (R&M) for Logisticians presents an overview of acquisition R&M policy and its application to logistics support.

Course Length: 3 class days

TTL 005

ISO 9000 – 2000

Introduction to the application, interpretation, and evaluation of the ISO 9000 series standards for quality management systems as used in defense acquisitions.

Course length: Approximately 2 class days

TTL 006

Logistics Test and Evaluation

Provides an overview of DoD Directive 5000.1 and DoD Instruction 5000.2, as well as acquisition processes involved with systems engineering, test and evaluation, acquisition logistics (including reliability, maintainability, and availability), and contractor operations and test reporting.

Course Length: 2 class days

❖ Acquisition and Management

TTM 001

Joint Service Program Attorneys Course

Course facilitates interactions and advice given by the program attorney to programmatic and contracting personnel by providing program attorneys insight into the challenges their clients face in trying to execute a successful program. About half of the instruction will be focused on overviews by DAU faculty of the DoD Decision Support Systems, Acquisition Strategy formulation, contract types and their use, program management tools, cost estimating methodologies, and a summary of recent policy and regulatory developments. The other half of the course focuses on case studies, applications, and issues of current critical interest presented by senior attorneys, program managers, and executive officers, financial management experts, and other guest speakers.

Course Length: 4.5 class days

TTM 002

Risk Management Workshop

Provides an overview of risk management and explores a step-by-step process to identify, evaluate, and develop risk-handling strategies, allowing the student to effectively perform and communicate risk planning.

Course Length: 1 class day

TTM 004

Program Management through the Looking Glass

Using the Looking Glass interactive behavioral management simulation, program managers and their team explore personal leadership and management styles and receive feedback on improving the team's performance.

Course Length: 3 class days

Appendix D Targeted Training

Generally, these are resident courses at DAU.

TTM 005

Integrated Baseline Review Workshop

Reviews the Integrated Baseline Review (IBR) process—which was developed to assess the reasonableness, adequacy, and accuracy of this baseline plan—and provides tailored feedback on how best to conduct an IBR for a student's particular project.

Course Length: 2 class days

TTM 007

Stakeholder Management

This fast-paced daylong workshop provides hands-on experience with identifying, prioritizing and analyzing stakeholders critical to DoD program success. Attendees will create action plans to improve their relationships with key stakeholders, increasing engagement/commitment and program outcomes. Practical tools, examples, and best practices from defense acquisition and sustainment programs are highlighted throughout.

Course Length: 1 class day

TTM 008

Developing Performance Requirements for Service Acquisitions

This fast-paced daylong class/workshop provides overview training on the service acquisition process contained in the DoD Guidebook for the acquisition of services, practical lessons learned and best practices in developing service requirements, as well as hands-on experience with the Acquisition Requirements Roadmap Tool (ARRT). Attendees will utilize the ARRT to create a Performance Work Statement (PWS) based on a case study PWS used during the class. Practical tools such as the Service Acquisition Mall and best practices from defense service acquisitions are highlighted throughout the day.

Course Length: 1 class day

TTM 009

Work Statement Workshop (SOW, SOO, PWS)

This workshop provides program management personnel an overview of the function of the Work Statement in the acquisition process and a procedure for planning, developing, and writing Work Statements.

Course Length: 1 class day


Contract Price
Profit / Fees
PMB
Management Reserve
Work Packages
Planning Packages

Appendix E: Auditing

Visit http://www.dcaa.mil/catalog.htm for more information on Auditing courses offered through the Defense Contract Audit Institute.

Appendix E Auditing

Distance Learning or Facilitated/Online Resident/Local

AUD 1113

Orientation to DCAA

This course is the first in a series of self-study orientation courses. The orientation series is designed to introduce new auditors to the Defense Contract Audit Agency, government contract auditing, and federal procurement laws and regulations. This course provides an overview of DCAA and DCAA's role in the federal procurement process.

Course Length: Self-study
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1117

Orientation to DCAA Contract Audits

This orientation course is designed to introduce new auditors to DCAA, Defense Contract Management Agency procurement, and basic DCAA auditing concepts. This course provides an overview of DCAA auditing concepts. Upon completion, the student will be able to (1) identify common types of audits performed by DCAA; (2) identify the basic elements of DCAA audit planning; (3) describe DCAA's audit sampling requirements; (4) identify DCAA audit reporting requirements.

