Defense Acquisition University

2017 Catalog

www.dau.mil

Foundational Learning
Workflow Learning
Performance Learning

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

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 better acquisition outcomes, now and in the future.

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Introduction

The Defense Acquisition University

Message from the President

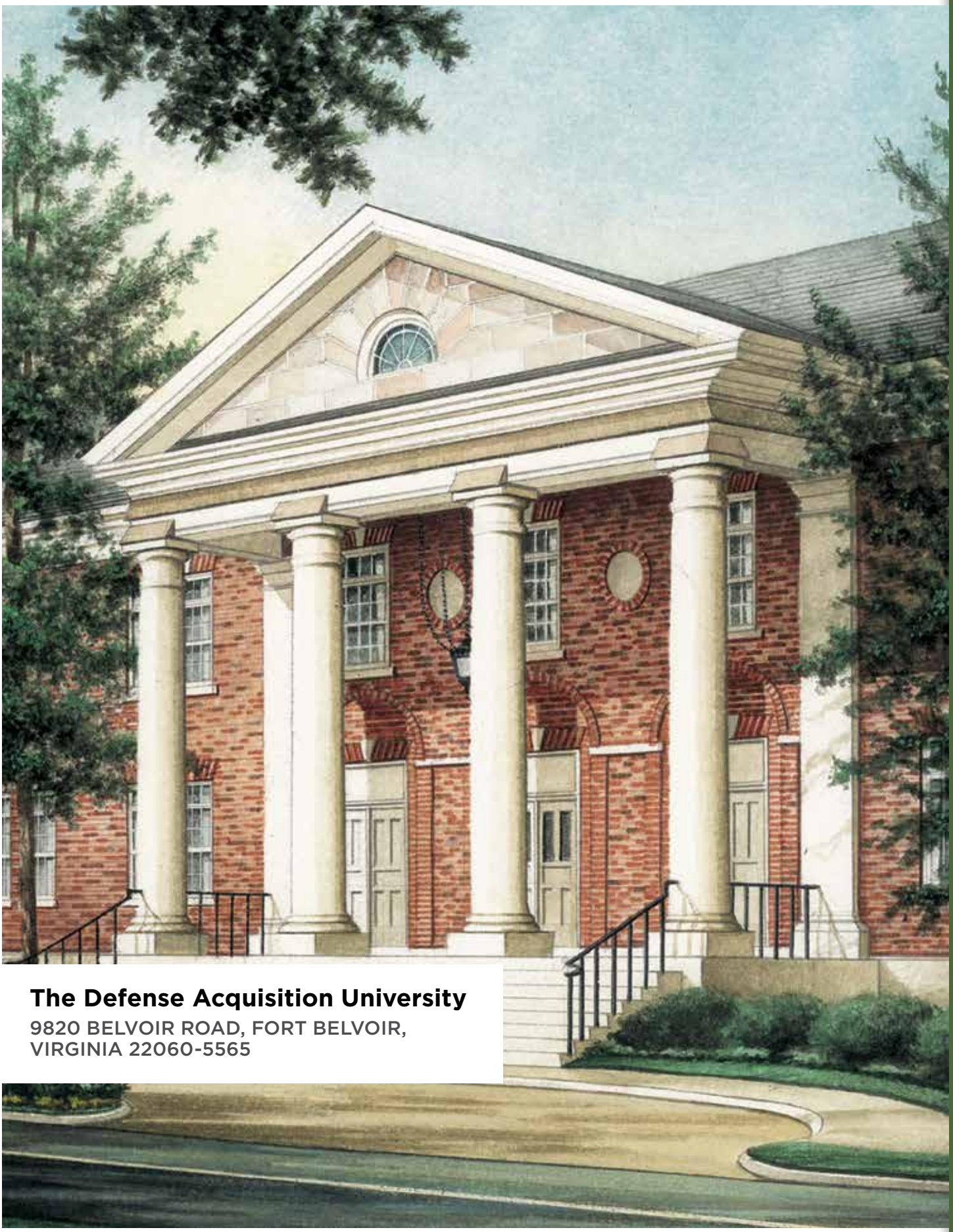
At the Defense Acquisition University, our staff and faculty are dedicated to providing the Defense Acquisition Workforce the training they need to ensure that our Nation's warfighters are capable of defeating our adversaries. We support defense acquisition professionals through online and resident courses, job support tools and resources, and assistance tailored to an organization's specific needs.

Because defense acquisition is complex and dynamic, we continuously update our curriculum to incorporate new policies, guidance from senior leaders, proven acquisition program practices, and the latest job support tools. In this catalog, you'll find information about certification training courses to help meet Defense Acquisition Workforce Improvement Act requirements for all certification levels. But DAU provides much more than courses. The catalog also highlights virtual environments that host learning assets and encourage knowledge sharing and collaboration. Additionally, overviews of our continuous learning modules and mission assistance workshops are located in the appendices at the end of the catalog.

Supporting the warfighter requires that individuals and organizations adjust to developing situations quickly. Not only do we consistently update our curriculum and improve our learning assets to ensure the most up-to-date information is available right at your fingertips, but as technology advances, we also explore new content delivery methods to meet the changing needs of the workforce. By taking advantage of new technologies, we are able to create learning environments that provide students opportunities to gain the knowledge and understanding they need while reducing time away from the job.

The knowledge and experience of our faculty, and the availability and effectiveness of our tools, combine to help give Defense Acquisition Workforce members the resources they need to shape the future of defense acquisition and improve the capabilities of our warfighters.

James P. Woolsey
President
Defense Acquisition University



The Defense Acquisition University
9820 BELVOIR ROAD, FORT BELVOIR,
VIRGINIA 22060-5565

WHAT'S NEW

LEARNING ASSETS

Small Business
In 2014, the Under Secretary of Defense for Acquisition, Technology, and Logistics established the Small Business career field. Small Business professionals (SBPs) are charged with helping the acquisition workforce to make the best use of small business capabilities in DoD acquisitions and ensuring the technological superiority of DoD, while also protecting and strengthening the defense industrial base. The DoD Office of Small Business Programs (OSBP) has created a qualification framework that outlines a clear track for career advancement for SBPs, from the point of entry through executive leadership positions. As part of this professionalization, OSBP is creating Certification Training Standards and a Core Plus Development Guide that will give SBPs the opportunity to receive training throughout three certification levels that combine existing DAU courses from other career fields with nine new Small Business-specific courses. The new courses emphasize and integrate tools to be used on the job as well as collaboration with other SBPs. Key themes in the training will be the role of the SBP as a trusted business advisor, providing valuable information to the acquisition team, and proactively supporting small businesses at both the prime and subcontracting levels throughout the acquisition process.

Business Career Field
DAU is pleased to announce several improvements in the Business Financial Management and Business Cost Estimating certification programs. In FY 2017, BCF 103 (Fundamentals of Business Financial Management) will be replaced with BCF 110 and maintain the same name. This course was redesigned to introduce several new topics to the workforce and to provide an immersive and engaging learning experience of the planning, programming, budgeting, and execution (PPBE) process via a simulation-based capstone exercise. During the PPBE capstone, students will experience realistic, scenario-based learning as they face day-to-day challenges that acquisition professionals typically encounter as a budget analyst within a major defense acquisition program office. The PPBE capstone exercise includes numerous related, competency-based, videos that were designed as additional job aids to engage the student and enhance the learning experience.

In addition, the Business Cost Estimating community may look forward to two new, redesigned, 100-level courses: BCF 106 (Fundamentals of Cost Analysis) will be replaced with BCF 130 and will retain the same name; BCF 107 (Applied Cost Analysis) will be replaced with BCF 131 and also will retain the same name. Each of these courses has been revamped to address topics such as price escalation, CADE data repository, and several other topics. Furthermore, BCF 250 (Applied Software Cost Estimating) will be introduced to the workforce to replace the old BCF 208.

Also in FY 2017, the Business functional community will deploy six new continuous learning modules: CLB 035 (Statistical Analysis), CLB 036 (Foreign Military Sales), CLB 037 (Defense Working Capital Fund), CLB 038 (Comparative Analysis), CLB 039 (Basic Terminology), and CLB 040 (Should Cost Management). Each of these modules will be deployed to support the ongoing competency development of workforce members in the Business career field.

Cybersecurity
DAU's Engineering and Technology Center is developing training resources on cybersecurity. Already fielded is a continuous learning module, CLE 074 (Cybersecurity Throughout DoD Acquisition). Two Program Planning Protection (PPP) courses are also under development. ACQ 160 (Program Protection Planning Awareness) is a 24-hour distance learning course intended for the broad acquisition audience, while ENG 260 (Intermediate Program Protection Planning) will use a flipped classroom approach with both distance learning and classroom components to allow students to apply the principles of PPP. A distance learning course on the Risk Management Framework (ISA 220) is also under development with a projected release in February/March

of 2017. In early 2017, Defense Acquisition Workforce members should also be on the lookout for new continuous learning modules on Software Assurance and Supply Chain Risk Management for ICT systems.

Knowledge Repository
DAU is launching a new knowledge repository, designed and populated with a variety of databases and resources useful to the Defense Acquisition Workforce. Examples include:

- **Public domain databases such as Congress.gov, Congressional Research Service, and GAO reports**
- **Licensed subscriptions such as Defense Daily—Virtual Analyst, EBSCOhost academic and business e-book collections, Gale Virtual Reference Library, Gale Newsvault, and ProQuest Military Collection**
- **DAU-generated products such as MDAP/MAIS LibGuides and DoD/Cyber Agency visualizers**

Go to http://dau.libguides.com/daukr to see everything that is available.

Logistics
To ensure currency, quality, and alignment with DoD policy, guidance, and process evolution, three DAU logistics courses have undergone major revisions: LOG 204 (Configuration Management), LOG 235 (Performance-Based Logistics), and LOG 340 (Life-Cycle Product Support).

Emphasis has been placed on more tightly aligning and integrating ACQuipedia articles, continuous learning modules, and training courses on logistics with other web-based learning assets such as the product support analytical tools database, the integrated product support implementation roadmap, the PSM Toolkit, the Logistics Community of Practice), and the Performance-Based Logistics Community of Practice. Given the potentially profound ramifications of additive manufacturing (3D printing) on DoD product support and supply chain management, the DAU logistics team also has launched a new Additive Manufacturing Community of Practice, a series of hosted additive manufacturing-focused training videos, and a new additive manufacturing-focused ACQuipedia article. The team is working closely with the Service and OSD staffs to ensure current information on this rapidly evolving, transformative technology.