Course Length: Self-study
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1121

Briefing Contracts

You will learn to apply the basic skills required to brief routine government contracts. During this course, the student will be able to: (1) identify and interpret the various parts of Standard Form 26, which is used to award contracts; (2) understand the timing of contract briefings; (3) identify and understand the parts of a contract;(4) be aware of the significance of special provisions included in the contract.

Course Length: Interactive self-study
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1122

Accounting System Survey

You will learn to describe the basic skills required to perform an accounting system review. This course consists of a student guide with integrated video clips. The video clips simulate an auditor performing an accounting system review from the initial contact with the contractor through the exit conference. The course also discusses the purpose of the review, highlights key items to review during the audit, and provides guidance on completing the Standard Form 1408, Preaward Survey of Prospective Contractor Accounting System.

Course Length: Interactive self-study
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1126

Adequacy of Proposals

Students will learn to determine whether a contractor's proposal is adequate based on the requirements of Federal Acquisition Regulation 15.4. Upon completion of this course, students will be able to: (1) perform an initial assessment of proposal adequacy prior to beginning audit field work; (2) determine the adequacy of the contractor's supporting data for individual cost elements based on FAR 15.4 criteria; (3) describe the contractor's and auditor's responsibilities regarding an adequate proposal; (4) list the steps required when inadequacies are identified; and (5) describe requirements.

Course Length: Interactive self-study
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1142

Progress Payments

DCAA auditors make up the target audience. Students will be able to: (1) discuss the advantages, risks and sensitivities of contract financing; (2) identify the types of contract financing; (3) distinguish between the types of progress payments; (4) access the Central Contractor Registration (CCR) database; (5) describe the various functions of the progress payment team; (6) identify types of risk assessment; (7) discuss supervision of progress payments; (8) identify the Risk Assessment-Audit Planning Considerations; (9) evaluate the propriety of the information in the progress

payment request; and (10) prepare an audit report in accordance with the CAM Chapter 10-2 and 10-1200 requirements for progress payment evaluations.

Course Length: Interactive self-study
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1150

Technical Indoctrination

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

Course Length: 10 class days
Method of Delivery: Resident

AUD 1162

Contractor Financial Condition Risk Assessments

This course is designed to complement the agency's detailed financial risk assessment audit programs (17600) and provide additional knowledge and tools to assist the auditor when performing these assignments.

Course Length:,4 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1221

Basic Flowcharting

Students will learn to define the basic principles of flowcharting techniques as they relate to systems and program flowcharts: flowchart symbols and techniques; systems and program flowcharting; the purposes and processes of flowcharting systems; preparing flowcharts for various contractor systems.

Course Length: 4 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1225

Accounting Information Systems

The risks must be understood of more integrated, modern accounting systems so they can be addressed during the audit. This CTML-based course will give the student an understanding of the concepts and structure of accounting information systems.

Course Length: Interactive self-study
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1228

Introduction to Database Query Tools

This course is a self-paced workbook approach to gaining an understanding of relational database theory and learning potential audit applications of MS Access. While learning potential audit applications of MS Access queries, the auditor also will learn to read and interpret the Structured Query Language syntax used to query contractors' databases.

Course Length: 14 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1231

Intermediate Contract Auditing

Staff auditors taking this course will obtain information needed to adequately plan and conduct audits. Class discussions, practical exercises, and group case studies are used to highlight problem areas and evaluate alternative courses of action.

Course Length: 5 class days
Method of Delivery: Resident

Appendix E Auditing

Distance Learning or Facilitated/Online Resident/Local

AUD 1239

Risk and Materiality Assessment

Learn to maximize audit coverage by streamlining supervisory guidance, audit programs, and audit choices during the audit and annual planning. Upon completion of this course, you will be able to (1) define audit risk and its elements, explain how audit risk can be reduced, and explain why DCAA performs risk assessments; (2) identify the professional standards that pertain to risk assessments, and how each standard applies to risk assessment; (3) associate contract type and government participation to audit risk; (4) describe Workpaper B and ICAPS and explain the purpose/importance of each; and (5) describe the symptoms and related cures for reporting on risk.

Course Length: About 7 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1249

Agreed-Upon Procedures

Students will be able to determine the appropriate requirements for performing and reporting on Agreed-Upon Procedures (AUP) in compliance with Generally Accepted Government Audit Standards (GAGAS), and agency policy.

Course Length: About 1,5 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1261

Scanning Guidance

Students will learn how to identify: what constitutes sufficient and appropriate audit evidence; Contract Audit Manual (CAM) guidance on evidence documentation; CAM guidance on scanning; CAM guidance on controls over scanned documents.

Course Length: About 1 hour
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1265

APPS Performance Support Manual

This course introduces new auditors to the APPS interface and APPS' working paper and reporting processes. The course also reviews significant Microsoft Office tools used in APPS to create, manage, and navigate APPS' electronic working paper packages.

Course Length: About 2.5 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1269

Working Paper Documentation

This course provides an overview of DCAA audit working paper documentation requirements.

Course Length: About 3.5 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1271

Permanent Files

Here students will learn to identify the basic skills needed in order to create or upgrade permanent files. The course discusses the purpose and uses for the permanent file, methods for working with contractors to access records, the difference between a permanent file and a current file, and the electronic Permanent File (ECPF) System.

Course Length: About 3.5 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1283

Fraud Awareness

This course offers an overview of the auditor's responsibility for the consideration of fraud in DCAA's audits and to heighten auditor awareness of the possibility of fraudulent activities.

Course Length: About 6.5 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1326

Internal Control Systems: Writing the Audit Report

This course provides a review and reference to the CAM guidance for writing internal control reports. The auditor will be taught how to identify the key elements of an effective internal control audit report.

Course Length: About 2 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1405

Introduction to Forward Pricing Audits

This course partially satisfies the prerequisites for AUD 1231. The student will be taught to: identify the Defense Federal Acquisition Regulation Supplement (DFARS) threshold requirements for obtaining field pricing support; describe the DCAA's process for acknowledging requests for forward pricing audit services; describe cost or pricing data; identify common contractor forward pricing estimating techniques; and describe a properly prepared bill of material. Students will be be able to describe audit procedures to evaluate proposed indirect cost rates and the types of DCAA forward pricing audit services.

Course Length: 3.5 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1350

Penalties

This course provides the legal framework used to assess penalties, determine the level of penalties to be recommended, and determine how and when penalties can be waived, and how interest is computed on penalties.

Course Length: Interactive self-study
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1440

GAGAS

The student will learn to identify and apply the requirements of Generally Accepted Government Auditing Standards (GAGAS). This course provides information necessary to perform an audit in accordance with these standards. Exercises, examples, and review questions are used to help reinforce the key points throughout each lesson.

Course Length: About 9 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1505

CAS for the New Hire

Students should complete this course to partially satisfy the prerequisites for AUD 1231, Intermediate Contract Auditing. This course provides an introduction to Cost Accounting Standards (CAS). Upon completion, the student will be able to (1) define Cost Accounting Standards; (2) understand the history of the Cost Accounting Standards Board (CASB) and CAS; (3) identify where CASB rules and CAS can be located; (4) identify the structure of a Cost Accounting Standard; (5) discuss the relationship between CAS, GAAP and FAR Part 31.2; (6) understand basic information regarding the applicability of CAS, full and modified coverage, disclosure statements, and contractor compliance; and (7) identify the basic requirements of CAS 401 and 402.

Course Length: About 2 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1541

Cost Accounting Standards

This course is designed to provide the field auditor the ability to apply the Cost Accounting Standards Board (CASB) rules, regulations, and standards most often encountered, including CAS-coverage, direct and indirect cost allocation, cost accounting practice changes, and cost impacts.

Course Length: 5 classroom days
Method of Delivery: Resident

Appendix E Auditing

Distance Learning or Facilitated/Online Resident/Local

AUD 1570

CAS—Administration and Coverage

Students will be taught to recognize the provisions for administration of the Cost Accounting Standard (CAS) and the general requirements for CAS coverage. CAS administration topics include: basic CAS definitions; comparisons of CAS with Federal Acquisition Regulation and Generaly Accepted Accounting Procedures; format of the standards; and contractor's responsibilities under Public Law 91-379. CAS coverage topics include: primary CAS exemption criteria; dollar thresholds for full and modified coverage; and effective and applicable dates.

Course Length: About 6 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1571

CAS 401, 402, and 405

Students will learn to identify the fundamental requirements of: CAS 401—Consistency in Estimating, Accumulating, and Reporting Costs; CAS 402—Consistency in Allocating Costs Incurred for the Same Purpose; CAS 405—Accounting for Unallowable Costs. This course provides information necessary to determine whether a contractor's policies, procedures, and practices are in compliance with these standards. Exercises, examples, and review questions are used to help reinforce the key points throughout each lesson.