NEW DAU.MIL

Be on the lookout for DAU's new Web site, launching in FY 2017. This more interactive and intuitive site will bring together the content from the current www.dau.mil, the Acquisition Community Connection (acc.dau.mil), and parts of the Defense Acquisition Portal (dap.dau.mil) with more content being added throughout FY 2017. The new site will include a robust search engine to help you quickly find information, resources, and tools to help in the classroom and back at your workplace. The launch will also include a host of new content and features including:

- **The *Defense Acquisition Guidebook* (*DAG*) updated to reflect the new DoD Instruction 5000.02**
- **The updated *DAG* and other DAU guidebooks and handbooks provided as mobile-ready, online books that allow you to take notes, bookmark, and download to mobile device e-readers**
- **More cybersecurity information, including ACQuipedia articles, tools, videos, and a community of practice**

The new DAU.mil will be your one-stop-shop for all things acquisition.

WHAT'S NEW

SOCIAL MEDIA

Ten years ago, access to social media required a computer. Today's mobile devices conveniently put the Internet in everyone's hands. The widespread use of social media, which provides users a sense of instant access to information and opinions, instills an expectation for fast and relevant two-way communication; government organizations that communicate through social media must meet their customers' expectations to remain relevant or risk losing their audience. As a leader in training for the Department of Defense, DAU is no exception, and is actively building its social media presence. Working through multiple social media platforms enables the university to connect directly with its customers and stakeholders.

If you have any questions or suggestions for DAU's social media team, email communications@dau.mil.

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 and to the Department of Defense. Check us out at www.facebook.com/DAUnow.

Twitter
The official DAU Twitter account, @DAUnow, allows workforce members to keep up with the latest policy discussions, course offerings, events, facility closings, system outages, and other Defense and acquisition news in 140 characters or less. To join the active conversation, follow the university at https://twitter.com/daunow.

Flickr
The photo-hosting Web site Flickr allows DAU to give users a glimpse into life at the university and to share high-resolution photos of acquisition award winners. Take a look at www.flickr.com/defenseacquisitionuniversity.

LinkedIn
DAU's primary organizational page on LinkedIn can be found at https://www.linkedin.com/company/defense-acquisition-university?trk=company_name; however, LinkedIn also provides an interest group page, where DAU users are able to communicate with professional contacts, creating a community where acquisition workforce members can network, share, and learn from one another. DAU's interest group page on LinkedIn welcomes users at www.linkedin.com/groups/Defense-Acquisition-University-4556755.

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


U.S. AIR FORCE

Section 1

The Defense Acquisition University

The Defense Acquisition University

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; and online, self-paced, continuous learning modules; as well as rapid deployment training to train the workforce quickly on new acquisition policy and initiatives. Additionally, DAU supports acquisition workforce members on the job through online knowledge sharing resources, communities, and job support tools. We also support acquisition organizations through our mission assistance program, consisting of consulting, executive coaching, and leadership development; acquisition workshops; and job-relevant applied research.

OUR ACCREDITATION

The Defense Acquisition University is accredited by the Commission of the Council on Occupational Education (COE). DAU selected 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 it was reaffirmed in 2008 and 2014.

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). DAU chose to become an AP because IACET's commitment to promoting quality education aligns with the university's mission to develop qualified professionals. 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.

DAU has been accredited as an Authorized Provider by the International Association for Continuing Education and Training (IACET)

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 http://www.dau.mil/training/Pages/studentinformation.aspx.

OUR HISTORY

The Defense Acquisition Workforce Improvement Act (DAWIA), Public Law 101-510, Title 10 United States Code (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 providing specialized training to the Defense Acquisition Workforce members no matter where they are located.

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 responsible for the overall leadership and direction of DAU and reports to the Assistant Secretary of Defense for Acquisition. The DAU president directs all of the acquisition education activities of the university, including training, continuous learning, mission assistance,

research, knowledge sharing, and strategic partnerships. Additionally, he directs the internal activities necessary for DAU to deliver learning assets. These include strategic planning, performance and resource management, human resources, curricula development, and e-learning and technology analysis and acquisition.

The vice president assumes the president's duties when the president is unable to perform them. The vice president is responsible for mission execution and for overseeing the university's product development and delivery elements.

The chief of staff is responsible for mission execution and for overseeing the university's product delivery elements, including operations, acquisition services, human resources, and information technology. The chief of staff also supervises those elements of the Office of the President responsible for strategic planning, annual performance planning and assessment, accreditation, the Board of Visitors, corporate communications, strategic partnerships, learning analytics, and leadership support.

The director of Performance and Resource Management is responsible for the evaluation and performance measurement of all of our products and services as well as the financial management of the university. The director chairs the DAU Resource Council, which is responsible for setting financial priorities for the university. The director maintains the course schedule and workload system for the university and provides financial management analysis and a centralized programming and budgeting system to control the allocation of resources for conducting defense acquisition training, research, and publication activities.

The director of the Foundational Learning Directorate is responsible for curricula policy interfaces and interrelationships. The director develops and manages learning assets, including certification and Core-Plus resident and online courses and continuous learning modules; develops course content and determines delivery methods; and prepares course materials. The director coordinates delivery of distance learning and manages the operation of the learning management system and the curriculum authoring/revision tool. The director 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 institutions. The director also is responsible for faculty professional development.

The director of the Workflow Learning Directorate (WLD) reports to the DAU vice president and provides oversight and engagement opportunities in Workflow Learning. Building on foundational learning concepts, Workflow Learning provides the defense acquisition community with focused resources, communities of practice, and job support tools that enable learning in and beyond the classroom. The director develops, manages, and promotes WLD-owned workflow learning assets, and assists with the development, management, and promotion of assets owned by other business units. These assets include ACQuipedia, Communities, Job Support Tools, Ask A Professor, Video, KR Resources, Lunch and Learn, and many others. The director is also jointly responsible for the creation of the redesigned DAU.mil Web site and for the governance and training aspects of the transition.

The director of the Performance Learning Directorate (PLD) is responsible for aligning all DAU performance learning activities with the Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics and with DAU goals and priorities. The director coordinates with the associate deans for Outreach and Mission Assistance at each of the regions and at Defense Systems Management College for mission assistance efforts. The director also is responsible for the operation and maintenance of the DAU Knowledge Repository and Acker Archives (formerly the David D. Acker Library).

The director of Strategic Planning and Learning Analytics is responsible for developing the strategic plan and annual performance plan for the university. The director is also responsible for

end-of-course/event survey administration, data collection and analysis, and program evaluation of learning assets at each of the four levels in the Kirkpatrick model.

The director of Human Resources advises the president, vice president, and chief of staff on the appropriate implementation of DAU's human capital goals and objectives. The director formulates the DAU Human Capital Plan and is responsible for managing workforce planning, recruiting and hiring, employee retention, and performance measurement and appraisal.

The director of the Operations Support Group oversees logistics support, facilities maintenance, protocol and operations, video services, and visual arts and press. The director also chairs the DAU Facility Council, which reviews major facility issues and initiatives and is responsible for setting priorities and approving large facility projects or expansions/changes.

The director of Information Technology (IT) oversees all computer and information systems at DAU, including hardware, software, firmware, infrastructure, Local Area Network, Wide Area Network, telecommunications, and continuity of operations. The director is responsible for daily operations and maintenance of the IT infrastructure; procurement of IT equipment and supplies; operation of the Help Desk; Web and application development, database management, and data integration; network and information security; and system certification and accreditation. The director of IT also serves as the chief information officer (CIO), providing advice to DAU leadership to ensure that information resources are acquired, used, and managed in accordance with DoD Directive 8000.01. The CIO sets corporate-wide information resource policies and chairs the DAU Technology Council.

The director of Acquisition Services (AS) oversees acquisition activities across the university, providing a centralized organization for the management of acquisition requirements. The DAU centralized hub for supplies and services, AS is responsible for ensuring the use of best practices and ensuring that DAU processes are aligned with DoD Instruction 5000.74, Defense Acquisition of Services. In this regard, it assists the DAU president in guaranteeing the appropriate, efficient, and effective acquisition of contracted services in support of the university. In collaboration with the other business units, AS creates acquisition strategies and develops ready procurement packages tailored for DAU's supporting procurement office partners. It also manages a variety of delegated procurement authority, including the Government Purchase Card (GPC) for micro-purchases.

The general counsel provides policy guidance and serves as the attorney-advisor for administrative and civil law matters. The general counsel furnishes legal advice and opinions, decisions, and services arising out of the administration and operation of the university, including civilian personnel; Freedom of Information Act and Privacy Act matters; use of appropriated and nonappropriated funds; standards of conduct and conflicts of interests; questions relating to congressional inquiries; fiscal law; memoranda of agreements/understanding; and review and revision of DAU regulations.

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.

The industry chair provides insight to the president, faculty, and students regarding international acquisition and defense industry motivations, concerns, and attitudes. The industry chair also assists with the placement of industry students in select DAU resident courses and helps DAU obtain guest speakers from the defense industry for classes, conferences, symposia, and other forums.

The regional branch deans are responsible for leading, planning, mission execution, and management in their respective regions. They develop DAU-aligned internal regional policies and procedures as necessary to manage their regions effectively; to deliver acquisition training courses, focused training, and mission assistance to customers using the most effective and efficient means; and to support curricula

development, continuous learning, and knowledge sharing efforts.

The dean of DSMC is responsible for the operation of the college, which provides professional education to selected military officers and civilian personnel in all facets of defense systems management. The dean develops, manages, plans, schedules, and conducts executive program management; assignment-specific, international, and requirements courses; and executive-level continuing education and mission assistance to support the Defense Acquisition Workforce. The dean also coordinates the university's applied research program and products and supervises the Leadership Learning Center of Excellence.

The dean of the College of Contract Management is responsible for developing, maintaining, and delivering a full range of curricula, course offerings, and associated educational development opportunities for specific areas in Contract Management (CM). These areas include contracting, engineering and analysis, aircraft operations, and portfolio management and integration. The dean advises the director of the Defense Contract Management Agency and the DAU president on matters of CM workforce career development, management, and training.

The 4th Estate director of acquisition career management (DACM) is responsible for providing policies, guidance, and oversight to the 4th Estate components (i.e., DoD components outside the military departments) to ensure uniform implementation of DAWIA. The DACM also represents the 4th Estate as a member of the Senior Steering Board and the Workforce Management Group.

ORGANIZATIONS COLOCATED WITH DAU

The director of Human Capital Initiatives performs Defense Acquisition Workforce strategic analysis and human capital planning for the OUSD(AT&L).

The Federal Acquisition Institute facilitates and promotes career development and strategic human capital management for the civilian acquisition workforce.

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 on real-world experience to 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 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 in the areas of public affairs, protocol, administration and logistics, publications management and graphic design, and academic support to all of DAU. The university's skilled staff is essential to ensuring each student receives a positive experience at DAU.

OUR FACILITIES

DAU facilities reflect the university's commitment to providing an integrated, interactive learning environment. The university's capabilities include the following:

- **Almost 100 classrooms located throughout the university's regions and college campuses**
- **More than 175 breakout rooms that can be used for small group discussions during classes**
- **More than 2,200 laptops available for classrooms, providing each student a computer**
- **Multiple TelePresence sites, allowing professors to connect remotely to classes and students**
- **A 400-seat main conference center**
- **Numerous small conference rooms, seating 25 to 100 people each**

DAU Leadership

Mr. James P. Woolsey
President

Ms. Joanne Schoonover
Vice President

Mr. Joseph Johnson
Chief of Staff

Mr. Mark Whiteside
Director, Performance and Resource Management

Dr. Chris Hardy
Director, Strategic Planning and Learning Analytics

Ms. Meg Hogan-Roy
Director, Human Resources

Mr. Leo Filipowicz
Director, Operations Support Group

Mr. Tim Hamm
Director, Information Technology/ Chief Information Officer

Mr. Robert Morris
Director, Acquisition Services

Mr. Timothy Wray
General Counsel

Mr. Richard Hoeferkamp
Pentagon Liaison

Mr. William Parker
Director, Foundational Learning Directorate

CAPT Michael Hocker, USN
Director, Workflow Learning Directorate

Mr. John Higbee
Director, Performance Learning Directorate

Dr. Kevin R. Carman
Dean, West Region

Mr. Travis Stewart
Dean, Midwest Region

Mr. Mark Lumb
Dean, South Region

Mr. Scott Ilg
Dean, Mid-Atlantic Region

Vacant
Dean, Capital and Northeast Region

Mr. Patrick Wills
Dean, Defense Systems Management College

Dr. Kurt Stonerock
Dean, College of Contract Management

Mr. Robert Daugherty
4th Estate DACM

Mr. Tom Davis
Industry Chair

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.

VADM David Venlet, USN (Ret.)
Chairperson

Ms. Caroline Avey
Senior Learning Strategist,
The Regis Company

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

Mr. E. J. "Gene" Fraser
Vice President for Programs,
Quality and Engineering,
Northrup Grumman Corporation

Mr. Kimo Kippen
Chief Learning Officer,
Hilton Worldwide University

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. Robert Mosher
Chief Learning Evangelist,
APPLY Synergies

LTG William Phillips, USA (Ret.)
VP, Army/SOF, Huntsville
Customer Engagement, Boeing

Ms. Anne Reed
President,
Anne Reed Consulting

Dr. Allison Rossett
Professor Emerita, San Diego
State University

Mr. Charlie E. Williams, Jr.
President, CWilliams LLC

DAU West Region

www.dau.mil/Locations/default.aspx

DAU West Region is the primary acquisition learning location for 30,013 Defense Acquisition Workforce professionals in the western United States and the Pacific Rim. The headquarters of DAU West Region is strategically positioned in San Diego to support a large presence of Defense Acquisition Workforce personnel. From its ideal location on the west coast, San Diego serves as the anchor for a region that is poised to meet the growing needs of a diversified acquisition community seeking a variety of learning opportunities inside and outside the classroom. The region also has extended learning sites in Hill Air Force Base, UT; El Segundo, CA; Port Hueneme, CA; and Pearl Harbor, HI.

The region's primary customers include Space and Naval Warfare Center; U.S. Air Force Nuclear Warfare Center; Air Force Space and Missile Systems Center; Ogden Air Logistics Complex; Navy Facilities Engineering Command; Air Force Space Command; and various other acquisition-centric organizations.

DAU has numerous partnerships with colleges and organizations in West Region. A list of all DAU partnerships can be found at www.dau.mil/aboutDAU/Lists/StrategicPartnership/itemdv.aspx.

LOCATIONS

DAU West Region
San Diego, CA
33000 Nixie Way, Bldg. 50, Suite 345
San Diego, CA 92147-5117
619-524-4800, DSN 524
Fax: 619-524-4794

Extended Learning Sites:
Hill Air Force Base, UT
6022 Fir Avenue, Bldg. 1238
Hill AFB, UT 84056
801-775-3518

El Segundo, 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 161-C
239 Lexington Boulevard
Pearl Harbor, HI 96860
808-472-1937

San Diego, California

HAVE QUESTIONS? CONTACT dauwest@dau.mil

DAU West Region
33000 Nixie Way, Bldg. 50, Suite 345
San Diego, CA 92147

DAU Midwest Region

www.dau.mil/Locations/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, OH. There are three extended learning sites within the region, located in Columbus, OH; Rock Island, IL; and Sterling Heights, MI. The region supports the training needs of 21,000-plus workforce members throughout a 13-state area.

The DAU Midwest Region faculty and staff members focus on teaching, curriculum development, research, mission assistance (targeted training, consulting, and partnering with agencies), and workflow learning. Their agenda includes working with organizations within the region and staying current on all major acquisition 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, and at customer sites across the United States and worldwide when required. The region's faculty supports 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 13-state area, the DAU Midwest Region serves multiple Department of Defense and other federal organizations. In addition, DAU has numerous partnerships with colleges and acquisition organizations in the Midwest Region. A list of all DAU partnerships can be found at www.dau.mil/aboutDAU/Lists/StrategicPartnership/itemdv.aspx.

LOCATIONS

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

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

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

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

Kettering, Ohio

HAVE QUESTIONS? CONTACT daumidwest@dau.mil

DAU Midwest Region
3100 Research Boulevard, Pod 3, 3rd Floor
Kettering, OH 45420

DAU South Region

www.dau.mil/Locations/default.aspx

With its headquarters in 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 DAU 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 diverse 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, access to nearby shopping, a wide variety of dining facilities, and hotel accommodations.

In addition to the Huntsville campus, extended learning sites 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 South Region. A list of all DAU partnerships can be found at www.dau.mil/aboutDAU/Lists/StrategicPartnership/itemdv.aspx.

LOCATIONS

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

Extended Learning Sites:
Eglin AFB, FL
Defense Acquisition University
96 FSS/FSDE (Bldg. 871)
108 N. McCarthy Avenue
Eglin AFB, FL 32542
850-882-8785
Fax: 850-882-6384

Warner Robins, GA
Defense Acquisition University
80 Cohen Walker Drive
Bldgs. C and H
Warner Robins, GA 31088
478-218-3224
Fax: 478-988-6829

Huntsville, Alabama

HAVE QUESTIONS? CONTACT dausouth@dau.mil

DAU South Region
7115 Old Madison Pike
Huntsville, AL 35806

DAU Mid-Atlantic Region

www.dau.mil/Locations/default.aspx

The DAU Mid-Atlantic Region headquarters is strategically located in the town of California, MD, just 7 miles from the Patuxent River Naval Air Station. The headquarters offers a state-of-the-art training facility that includes a telepresence capability. The site has ample parking, a fitness center, and convenient access to nearby hotel accommodations, shopping, and dining. Mid-Atlantic Region also has three additional extended learning sites, which are located in Chester, VA; Norfolk, VA; and Sembach, Germany.

The faculty and staff of Mid-Atlantic Region serve a Defense Acquisition Workforce of approximately 29,000 members, and concentrate their efforts on teaching, research, and mission assistance (targeted training, consulting, and partnering with agencies). The region's faculty members also have extensive acquisition knowledge and background, which enables them to engage actively with our students and customers, sharing real-world experience across multiple functional areas to support improved acquisition outcomes.

The region's largest customers are Naval Air Systems Command; Program Executive Officer, Tactical Programs; Program Executive Officer, Assault and ASW Programs; Program Executive Officer, Unmanned Aviation and Strike Weapons; the Defense Commissary Agency; Defense Logistics Agency; Defense Contract Management Agency; Langley Air Force Base; U.S. Army Training and Doctrine Command; Space and Naval Warfare Systems 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 Mid-Atlantic Region. A list of all DAU partnerships can be found at www.dau.mil/aboutDAU/Lists/StrategicPartnership/itemdv.aspx.

LOCATIONS

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

Extended Learning Sites:
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

Sembach, Germany
Defense Acquisition University
Sembach Kaserne
Bldg. 213
Sembach-Heuberg, Germany 67681
011-49-611-143-542-6502, DSN 313-496-7404
Fax: 011-49-611-143-542-6504

California, Maryland

HAVE QUESTIONS? CONTACT daumidatlantic@dau.mil

DAU Mid-Atlantic Region
23330 Cottonwood Parkway, Suite 200
California, MD 20619

DAU Capital and Northeast Region

www.dau.mil/Locations/default.aspx

Headquartered at Fort Belvoir, VA (with extended learning sites at Aberdeen Proving Ground, MD; Hanscom Air Force Base, MA; and DLA Troop Support–Philadelphia, PA), DAU Capital and Northeast Region (CNE) provides acquisition training, workflow learning (resources in the form of tools, processes, and training aimed at providing assets that address specific on-the-job issues), and performance learning services (workshops and consulting) to a varied customer base. CNE's cadre of seasoned professionals brings an assortment of experiences and expertise from diverse acquisition backgrounds, reflecting the diversity inherent in the region. The region serves the needs of more than 35,000 Defense Acquisition Workforce members. Due to its location in the national capital area, key customers include the Army, Navy, Air Force, Marines, and multiple defense agencies, along with numerous other federal agencies.

CNE Region's main campus is continuing to undergo extensive upgrades to infrastructure to provide a state-of-the-art learning environment for students and faculty alike. In addition to classroom upgrades, the campus has an on-site fitness center and cafeteria for student convenience. Situated in close proximity to the Nation's Capital, students have the opportunity to explore many of our national assets: the White House, Arlington National Cemetery, the Washington Mall, and a host of other sites.