Course Length: About 4.5 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1572

CAS 403, 410, 418, and 420

Students will learn to identify the fundamental requirements of: CAS 403—Allocation of Home Office Expenses to Segments; CAS 410—Allocation of Business Unit General and Administrative Expenses to Final Cost Objectives; CAS 418—Allocation of Direct and Indirect Costs; CAS 420—Accounting for Independent Research and Development and Bid and Proposal Costs. Information is provided to determine whether a contractor's policies, procedures, and practices comply with these standards. Exercises, examples, and review questions help reinforce the key points throughout each lesson.

Course Length: About 10 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1573

CAS 404 and 409

This course teaches how to identify the fundamental requirements of: CAS 404—Capitalization of Tangible Assets; CAS 409—Depreciation of Tangible Capital Assets. Information is provided for determining whether a contractor's policies, procedures, and practices comply with these standards. Exercises, examples, and review questions are used to help reinforce the key points throughout each lesson.

Course Length: About 6.5 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1574

CAS 414 and 417

Students will learn to apply the concepts of CAS 414 and CAS 417, and understand the CASB-CMF (Cost Accounting Standards Board–Facilities Capital Cost of Money) This course provides information necessary to determine whether a contractor's policies, procedures, and practices are in compliance with these standards. Exercises, examples, and review questions are used to help reinforce the key points throughout each lesson. CAS 414—Cost of Money as an Element of the Cost of Facilities Capital; CAS 417—Cost of Money as an Element of the Cost of Capital Assets Under Construction.

Course Length: About 6.5 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1575

CAS 406, Cost Accounting Period

Learn to identify the fundamental requirements of CAS 406, Cost Accounting Period. This course provides information necessary to determine whether a contractor's policies, procedures, and practices are in compliance with this standard. Exercises, examples, and review questions are used to help reinforce the key points throughout each lesson.

Course Length: About 5 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1576

CAS 408 and 415

Students will learn to identify the fundamental requirements of CAS 408, Accounting for Compensated Personal Absence, and CAS 415, Accounting for Deferred Compensation Costs. This course provides information necessary to determine whether a contractor's policies, procedures, and practices comply with these standards. Exercises, examples, and review questions reinforce key points throughout each lesson.

Course Length: About 6.5 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1577

CAS 407, Standard Costs for Direct Material and Labor

Course teaches how to identify the fundamental requirements of CAS 407, Use of Standard Costs for Direct Material and Direct Labor. This course provides information necessary to determine whether a contractor's policies, procedures, and practices are in compliance with this standard. Exercises, examples, and review questions are used to help reinforce key points throughout each lesson.

Course Length: About 3 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1578

CAS 416, Accounting for Insurance Costs

Learn to identify the fundamental requirements of CAS 416—Accounting for Insurance Costs. This course provides information necessary to determine whether a contractor's policies, procedures, and practices are in compliance with this standard. Exercises, examples, and review questions are used to help reinforce the key points throughout each lesson.

Course Length: About 4 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1579

CAS 411, Accounting for the Acquisition Cost of Material

Course teaches how to identify the fundamental requirements of CAS 411, Accounting for the Acquisition Cost of Material. This course provides information necessary to determine if a contractor's policies, procedures, and practices comply with this standard. Exercises, examples, and review questions help reinforce the key points throughout each lesson.

Course Length: About 5 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1580

CASB Disclosure Statements

Learn the basic knowledge and skills to audit Disclosure Statements and to fulfill the auditor's continuous responsibilities. This course provides a basic foundation for working with contractor CASB Disclosure Statements, Form CASB DS-1. Topics include: purpose of the disclosure statement; requirements for disclosure of cost accounting practices; audits of disclosure statements; and auditor's continuing disclosure statement responsibilities.

Course Length: About 9 hours
Method of Delivery: CD-ROM for non-DCAA personnel

Appendix E Auditing

Distance Learning or Facilitated/Online Resident/Local

AUD 1601

FAR 31, Allowable and Unallowable Costs

This course teaches how to identify the types of contracts covered by the cost principles and define allowability, allocability, reasonableness, and total cost. Students also will learn which costs are always allowable or unallowable, and how to apply the applicable cost principles in audits of commercial activities. Specific costs covered are bonding, labor relations, maintenance and repair, manufacturing and production engineering, material, plant protection, service and warranty, transportation, other business expenses, bad debts, contributions or donations, entertainment, losses on other contracts, organization, goodwill, and alcoholic beverages.