DAU has numerous partnerships with colleges, universities, and training organizations in Capital and Northeast Region. A list of all DAU partnerships can be found at www.dau.mil/AboutDAU/Lists/StrategicPartnership/AllItems.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
Operational Status: 800-845-7606, Option 1

Extended Learning Sites:
Aberdeen Proving Ground
6175 Guardian Gateway, Suite S
Aberdeen Proving Ground, MD 21005
410-272-9470
Fax: 410-272-9479
Operational Status: 410-278-SNOW (7669)

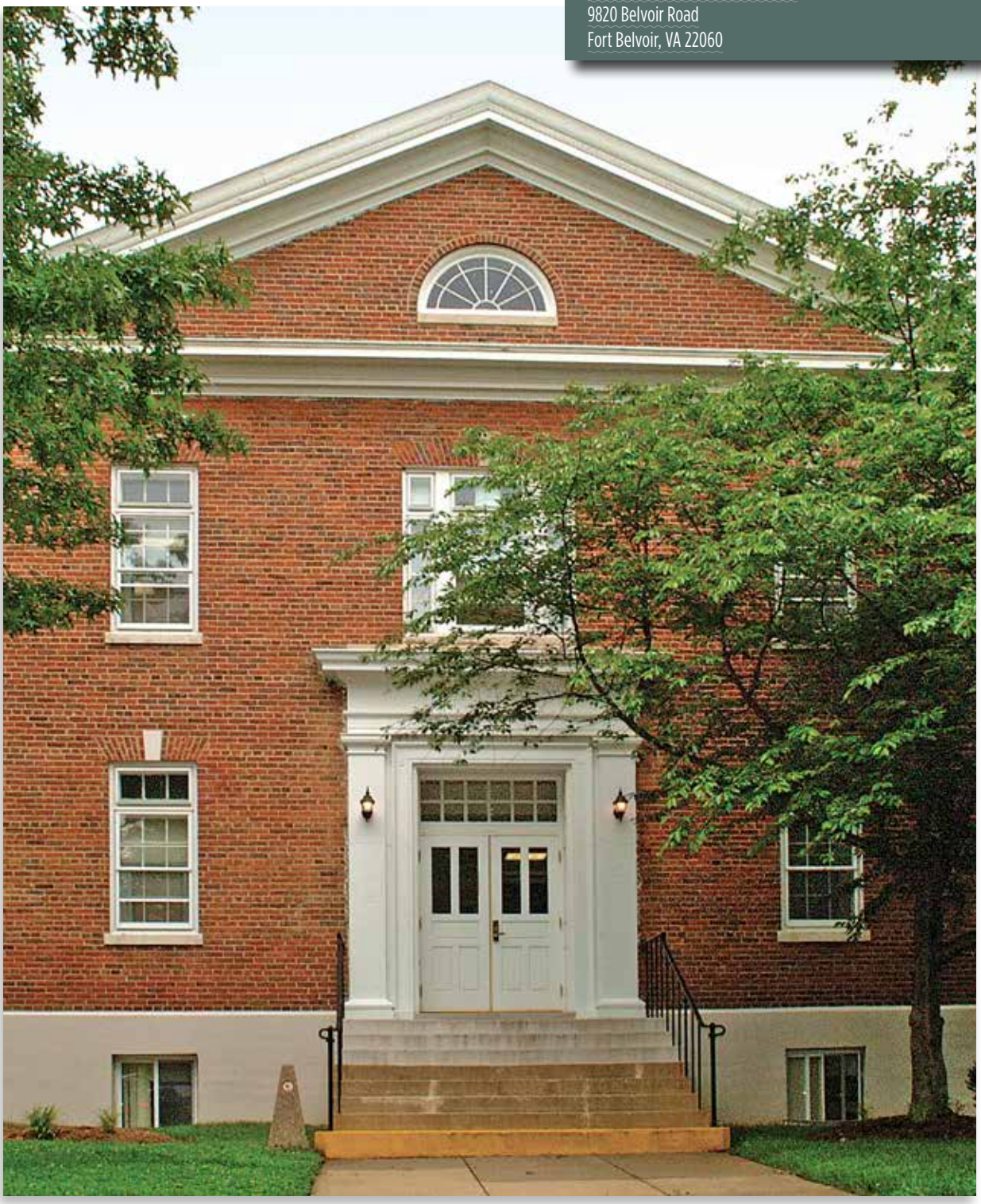
Hanscom Education and Training Center
29 Chennault Street, Bldg. 1728
Hanscom AFB, MA 01731
781-225-5942
Fax: 781-225-2557
Operational Status: 781-225-COLD (2653)

DLA Troop Support—Philadelphia
700 Robbins Avenue, Bldg. 5
Philadelphia, PA 19111-5092
215-737-0416
Operational Status: 215-697-1115

Fort Belvoir, Virginia

HAVE QUESTIONS? CONTACT daucne@dau.mil

DAU Capital and Northeast Region
9820 Belvoir Road
Fort Belvoir, VA 22060



Defense Systems Management College

www.dau.mil/Locations/default.aspx

Colocated with DAU Headquarters at Fort Belvoir, VA, the Defense Systems Management College (DSMC) is chartered to provide requirements management, international acquisition management, and executive-level acquisition management training; consulting/mission assistance; and online tools, job aids, and knowledge sharing. DAU's Leadership Learning Center of Excellence is an integral part of DSMC.

The faculty, composed of former DoD and industry program managers and other senior acquisition practitioners, develops, manages, and teaches a dynamic curriculum and mentors course participants before, during, and after their DSMC in-residence experience.

Executive-level courses are tailored to meet the needs of senior leaders in the DoD. Requirements management courses meet the congressionally mandated certification training for the workforce and leaders who identify and establish DoD warfighting capability needs. International offerings include courses and seminars that promote excellence in structuring, negotiating, and executing international programs. The Leadership Learning Center of Excellence offers a portfolio of leadership courses for Defense Acquisition Workforce leaders and manages DAU's Executive Coaching program.

Emphasizing learning and support to senior and executive acquisition leaders, and to international and requirements management communities, DSMC provides products and services across the AT&L Acquisition Learning Model, including foundational, workflow, and performance learning.

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

Defense Systems Management College
9820 Belvoir Road
Fort Belvoir, VA 22060

College of Contract Management

www.dau.mil/Locations/default.aspx

Established in FY 2012, the College of Contract Management (CCM) is chartered to develop and provide training in support of the Defense Contract Management Agency (DCMA) acquisition workforce. The college's efforts directly support DCMA's delivery of actionable acquisition insight from the factory floor to the front line, around the world, enabling the defense acquisition enterprise to produce the right product or service (quality), at the right time (delivery), and at the right price (value).

In FY 2015 the CCM fielded 11 new courses. At year end, the college had a total of 23 courses fielded, supporting professionals working in quality assurance, industrial manufacturing, software engineering, earned value management, and aircraft operations. More than 25 additional courses supporting these or other functional areas such as contract administration, pricing, and engineering were in development at year's end.

During FY 2015, the college also fielded initial workflow learning assets consistent with DCMA's desire that the college develop and deliver not only courses but assets that provide their workforce with topic-specific training or job support tools available at the moment of need, whether from their desks or on the factory floor.

Although CCM courses are designed with DCMA-defined content to meet the training needs of DCMA acquisition professionals, many of the courses are proving to be highly attractive to acquisition professionals in the military Services and other agencies who are also performing post-award contract management functions. In FY 2015, the CCM had more than 2,200 non-DCMA Defense Acquisition Workforce graduates and over 150 industry graduates from one of nine CCM courses that have been made available to non-DCMA personnel to date.

LOCATION

College of Contract Management
Rivers Bend East Office and
Technologies Center
13205 N. Enon Church Road
Chester, VA 23836
804-416-9340

Fort Lee, Virginia

HAVE QUESTIONS? CONTACT dauccm@dau.mil

DCMA Rivers Bend Facility
13205 N. Enon Church Road
Chester, VA 23836

Section 2

DAU's Learning Assets

DAU's Learning Assets

As the Defense Acquisition Workforce's premier learning and development center, DAU aligns its certification training with the specific career field requirements developed by the 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 global learning environment at the point of need. All DAU's services, individually and in combination, support the workforce throughout a professional's career, from entry level to senior leadership. The overview that follows summarizes DAU's numerous services.

FOUNDATIONAL LEARNING

Foundational learning gives the workforce long-term knowledge and habits of mind through structured learning in training courses, continuous learning modules, and rapid deployment training. This learning is essential to the long-term success of everyone in the workforce.

Training
DAU delivers training courses for each of the acquisition career fields 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 of 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. For updates to these course descriptions during the training year, consult the online version of the catalog at http://icatalog.dau.mil/.

Continuous Learning
DAU also delivers online learning assets—called continuous learning modules—designed to help members of the Defense Acquisition Workforce maintain currency and meet the DoD requirement to complete 80 Continuous Learning Points every 2 years. These modules address vital acquisition topics and are useful for personal awareness and to refresh skills. You can access these modules through the DAU Continuous Learning Center (CLC). The CLC also hosts easy-to-use online modules sponsored by Harvard ManageMentor, which provide information on topics fundamental to managerial success. These topics range from running an effective meeting or managing a project to learning negotiation 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.

Rapid Deployment Training
Rapid deployment training provides quick notification and training by posting new policy training materials online within hours of policy release, then sending DAU training teams to major acquisition field organizations. Rapid deployment training has included DoD 5000-series changes, life-cycle support policy (including creation of the program support manager), and Better Buying Power initiatives.

WORKFLOW LEARNING

Workflow learning builds on foundational learning principles in helping the workforce succeed on the job through the use of online knowledge-sharing resources and job support tools. Through workflow learning assets, DAU helps the workforce succeed by connecting them to both content and people. DAU provides high-quality resources, structured tools, and services that are easily accessible, intuitive, and indispensable to the workforce for making sound business decisions for delivering needed goods and services to the warfighter. Workflow learning-related activities are increasingly a seamless part of the daily lives of DAU's faculty, staff, and workforce.

With this emphasis on workflow learning, DAU is reorganizing its external-facing Web site to be a one-stop shop for acquisition news, tips, sharing, and services. Over the course of FY 2017, DAU.mil will look different, but remain the home to all of DAU's knowledge-sharing resources and will house many new and exciting ways for the workforce to engage, discover, and learn.

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' informal learning and job performance. 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 Defense Acquisition Portal (DAP), the Acquisition Community Connection (ACC), Ask A Professor (AAP), and the DoD Acquisition Encyclopedia (ACQuipedia)—as well as the DAU Knowledge Repository and Acker Archives. Users can easily locate the various applications and tools at https://dap.dau.mil/smart.

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

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

- Better Buying Power Initiative Gateway (http://bbp.dau.mil/)
- Defense acquisition policy and regulations
- *Defense Acquisition Guidebook* (https://dag.dau.mil)
- Federal Acquisition Regulation (FAR), Defense Federal Acquisition Regulation Supplement, and other FAR supplements
- Education and professional development
- Overview of industry's role in DoD processes
- Special topic and functional "Gateways"
- News, publications, and events
- Application "smart" page of DAU quick-links to acquisition Web sites, education/training, job aides, guides, and other resources (https://dap.dau.mil/smart)
- Glossaries and acronyms

Users can access information and sites directly using the URLs provided or through 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. Users can access the ACC at https://acc.dau.mil or through their DAU Single Sign-On capability.

Ask A Professor. Have an acquisition question? You may submit acquisition-related questions to DAU faculty via the Ask A Professor icon on the DAP. You may also search the Ask A Professor library of previously submitted questions and answers by career field (https://dap.dau.mil/aap).

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 DoD Integrated Product Support Implementation Roadmap, community-of-practice libraries, and course material, as well as the *Program Managers e-Tool Kit* and other job support tools. Users can access ACQuipedia at https://dap.dau.mil/acquipedia.

DAU Videos on the Defense Acquisition Portal. The DAU Media Library provides access to videos on a variety of topics supporting all Defense Acquisition Workforce career fields, and the university continues to add new videos. Users can access the most comprehensive listing of publicly available DAU videos on the Defense Acquisition Portal's DAUStream at https://dap.dau.mil/daustream.

DAU Knowledge Repository and Acker Archives. The DAU Knowledge Repository and Acker Archives (KR & AA) is transitioning to expand support to the greater Defense Acquisition Workforce. The new external KR & AA Web site provides products, via virtual environments, and

DAU's Learning Assets

exceptional user-oriented service to facilitate a Defense Acquisition Workforce that is fully knowledge-enabled by the focused power of information and enhanced in its ability to fulfill the warfighter's capability needs, both now and in the future.

The Acker Archives provides access to historical DAU and other uniquely relevant materials that are deemed pertinent in the history of defense acquisition. Digitization efforts are underway to provide online access to these materials. Archival assistance (working with the requestor to identify and provide requested materials) is available via appointment with the KR & AA staff.

Job Support Tools

Job support tools fill the learning-doing gap between formal courses and on-the-job learning. These tools assist the workforce by providing job support at the point of need and enabling one to "learn by doing." These tools include the *Program Managers e-Tool Kit*, Milestone Document Identification Tool, and the Acquisition Requirements Roadmap Tool (ARRT). These and other tools can be accessed at https://dap.dau.mil/smart.

Program Managers e-Tool Kit. The Web version of the popular *Program Managers Tool Kit* is easy to update with the latest information; key text and diagrams link directly to cited policy, related communities of practice, and comprehensive ACQuipedia articles. Visitors to the *e-Tool Kit* will find 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.

Milestone Document Identification Tool. The Milestone Document Identification (MDID) helps acquisition personnel quickly search through statutory and regulatory document requirements as identified in the following DoD Instruction (DoDI) 5000.02 tables: 2, Milestone and Phase Information Requirements; 5, Recurring Programs Reports; 6, Exceptions, Waivers, and Alternative Reporting Requirements; and 10, Information Requirements Unique to the Urgent Needs Rapid Acquisition Process. Personnel can search based on Program Type, Life-Cycle Event, Statutory and Regulatory Source, and Keyword. The MDID integrates the DoDI 5000.02 tables with the *DAU Glossary* and supports the eventual integration with the *Defense Acquisition Guidebook*, the DoD Directive 5000.01, and the DoDI 5000.02.

Acquisition Requirements Roadmap Tool. The ARRT is a collection of tools that help you build strategic elements of your acquisition documents by walking you through structured processes to help you ask and answer the right questions related to your acquisition. As you complete the process, the tool generates your work products in MS Word format for further editing and routing through the acquisition process.

The current version of the ARRT Suite includes a Requirements Definition tool and an Evaluation Factors tool. These tools can be used independently or together to produce your work products. Future versions of the ARRT Suite will continue to improve these tools as well as add new components.

PERFORMANCE LEARNING

Performance learning extends acquisition learning beyond the classroom and into the workplace, changing acquisition outcomes by applying significant resources at critical moments for teams and the overall workforce. Today's acquisition environment is complex and presents many challenges in business, technical, and management areas. Shrinking DoD budgets continue to create extraordinary pressures on acquisition organizations and their teams. DAU Performance Learning assets provide direct support to acquisition organizations and teams in meeting these challenges. The collective acquisition experience and knowledge of our faculty across DoD acquisition disciplines is available to help with your programs. This help is offered through mission assistance and customized workshops.

Mission Assistance

Mission Assistance services address your program's unique needs and can be provided at critical points in the life cycle of your program. DAU teams can share proven practices and lessons learned; assess the health of your program; provide an outside, objective look at various aspects of your program; or review and analyze your organization's command culture. DAU can also offer professional leadership development opportunities to help cultivate your personnel.

Consulting Services are provided by our seasoned faculty and staff on either a long- or short-term basis. DAU offers consulting and facilitation services in many areas, such as strategic planning, acquisition strategy, milestone preparation, collaborative problem solving, and organizational assessments to name a few.

MDAP/MAIS Assistance. Major defense acquisition programs (MDAPs) and major automated information systems (MAISs) face many challenges throughout their life cycle. An experienced "thinking partner" can help reconcile a wide range of challenges, from leadership to programmatic, and has proven invaluable for many program managers and program management offices.

Collaborative Problem-Solving events, facilitated by DAU faculty, can afford group deliberation and decisionmaking opportunities. Teams use collaboration software and facilitated discussion to share information, brainstorm, develop plans, examine alternatives, and address complex problems with marked efficiency. Workforce demands sometime depend on virtual means, and DAU has the resources to support it.

Leadership Development. DAU works with DoD acquisition leaders to help them develop a variety of approaches that leverage proven practices and processes tuned to their programs, organizations, and cultural dynamics through customized workshops and courses.

- Defense Acquisition Executive Overview Workshops (DAEOWs) provide general/flag officers and members of the Senior Executive Service an executive-level understanding of the Defense Acquisition System and supporting processes. DAEOW content is tailored to the needs of the executive, conducted on demand, and delivered in a one-on-one, desk-side session.
- Executive Coaching offers one-on-one support for acquisition executives with an experienced executive coach who serves as a mentor and sounding board on current activities and future objectives. The purpose is to help acquisition executives break through certain barriers and reach their extraordinary futures.
- Leadership Development courses include Leading in the Acquisition Environment, Integrated Acquisition for Decision Makers, and Forging Stakeholder Relationships. Descriptions are in Appendix A and online at icatalog.dau.mil.

Workshops

Workshops are offered on demand and can be delivered onsite. Our faculty first meets with leadership from an acquisition organization to determine specific or unique training needs. These workshops are then customized and sized to address that need. Portions of this training also are delivered to intact acquisition teams in MDAPs, MAISs, and organizations preparing for a major services acquisition. This intact team training helps them navigate critical stages of a program's life cycle or a services acquisition and focuses on actual program challenges using the organization's own credentials. See Appendix D for a list of workshops that range from managing risk to improving team trust. Examples follow:

New Program Start-up Workshops address the importance of quickly establishing effective working relationships and task priorities between government and industry program offices following contract award. These workshops assist government and industry program managers and staffs in aligning program expectations, organizational processes, and functional lines of communication.

Acquisition Program Transition Workshops help acquisition teams (government and industry) smoothly transition from one acquisition life-cycle phase to the next one via a well-executed milestone preparation and review process.

DAU's Learning Assets

Services Acquisition Workshops are just-in-time workshops designed to facilitate a specific acquisition team and their requirements through the seven-step services acquisition. During this workshop, DAU faculty members facilitate hands-on training for acquisition teams to develop and execute performance-based service requirements in their specific domains.

For more information on DAU Mission Assistance and Workshop offerings and contacts, visit dau.mil/ma.

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/Lists/StrategicPartnership/itemdv.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 unique partnership with select schools allows DAU students who have achieved Level II and Level III Defense Acquisition Workforce Improvement Act (DAWIA) certification to apply these credits toward bachelor's and master's degrees and certificates. For a current list of partners participating in the Excelerate program, go to www.dau.mil/AboutDAU/pages/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 http://icatalog.dau.mil/appg.aspx.

Senior Service College Fellowship
This one-of-a-kind, 10-month, in-residence, leadership and education program is a partnership between the Army and DAU designed to provide senior-level acquisition civilians a training experience equivalent to that of their military counterparts in preparation for the assumption of senior leadership responsibilities. The DAU Senior Service College Fellowship Program delivered by DAU has seminars located in Huntsville, AL; Warren, MI; and Aberdeen Proving Ground, MD.

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 who seek to develop and apply senior-level leadership skills and competencies.

Prerequisite(s): Level III certification in a primary acquisition career field and letter of endorsement by the first Senior Executive Service civilian or general officer in the chain of command. Fellows are chosen by a central selection board convened annually by the Army Acquisition Corps in Washington, DC. Upon completion of the Fellowship Program, graduates receive Army credit equivalent to the Army War College (Military Education Level 1) attendance and credit for the Program Manager's Course (PMT 401). The program also offers the chance to earn a master's degree in leadership.

The Fellowship Program includes leadership, mentoring, and research as core areas. It also offers nationally recognized speakers, university courses, a national security module, PMT 401, battlefield and Unified Combatant Command

tours, and several noted DAU classes related to leadership. Program attendance is funded by the U.S. Army Acquisition Support Center.

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 work performed by a wide range of researchers: DAU faculty, staff, and students; federally funded research and development centers; 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 http://www.dau.mil/Research/default.aspx 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 only online.

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 http://www.dau.mil/publications/DefenseARJ/default.aspx.

To be alerted by email when the new issue of either publication is available, send an email to datlonline@dau.mil and/or darjonline@dau.mil with "Add to LISTSERVE" in the subject line. Please also use these addresses to send change-of-address notices.

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

Section 3

The Defense Acquisition Workforce Communities and Programs

The certification standards published in this Catalog are in effect as of October 1, 2016. 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.


2RI3
2RI3
XMSN OIL
LEVEL LIGHT
EXIT
RELEASE
TURN
SLIDE

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 (IPTs) to address career development issues and identify training, education, and experience requirements.

The results from the IPTs 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.

Ms. Darlene J. Costello

Acting Assistant Secretary of Defense, Acquisition Director, Acquisition and Program Management

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 to accomplish program objectives for the development, production, and sustainment of systems to meet the user's operational needs. They may also serve in a number of support and management positions throughout the workforce. A program manager (PM) exercises authority and responsibility to accomplish program objectives for planning, organizing, staffing, controlling, and leading the combined efforts of acquisition personnel in the management of a defense acquisition program throughout the system's life cycle. The fundamental responsibilities of the PM are to balance and be accountable for credible cost, schedule, and performance reporting; to interpret the DoD 5000 Series regulations and tailor procedures consistent with sound business practices and the risks associated with the product being acquired; and to ensure that high-quality, affordable, supportable, and effective defense systems are delivered to satisfy warfighter needs on or ahead of schedule and within budget.

http://icatalog.dau.mil/

Program Management Level I

Type of Assignment	Representative Activities
» Weapon Systems	• Participates in an IPT delivering a weapon system, Command and Control (C2)/network-centric system, or space system • Performs financial and status reporting and basic logistic 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

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

» Acquisition Training	**ACQ 101** Fundamentals of Systems Acquisition Management
» Functional Training	• **CLB 007** Cost Analysis • **CLV 016** Introduction to Earned Value Management • **ENG 101** Fundamentals of Systems Engineering
» Education	Formal education not required for certification
» Experience	1 year of acquisition experience with cost, schedule, and performance responsibilities

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment		
Training	**Weapon Systems**	**Services**	**Business Mgmt/IT**
CLC 011 Contracting for the Rest of Us	✓	✓	✓
CLL 008 Designing for Supportability in DoD Systems	✓	✓	
CLL 011 Performance-Based Logistics (PBL)	✓	✓	
CLM 017 Risk Management	✓	✓	✓
LOG 101 Acquisition Logistics Fundamentals	✓	✓	
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 and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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: 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, Command and Control (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
Core Certification Standards[1] (Required for DAWIA certification)	
» Acquisition Training	• **ACQ 202** Intermediate Systems Acquisition, Part A • **ACQ 203** Intermediate Systems Acquisition, Part B **(R)**
» Functional Training	• **CON 121** Contract Planning • **CON 124** Contract Execution • **CON 127** Contract Management • **EVM 101** Fundamentals of Earned Value Management • **ISA 101** Basic Information Systems Acquisition • **PMT 251** Program Management Tools Course, Part 1 • **PMT 257** Program Management Tools Course, Part 2
» Education	Formal education not required for certification
» Experience	2 years in program management with cost, schedule, and performance responsibilities

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment		
Training	**Weapon Systems**	**Services**	**Business Mgmt/IT**
ACQ 315 Understanding Industry (Business Acumen) **(R)**	✓	✓	✓
BCF 215 Operating and Support Cost Analysis **(R)**	✓	✓	✓
CLE 004 Introduction to Lean Enterprise Concepts	✓	✓	✓
CLE 022 Program Manager Introduction to Anti-Tamper	✓		
CLL 002 Defense Logistics Agency Support to the PM	✓	✓	
CLL 006 Public-Private Partnerships	✓	✓	
CLM 025 Commercial-Off-The-Shelf (COTS) Acquisition for Program Managers	✓	✓	✓
CLM 031 Improved Statement of Work	✓	✓	
LOG 102 Fundamentals of System Sustainment Management	✓	✓	
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 and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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.