Course Length: About 6.5 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1602

Allowable Costs with Restrictions (Nonemployee)

Learn about selected cost principles in FAR 31.2. Learn about allowable and unallowable costs, with restrictions on nonemployee-related costs. Also how to use applicable cost principles in audits of commercial activities. Specific costs covered are public relations, advertising, lobbying, political activity, consultant, professional activity, insurance, legal, cost of money, depreciation, gains and losses related to the sale of buildings and equipment, idle facilities, plant reconversion, special tooling and equipment, business combinations, rental, Internal Research and Development (IR&D), B&P, M&PE, patent, selling, economic planning, and taxes.

Course Length: About 6.5 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1603

Allowable Costs with Restrictions (Employee)

Learn about restrictions on labor costs and when those costs are allowable and unallowable. Also learn how to apply the applicable cost principles in audits of commercial activities. Specific costs covered in the course are compensation for personal services; employee morale, health, welfare, food service, and dormitory costs and credits; recruitment costs; training and educational costs; pensions; travel; and relocation.

Course Length: About 6.5 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 1653

Leases

This course provides an overview of lease accounting Generally Accepted Accounting Procedures and Federal Acquisition Regulation requirements. Students will learn the proper classification of leases and the treatement of sale-leaseback transactions.

Course Length: About 6.5 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 2111

Operations Audit

Objectives Operations Audit introduces operations auditing for the newly assigned operations auditor. The course attempts to capitalize on existing knowledge of financial auditing and focus on the transition to operations auditing. The major processes for conducting operations audits are similar to those for financial audits.

Course Length: About 3.5 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 2213

Terminations: Introduction and General Audit Steps

This course deals with FAR Part 49, definitions applicable to terminations, an overall introduction to terminations and types of terminations, as well as audit planning efforts necessary to perform an adequate review of a termination proposal.

Course Length: About 2.5 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 2311

Defective Pricing

Learn to develop and reinforce skills for planning and performing defective pricing reviews. This course provides a description and explanation of the law and leads the student through a defective pricing audit using integrated video clips.

Course Length: About 9.5 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 2421

Equitable Adjustments

Learn what equitable adjustments and claims are, and how to audit them. Then learn the difference between an equitable adjustment proposal and a delay claim; the four approaches to equitable adjustments; the differences between entitlement and quantum; the criteria for determining if a request is a claim; and the auditor's responsibilities in planning, performing, and documenting an audit of equitable adjustments.

Course Length: About 6 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 3121

Earned Value Management System (EVMS)

This course is intended to provide training on the planning and performance of earned value management surveillance audits and to brief the student on current agency policy. This training is not intended for all auditors.

Course Length: About 4.5 hours
Method of Delivery: CD-ROM for non-DCAA personnel.

AUD 3140

Contract Closeout Procedures

This course provides the agency's policy for contract closeouts, the three methods for closing completed contracts,the applicable method for a given situation and understanding/applying the appropriate closeout procedures to DoD Commercial Time-and-Materials (T&M) and Labor Hour (LH) Contracts. The course will teach (1)the purpose of the cumulative allowable cost worksheet (CACWS);(2) the evaluation of the final voucher ;and (3) the use of Quick Closeout rates.

Course Length: About 5 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 4035

Quantitative Methods Refresher

Students will learn to use the current quantitative methods (statistical sampling, regression analysis, and improvement curves) in contract audits. They will learn to discuss statistical and analytical terms and concepts; identify proper audit applications for statistical sampling, regression analysis, and improvement curve techniques; understand and use the Windows-based EZ-Quant applications for statistical sampling, regression analysis, and improvement curves; evaluate key QM measures and graphs associated with EZ-Quant output; Suggest methods of improving EZ-Quant statistical results; explain how QM results and graphs should be incorporated into the overall audit package and report.

Course Length: 40 hours
Method of Delivery: Resident

AUD 4121

Statistical Sampling

Statistical Sampling concentrates on the knowledge and skills necessary to perform statistical sampling in the contract audit environment. Professionals who successfully complete this course will be able to discuss the basic concepts of statistical sampling; explain the criteria for a valid statistical sample; differentiate between variable and attribute sampling; discuss the difference between dollar unit and physical unit sampling; determine the proper sample selection method and stratification method to use on an audit; select a statistical sample using the EZ-Quant statistical analysis software; and evaluate the results of a statistical sample using the EZ-Quant software.