Program Management Level III

Type of Assignment	Representative Activities
» Weapon Systems	• Leads and provides oversight of IPTs delivering a weapon system, Command and Control (C2)/network-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 as relates 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 as applies 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	• **ACQ 315** Understanding Industry (Business Acumen) **(R)** • **BCF 110** Fundamentals of Business Financial Management • **EVM 263** Principles of Schedule Management **(R)** • **LOG 103** Reliability, Availability, 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 1
» Education	Formal education not required for certification
» Experience	• 4 years in program management with cost, schedule, and performance responsibilities • At least 2 years in a program office for system development and acquisition or similar organization (dedicated matrix support to a PM, PEO, DCMA program integrator, or supervisor of shipbuilding). These 2 years may run concurrent with the preceding 4-year requirement. OR • Level III DAWIA certification in a another acquisition functional community • 2 years in program management with cost, schedule, and performance responsibilities • 2 years in a program office for system development and acquisition or similar organization (dedicated matrix support to a PM, PEO, DCMA program integrator, or supervisor of shipbuilding). These 2 years may run concurrent with the preceding Level III or 2-year requirements.
Unique Position Training Standards	
» 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[3] (Desired training, education, and experience)	Type of Assignment		
Training	**Weapon Systems**	**Services**	**Business Mgmt/IT**
ACQ 265 Mission-Focused Services Acquisition **(R)**		✓	✓
ACQ 370 Acquisition Law **(R)**	✓	✓	✓
ACQ 452 Forging Stakeholder Relationships **(R)**	✓	✓	✓
BCF 207 Economic Analysis **(R)**	✓	✓	✓
BCF 209 Acquisition Reporting for MDAPs and MAIS **(R)**	✓		✓
CLE 008 Six Sigma: Concepts and Processes	✓	✓	✓
CLE 301 Reliability and Maintainability	✓	✓	
CLL 022 Title 10 Depot Maintenance Statute Overview	✓	✓	✓
CLL 201 Diminishing Manufacturing Sources and Material Shortages (DMSMS) Fundamentals	✓	✓	✓
ENG 202 Applied Systems Engineering in Defense Acquisition, Part 2 **(R)**	✓		
ISA 320 Advanced Program Information Systems Acquisition **(R)**	✓	✓	✓
LOG 200 Product Support Strategy Development, Part A	✓	✓	
LOG 201 Product Support Strategy Development, Part B **(R)**	✓	✓	
LOG 204 Configuration Management	✓		✓
LOG 235 Performance-Based Logistics	✓	✓	

[1] The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[2] Workforce members assigned to these positions 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.

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**
PMT 400 Program Manager's Skills Course **(R)**	✓	✓	✓
PQM 201A Intermediate Production, Quality, and Manufacturing, Part A	✓		
TST 204 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 and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[2] Workforce members assigned to these positions 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.

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

Ms. Anita Bales

Director, Defense Contract Audit Agency

AUDITING FUNCTIONAL COMMUNITY

Persons in this career field perform contract auditing, accounting, and financial advisory services for 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 the Cost Accounting Standards, contract terminations, claims for abnormal conditions, contractor financial condition, and contractor systems and operations.

NOTE: DAU does not provide any auditing courses. Persons interested in pursuing the Auditing career field, should contact DCAA at http://www.dcaa.mil/. The DCAA course catalog is available at http://www.dcaa.mil/DCAA_Course_Catalog.pdf.

http://icatalog.dau.mil/

Dr. Nancy L. Spruill

Director, Acquisition Resources and Analysis, OUSD(AT&L)

BUSINESS COST ESTIMATING AND FINANCIAL MANAGEMENT FUNCTIONAL COMMUNITIES

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 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 objective in cost estimating is to arrive at a defendable estimate that provides leadership with realistic funding expectations. 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 is 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 decisionmaking. 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.

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Business—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 DoD
Core Certification Standards[1] (Required for DAWIA certification)	
» Acquisition Training	**ACQ 101** Fundamentals of Systems Acquisition Management
» Functional Training	• **BCF 110** Fundamentals of Business Financial Management • **BCF 130** Fundamentals of Cost Analysis • **BCF 131** Applied Cost Analysis **(R)** • **EVM 101** Fundamentals of Earned Value Management
» 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	✓
CLC 005 Simplified Acquisition Procedures	✓
CLM 016 Cost Estimating	✓
CLV 016 Introduction to Earned Value Management	✓
CLV 017 Performance Measurement Baseline	✓
CLV 018 Earned Value and Financial Management Reports	✓
CLV 019 Estimate at Completion	✓
CLV 020 Baseline Maintenance	✓
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 and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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.

Business—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 202** Intermediate Systems Acquisition, Part A • **ACQ 203** Intermediate Systems Acquisition, Part B **(R)**
» Functional Training	• **BCF 204** Intermediate Cost Analysis **(R)** • **BCF 206** Cost/Risk Analysis **(R)** • **BCF 215** Operating and Support Cost Analysis **(R)** • **BCF 220** Acquisition Business Management Concepts • **BCF 225** Acquisition Business Management Application **(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 in which the student utilized 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)	Type of Assignment
Training	**Cost Estimator**
ACQ 265 Mission-Focused Services Acquisition **(R)**	✓
BCF 207 Economic Analysis **(R)**	✓
CLC 007 Contract Source Selection	✓
CLC 008 Indirect Costs	✓
CLC 104 Analyzing Profit or Fee	✓
CLL 015 Product Support Business Case Analysis (BCA)	✓
CLL 017 Introduction to Defense Distribution	✓
CLM 012 Scheduling	✓
CLM 014 IPT Management and Leadership	✓
CLM 024 Contracting Overview	✓
CLM 032 Evolutionary Acquisition	✓
EVM 262 EVMS Validation and Surveillance **(R)**	✓
EVM 263 Principles of Schedule Management **(R)**	✓
ISA 101 Basic Information Systems Acquisition	✓
LOG 101 Acquisition Logistics Fundamentals	✓
PMT 251 Program Management Tools Course, Part 1	✓
PMT 257 Program Management Tools Course, Part 2	✓
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 and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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.

Business—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 utilized 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 and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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.

Business—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 110** Fundamentals of Business Financial Management • **BCF 130** Fundamentals of Cost Analysis • **EVM 101** Fundamentals of Earned Value Management
» 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 131 Applied Cost Analysis **(R)**	✓	✓
CLB 014 Acquisition Reporting Concepts and Policy Requirements	✓	✓
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	✓	✓
CLV 017 Performance Measurement Baseline	✓	✓
CLV 018 Earned Value and Financial Management Reports	✓	✓
CLV 019 Estimate at Completion	✓	✓
CLV 020 Baseline Maintenance	✓	✓
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 and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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.

Business—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 IBR review IPT • Interprets ANSI EVM standard as entry-level EVMS review team evaluator • Completes EVM requirements for acquisition solicitation packages
Core Certification Standards[1] (Required for DAWIA certification)	
» Acquisition Training	• **ACQ 202** Intermediate Systems Acquisition, Part A • **ACQ 203** Intermediate Systems Acquisition, Part B **(R)**
» Functional Training	• **BCF 130** Fundamentals of Cost Analysis (if not already completed, as required, at Level I) • **BCF 205** Contractor Business Strategies **(R)** • **BCF 220** Acquisition Business Management Concepts • **BCF 225** Acquisition Business Management Application **(R)** • **CLM 017** Risk Management • **CLM 024** Contracting Overview AND one of the following options: • **EVM 202** Intermediate Earned Value Management **(R)** • **EVM 263** Principles of Schedule Management **(R)** • **CLC 222** Contracting Officer's Representative (COR) Online Training • **CON 252** Fundamentals of Cost Accounting Standards **(R)** • Option 5 includes both of the CON courses listed below: • **CON 121** Contract Planning • **CON 124** Contract Execution
» 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)**	✓	✓
CLC 005 Simplified Acquisition Procedures	✓	✓
CLC 007 Contract Source Selection	✓	✓
CLC 011 Contracting for the Rest of Us	✓	
CLC 030 Essentials of Interagency Acquisitions/Fair Opportunity	✓	✓
CLC 106 Contracting Officer's Representative with a Mission Focus	✓	✓
CLG 001 DoD Governmentwide Commercial Purchase Card Overview	✓	
CLM 012 Scheduling	✓	✓
CLM 040 Proper Financial Accounting Treatments for Military Equipment	✓	
EVM 262 EVMS Validation and Surveillance **(R)**		✓
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 and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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.

Business—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 identified 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 Product Support Business Case Analysis (BCA)	✓	✓
CLM 014 IPT Management and Leadership	✓	✓
CLM 200 Item-Unique Identification	✓	
CON 121 Contract Planning	✓	
CON 124 Contract Execution	✓	
CON 127 Contract Management	✓	
PMT 251 Program Management Tools Course, Part 1	✓	✓
PMT 257 Program Management Tools Course, Part 2	✓	✓
PMT 352A Program Management Office Course, Part A	✓	✓
PMT 352B Program Management Office Course, Part B **(R)**	✓	✓
EDUCATION: Graduate degree in business, or a 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 and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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.


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Ms. Claire Grady

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 the 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.

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Contracting Level I

Type of Assignment	Representative Activities
» 1 - Operational Contracting	Contracting functions in support of post, camp, or stations
» 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	None required
» Functional Training	• **CLC 025** Small Business Program for Contracting Officers • **CLC 033** Contract Format and Structure for DoD e-Business Environment • **CLC 057** Performance-Based Payments and Value of Cash Flow • **CLC 058** Introduction to Contract Pricing • **CON 090** Federal Acquisition Regulation (FAR) Fundamentals **(R)** • **CON 100** Shaping Smart Business Arrangements • **CON 121** Contract Planning • **CON 124** Contract Execution • **CON 127** Contract Management • **CON 170** Fundamentals of Cost and Price Analysis **(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	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 and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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[4] (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 DoD Sustainable Procurement Program	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CLC 054 Electronic Subcontracting Reporting System (eSRS)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CLC 055 Competition Requirements	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CLC 060 Time and Materials Contracts	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CLC 062 Intra-Governmental Transactions	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
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 Governmentwide Commercial Purchase Card Overview	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CLG 004 DoD Government Purchase Card Refresher Training	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CLG 005 Purchase Card Online System (PCOLS)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CLM 023 DAU AbilityOne Contracting	✓	✓	✓	✓	✓	✓	✓		✓	✓
CON 237 Simplified Acquisition Procedures	✓	✓	✓	✓	✓	✓	✓		✓	✓
CON 243 Architect-Engineer Contracting **(R)**					✓					
CON 244 Construction Contracting **(R)**					✓					
FAC 007 Certificate of Competency Program	✓	✓	✓	✓	✓	✓	✓		✓	✓
LOG 101 Acquisition Logistics Fundamentals		✓	✓	✓				✓		✓
LOG 102 Fundamentals of System Sustainment Management		✓	✓	✓				✓		✓
SPS 101 Standard Procurement System and Federal Procurement Data System—Next Generation User	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

[1] The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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, or stations
» 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 • **CON 200** Business Decisions for Contracting • **CON 216** Legal Considerations in Contracting • **CON 270** Intermediate Cost and Price Analysis **(R)** • **CON 280** Source Selection and Administration 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 202** Intermediate Systems Acquisition, Part A
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 and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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 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 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	✓		✓	✓	✓	✓	✓			✓
CLL 011 Performance-Based Logistics (PBL)	✓	✓	✓	✓				✓		✓
CLL 036 Product Support Manager (PSM)	✓	✓	✓	✓				✓		✓
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 Course **(R)**						✓				
CON 252 Fundamentals of Cost Accounting Standards **(R)**		✓	✓				✓	✓		
GRT 201 Grants and Agreements Management **(R)**		✓					✓			
HBS 433 Presentation Skills	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
HBS 440 Team Leadership	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
HBS 441 Team Management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
LOG 235 Performance-Based Logistics	✓	✓	✓	✓				✓		✓
SBP 101 Introduction to Small Business Programs, Part A									✓	

[1] The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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, or stations
» 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 202** 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 315** Understanding Industry (Business Acumen) **(R)** + **ACQ 370** Acquisition Law **(R)** + **CON 232** Overhead Management of Defense Contracts **(R)** + **CON 244** Construction Contracting **(R)** + **CON 252** Fundamentals of Cost Accounting Standards **(R)** + **CON 334** Advanced Contingency Contracting Officer's Course **(R)** + **CON 370** Advanced Cost and Price Analysis **(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 203** Intermediate Systems Acquisition, Part B **(R)**

Core Plus Development Guide[4] (Desired training, education, and experience)	Type of Assignment									
Training	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**
ACQ 450 Leading in the Acquisition Environment **(R)**	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
ACQ 451 Integrated Acquisition for Decision Makers **(R)**	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
ACQ 452 Forging Stakeholder Relationships **(R)**	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
ACQ 453 Leader as Coach **(R)**	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CLB 007 Cost Analysis	✓	✓	✓	✓	✓	✓	✓	✓		✓
CLB 011 Budget Policy			✓							
CLC 023 Commercial Item Determination Executive Overview	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CLL 001 Life-Cycle Management and Sustainment Metrics			✓	✓						✓
CLV 016 Introduction to Earned Value Management			✓		✓		✓			
EVM 101 Fundamentals of Earned Value Management			✓				✓			
HBS 309 Coaching for Results	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
HBS 406 Coaching	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
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 and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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 121** Contract Planning • **CON 124** Contract Execution • **CON 127** Contract Management • **IND 105** Contract Property Fundamentals **(R)**
» 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**
None specified	✓
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 and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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 Management Systems and Auditing Concepts **(R)**
» Education	Formal education not required for certification
» Experience	2 years of experience in an industrial property management position
Core Plus Development Guide[2] (Desired training, education, and experience)	**Type of Assignment**
Training	**Industrial and/or Contract Property Management**
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 and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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 202** Intermediate Systems Acquisition, Part A
» Functional Training	• **CON 360** Contracting for Decision Makers **(R)** • 1 additional course from the Harvard Business Management Module 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 203 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 and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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	• **CLC 025** Small Business Program for Contracting Officers • **CLC 030** Essentials of Interagency Acquisitions/Fair Opportunity • **CLC 058** Introduction to Contract Pricing • **CLG 001** DoD Governmentwide Commercial Purchase Card Overview • **CON 100** Shaping Smart Business Arrangements • **CON 237** Simplified Acquisition Procedures
» 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 DoD Sustainable Procurement Program	✓
CLC 054 Electronic Subcontracting Reporting System (eSRS)	✓
CLC 055 Competition Requirements	✓
CLC 062 Intra-Governmental Transactions	✓
CLC 113 Procedures, Guidance, and Information	✓
CLG 001 DoD Governmentwide Commercial Purchase Card Overview	✓
CLG 005 Purchase Card Online System (PCOLS)	✓
CLM 023 DAU AbilityOne Contracting	✓
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 and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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.

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	• **CLC 033** Contract Format and Structure for DoD e-Business Environment • **CON 121** Contract Planning • **CON 124** Contract Execution • **CON 127** Contract Management
» 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 and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment. 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.

Ms. Kristen Baldwin

Acting Deputy Assistant Secretary of Defense, Systems Engineering

ENGINEERING AND TECHNICAL MANAGEMENT FUNCTIONAL COMMUNITIES

In the Engineering and the Production, Quality, and Manufacturing career fields, our emphasis is on acquisition excellence. Our goal is to position the Defense Acquisition Workforce for success by focusing on technical excellence and providing consistent and integrated policy and guidance. This will help ensure we have the right breadth and depth of skills and capabilities in the workforce.

Engineering
The Engineering career field's workforce has a vital role in fielding high-quality, affordable, supportable, and effective defense systems. Its role requires evolving and verifying an integrated, total life-cycle, balanced set of systems, people, and process solutions that satisfy the customer's needs and meet the DoD's affordability goals. This requires technical competency, critical and strategic thinking, understanding of various product domains, and knowledge of other engineering disciplines.

The Engineering career field curriculum is designed to bring breadth and depth of knowledge to this workforce at the appropriate certification level. The curriculum focuses on the technical processes, technical management processes, application of system engineering throughout the system acquisition life cycle, and the ability to apply critical systems-thinking concepts to complex technical management problems.

Production, Quality, and Manufacturing (PQM)
The PQM career field plays a vital role in ensuring DoD products are delivered on time, perform as expected, and are cost effective. The evolution in systems design has increased the demand for manufacturing talent throughout the full acquisition life cycle. The DoD will continue to develop sophisticated systems, which frequently push the state of the art, as DoD responds to a variety of demands. To address our systems' complexity, DoD needs a competent PQM workforce.

The PQM curriculum reflects the understanding that production readiness should not wait until the end of the development process. Producibility should be systematically examined throughout the design and development process so manufacturing cost drivers and risks can be identified and mitigated early in system development. At the same time, early production planning is necessary to identify and mitigate risks in order to help ease the transition from development to production, a major risk event for programs. PQM courses are also designed to produce quality assurance professionals who can advise and collaborate with customers and suppliers to help them integrate quality assurance practices into their manufacturing processes.

http://icatalog.dau.mil/

Engineering Level I

Type of Assignment	Representative Activities
» Functional Engineer	• Plans, organizes, conducts, and/or monitors 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
» General Engineer	• Plans, organizes, conducts, and/or monitors 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
» 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 (applicable to Level I only)	• 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	• **CLE 001** Value Engineering • **CLE 004** Introduction to Lean Enterprise Concepts • **CLM 017** Risk Management • **ENG 101** Fundamentals of Systems Engineering
» Education	Baccalaureate or graduate degree in a technical or scientific field such as engineering, physics, chemistry, biology, mathematics, operations research, engineering management, or computer science **Note:** Civilians serving as an 0802, 0856, or 0895 must meet the OPM education requirements in lieu of this education standard. **Note:** Civilians serving in an 08XX Professional Engineering series position 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: ENG, 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 standard

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment			
Training	**Func Eng**	**General Eng**	**Res Eng/Sci**	**Tech Spt**
BCF 130 Fundamentals of Cost Analysis	✓	✓		
BCF 131 Applied Cost Analysis **(R)**	✓	✓		
CLB 009 Planning, Programming, Budgeting, and Execution and Budget Exhibits	✓	✓	✓	✓
CLB 024 Cost Risk Analysis Introduction	✓	✓	✓	
CLB 026 Forecasting Techniques	✓	✓	✓	
CLB 029 Rates		✓		
CLC 008 Indirect Costs	✓	✓	✓	
CLC 011 Contracting for the Rest of Us	✓	✓	✓	✓
CLC 056 Analyzing Contract Costs	✓	✓		
CLC 060 Time and Materials Contracts	✓	✓	✓	
CLE 009 ESOH in Systems Engineering	✓	✓		✓
CLE 015 Continuous Process Improvement Familiarization	✓	✓	✓	✓

[1] The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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 Eng**	**General Eng**	**Res Eng/Sci**	**Tech Spt**
CLE 021 Technology Readiness Assessments	✓	✓	✓	✓
CLL 011 Performance-Based Logistics (PBL)	✓			
CLM 013 Work-Breakdown Structure	✓	✓	✓	✓
CLM 021 Introduction to Reducing Total Ownership Costs (R-TOC)	✓	✓	✓	
CLV 016 Introduction to Earned Value Management	✓			✓
EVM 101 Fundamentals of Earned Value Management	✓	✓	✓	
ISA 101 Basic Information Systems Acquisition	✓			✓
LOG 101 Acquisition Logistics Fundamentals	✓	✓		✓
LOG 102 Fundamentals of System Sustainment Management	✓	✓		✓
PQM 101 Production, Quality, and Manufacturing Fundamentals	✓	✓		
STM 101 Introduction to Science and Technology Management		✓	✓	✓
TST 102 Fundamentals of Test and Evaluation	✓	✓	✓	✓
EDUCATION: None specified				
EXPERIENCE: 1 year of technical experience (in addition to core certification experience)				