Course Length: 5 class days
Method of Delivery: Resident

Distance Learning or Facilitated/Online Resident/Local

AUD 5614

Fundamentals of Auditing Information Systems

Learn the standards and tools involved in performing the computerized aspects of internal control reviews and to identify information technology cost allocation methodologies.

Course Length: 5 classroom days
Method of Delivery: Resident

AUD 5651

Retrieving and Analyzing Electronic Data Using SAS

Upon completion of this course, students will be able to know and use Base SAS software to: read different types of electronic data, sort, compute, summarize, create subsets of data, merge multiple data files together, and print reports using the SAS data step and the SAS Sort, Means, and Print procedures.

Course Length: 5 classroom days
Method of Delivery: Resident

AUD 6115

Effective Report Writing

Learn how to write quality audit reports and explain the audit process by which they are generated. This course examines the audit process and relates the audit report to this process. The audit process includes communication (writing techniques), planning (audit program), working papers (conclusion/note), the audit report (purpose, attributes), and follow-up.

Course Length: 5 class days
Method of Delivery: Resident

AUD 6220

Auditor Interview and Interpersonal Reactions

Course teaches students how to improve communications with contractor, procurement, and DCAA personnel. Learn how to identify interpersonal challenges in the audit environment; develop a model of communication and discuss the various components; describe effective listening guidelines and barriers; recognize the difference between positive and negative manipulation; identify the four communication styles and discuss the characteristics of each style; identify a systematic approach for effective interviews; identify expressed and wanted behavior with respect to inclusion, control, and affection. Demonstrate understanding of course concepts through role-plays.

Course Length: 5 class days
Method of Delivery: Resident

AUD 6240

Oral Presentation Workshop

This course offers instruction in making informative and persuasive presentations. Students will be able to describe to an audience the assertions in their audit reports; effectively use common visual aids; employ bridging techniques when answering tough discussion questions; use techniques to decrease stage fright; explain and apply professional nonverbal modes of communication.

Course Length: 5 class days
Method of Delivery: Resident

AUD 8414

Leadership Skills

Course explores how communication and relationship skills tie into the DCAA's Core Values of Integrity, Mutual Respect, Trust, Excellence, Accountability, and Teamwork. The course also explores the DCAA leadership principles of exhibiting a positive attitude, being involved, communicating interactively, modeling professionalism, demonstrating ethical behavior, responding flexibly, acting decisively, and showing responsibility.

Course Length: 5 class days
Method of Delivery: Resident

AUD 8564

Administration and Management of Audits for Supervisors

Here students will learn to prepare a program plan; prepare and manage an operating plan; prepare reimbursable billings; use the DCAA Management Information System (DMIS) to set up an assignment; document supervisory review, including initial and interim guidance and final review comments. They will use DMIS in disposition assignments, including incurred cost and forward pricing; calculate audit statistics for incurred cost and forward pricing (i.e., questioned cost, dollars, examined, Auditable Dollar Volume (ADV), net savings, etc.); describe the Price Negotiation Memorandum (PNM) follow-up process. Learn to identify critical reports available for managing the life cycle of audits.

Course Length: 5 class days
Method of Delivery: Resident

AUD 8565

Supervision

This course stresses the importance of employee development and active supervisory involvement in achieving DCAA's goal to deliver quality audits, and to discuss a broad range of human resource topics..

Course Length: 5 class days
Method of Delivery: Resident

AUD 8611

EEO for Supervisors

Upon successful completion of this course, the student will be able to understand Equal Employment Opportunity-related issues commonly faced by supervisors, EEO laws and the complaints process. The student will be able to define sexual harassment and understand the supervisor's role in preventing it. The student will be able to understand procedures and resources for providing reasonable accommodations.

Course Length: About 1.5 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 8655

Human Resources for Supervisors

The student will learn to understand and comply with human resource policies and regulations. The course provides the supervisor with an understanding of the Merit System Principles, prohibited personnel practices, position classification, staffing and recruiting, employee development, performance management, disciplinary actions, leave, grievances, labor relations, employee records, emergencies and quality of work life programs.

Course Length: About 4 hours
Method of Delivery: CD-ROM for non-DCAA personnel

AUD 9201

New Employee Ethics

Required reading for all new DCAA employees.

Course Length: About 1 hour
Method of Delivery: Distance learning