[1] The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

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

Engineering Level II

Type of Assignment	Representative Activities
» Functional Engineer	• Organizes, analyzes, conducts, and/or monitors/oversees 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
» General 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
» Research Engineer 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 202** Intermediate Systems Acquisition, Part A • **ACQ 203** Intermediate Systems Acquisition, Part B **(R)**
» Functional Training	• **CLE 003** Technical Reviews • **ENG 202** Applied Systems Engineering in Defense Acquisition, Part 2 **(R)** • **LOG 103** Reliability, Availability, and Maintainability (RAM) • **SYS 202** Intermediate Systems Planning, Research, Development, and Engineering, Part 1
» 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 with + At least 1 year in an ENG or an 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 standard

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment		
Training	**Func Eng**	**General Eng**	**Res Eng/Sci**
BCF 110 Fundamentals of Business Financial Management	✓	✓	
BCF 220 Acquisition Business Management Concepts	✓	✓	✓
BCF 225 Acquisition Business Management Application **(R)**	✓	✓	✓
CLB 030 Data Collection and Sources	✓	✓	
CLC 041 Predictive Analysis and Systems Engineering	✓	✓	
CLC 063 Sole Source Proposal Technical Evaluations	✓	✓	✓
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 036 Engineering Change Proposals for Engineers	✓	✓	✓
CLE 062 Human Systems Integration	✓	✓	✓
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	✓	✓	

[1] The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTES:
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Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment		
Training	**Func Eng**	**General Eng**	**Res Eng/Sci**
CLV 017 Performance Measurement Baseline	✓		
ISA 201 Intermediate Information Systems Acquisition **(R)**	✓	✓	
LOG 200 Product Support Strategy Development, Part A	✓	✓	
LOG 201 Product Support Strategy Development, Part B **(R)**	✓	✓	
LOG 204 Configuration Management	✓	✓	✓
LOG 211 Supportability Analysis **(R)**	✓	✓	
LOG 235 Performance-Based Logistics	✓	✓	
PMT 251 Program Management Tools Course, Part 1	✓	✓	✓
PQM 201A Intermediate Production, Quality, and Manufacturing, Part A	✓	✓	
STM 203 Intermediate Science and Technology Management **(R)**			✓
TST 204 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)			

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[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.

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Engineering Level III

Type of Assignment	Representative Activities
» Functional Engineer	• 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
» General 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
» Research Engineer 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	None
» Functional Training	• **CLE 012** DoD Open Systems Architecture (OSA) • **CLE 068** Intellectual Property and Data Rights • **CLL 008** Designing for Supportability in DoD Systems • **ENG 301** Leadership in Engineering Defense Systems **(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 technical experience in an ENG or S&TM position • Similar experience gained from other government positions or industry is acceptable as long as it meets the above standard

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment		
Training	**Func Eng**	**Gen Eng**	**Res Eng/Sci**
ACQ 370 Acquisition Law **(R)**	✓	✓	✓
ACQ 450 Leading in the Acquisition Environment **(R)**	✓	✓	✓
ACQ 451 Integrated Acquisition for Decision Makers **(R)**	✓	✓	✓
ACQ 452 Forging Stakeholder Relationships **(R)**	✓	✓	✓
ACQ 453 Leader as Coach **(R)**	✓	✓	✓
BCF 302 Advanced Concepts in Cost Analysis **(R)**	✓	✓	✓
CLC 113 Procedures, Guidance, and Information	✓	✓	✓
CLC 131 Commercial Item Pricing	✓	✓	✓
CLL 015 Product Support Business Case Analysis (BCA)	✓	✓	✓
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)	✓	✓	
CLL 203 Diminishing Manufacturing Sources and Material Shortages (DMSMS) Essentials	✓	✓	
CLM 005 Industry Proposals and Communication	✓	✓	
CLM 016 Cost Estimating	✓	✓	
CLM 035 Environmental Safety and Occupational Health—Lesson from PMT 352A	✓	✓	✓
CLM 055 Program Leadership	✓	✓	✓

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Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment		
Training	**Func Eng**	**Gen Eng**	**Res Eng/Sci**
CLR 151 Analysis of Alternatives	✓	✓	✓
EVM 202 Intermediate Earned Value Management **(R)**	✓	✓	✓
ISA 301 Advanced Enterprise Information Systems Acquisition **(R)**	✓	✓	✓
ISA 320 Advanced Program Information Systems Acquisition **(R)**		✓	
LOG 206 Intermediate Systems Sustainment Management	✓	✓	
LOG 350 Enterprise Life-Cycle Logistics Management **(R)**	✓	✓	✓
PMT 257 Program Management Tools Course, Part 2	✓	✓	✓
PMT 352A Program Management Office Course, Part A	✓	✓	
PMT 352B Program Management Office Course, Part B **(R)**	✓	✓	
PMT 400 Program Manager's Skills Course **(R)**	✓	✓	✓
PMT 401 Program Manager's Course **(R)**	✓	✓	✓
PQM 201B Intermediate Production, Quality, and Manufacturing, Part B **(R)**	✓	✓	
PQM 301 Advanced Production, Quality, and Manufacturing **(R)**	✓	✓	
STM 304 Leadership in Science and Technology Management **(R)**			✓
TLR 350 Advanced Technical Leadership **(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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Production, Quality, and Manufacturing Level I

Type of Assignment	Representative Activities
» Engineer	• Establishes production planning and control process and measures the overall effectiveness of the organization, methods, systems, and procedures • Builds producibility into designs (tooling, facilities, and products) • Builds quality characteristics into the designs of products and services
» Industrial Specialist	• Develops and carries out plans for the expansion, conversion, integration, or utilization of industrial production facilities and conducts surveys of industrial plants to determine capacity and potential for production of specific commodities • Performs production surveillance/oversight of Defense contractors providing services or supplies (including contractor proposal reviews) based on mission and function of each agency and local organization • Performs industrial base studies for capability and capacity • Participates in pre- and post-award conferences as subject matter experts
» Quality Assurance Specialist	• Ensures the proper quality characteristics have been integrated into the products and validates/verifies adherence to specified requirements through test and measurement • Performs quality assurance surveillance/oversight of Defense contractors providing services or supplies (including contractor proposal reviews) based on mission and function of each agency and local organization • Performs industrial base studies for quality management • Participates in pre- and post-award conferences as subject matter experts
» Business/Industrial Specialist	Performs planning, estimating, scheduling, or inspecting of the use of labor, machines, and materials in manufacturing operations producing equipment, systems, facilities, supplies, or maintenance
Core Certification Standards[1] (Required for DAWIA certification)	
» Acquisition Training	**ACQ 101** Fundamentals of Systems Acquisition Management
» Functional Training	• **CLE 003** Technical Reviews • **CLM 017** Risk Management • **PQM 101** Production, Quality, and Manufacturing Fundamentals
» 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	**Eng**	**Ind Spc**	**QA Spc**	**Bus/Ind Spc**
BCF 130 Fundamentals of Cost Analysis	✓	✓	✓	✓
CLB 007 Cost Analysis	✓			✓
CLC 001 Defense Subcontract Management	✓	✓	✓	✓
CLC 006 Contract Terminations		✓	✓	✓
CLC 007 Contract Source Selection	✓	✓	✓	✓
CLC 011 Contracting for the Rest of Us	✓	✓	✓	✓
CLE 001 Value Engineering	✓	✓	✓	✓
CLE 004 Introduction to Lean Enterprise Concepts	✓	✓	✓	✓
CLE 201 ISO 9000	✓	✓	✓	✓
CLL 032 Preventing Counterfeit Electronic Parts from Entering the DoD Supply System	✓	✓	✓	✓
CLL 062 Counterfeit Prevention Awareness	✓	✓	✓	✓
CLM 014 IPT Management and Leadership	✓	✓	✓	✓
CLM 024 Contracting Overview	✓	✓	✓	✓
CLM 032 Evolutionary Acquisition	✓	✓	✓	✓
ENG 101 Fundamentals of Systems Engineering	✓		✓	✓

[1] The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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.

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Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment			
Training	**Eng**	**Ind Spc**	**QA Spc**	**Bus/Ind Spc**
EVM 101 Fundamentals of Earned Value Management	✓	✓	✓	✓
LOG 101 Acquisition Logistics Fundamentals	✓	✓	✓	✓
LOG 102 Fundamentals of System Sustainment Management	✓		✓	✓
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 assurance, manufacturing, engineering, and contracting				

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

NOTES:
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Production, Quality, and Manufacturing Level II

Type of Assignment	Representative Activities
» Engineer	• Leads teams in establishing production planning and control processes and optimizing the overall effectiveness of the organization, methods, systems, and procedures • Leads teams in building producibility into designs (tooling, facilities, and products) and evaluating their effectiveness • Leads teams in building quality characteristics into the designs of products and services and evaluating their effectiveness
» Industrial Specialist	• Reviews and evaluates adequacy of plans for the expansion, conversion, integration, or utilization of industrial production facilities and conducts surveys of industrial plants to determine capacity and potential for production of specific commodities • Performs production surveillance/oversight of Defense contractors providing services or supplies (including contractor proposal reviews) based on mission and function of each agency and local organization • Performs industrial base studies for capability and capacity • Participates in pre- and post-award conferences as subject matter experts
» Quality Assurance Specialist	• Reviews and evaluates the adequacy of plans, activities, and systems to ensure the proper quality characteristics have been integrated into the products and validates/verifies adherence to specified requirements through test and measurement • Performs quality assurance surveillance/oversight of Defense contractors providing services or supplies (including contractor proposal reviews) based on mission and function of each agency and local organization • Performs industrial base studies for quality management • Participates in pre- and post-award conferences as subject matter experts
» Business/Industrial Specialist	Reviews and evaluates adequacy of plans, estimates, schedules, or the use of labor, machines, and materials in manufacturing operations producing equipment, systems, facilities, supplies, or maintenance
Core Certification Standards[1] (Required for DAWIA certification)	
» Acquisition Training	• **ACQ 202** Intermediate Systems Acquisition, Part A • **ACQ 203** 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)**
» 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	**Eng**	**Ind Spc**	**QA Spc**	**Bus/Ind Spc**
BCF 110 Fundamentals of Business Financial Management	✓	✓	✓	✓
BCF 131 Applied Cost Analysis **(R)**	✓	✓	✓	✓
CLC 040 Predictive Analysis and Scheduling	✓	✓	✓	✓
CLC 041 Predictive Analysis and Systems Engineering	✓	✓	✓	✓
CLC 042 Predictive Analysis and Quality Assurance	✓	✓	✓	
CLE 007 Lean Six Sigma for Manufacturing	✓	✓	✓	✓
CLE 008 Six Sigma: Concepts and Processes	✓	✓	✓	✓
CLE 015 Continuous Process Improvement Familiarization	✓	✓	✓	✓
CLE 017 Technical Planning	✓		✓	✓
CLE 028 Market Research for Engineering and Technical Personnel	✓	✓	✓	✓
CLE 032 Sustainable Manufacturing for DoD—Part 1	✓	✓	✓	✓
CLE 301 Reliability and Maintainability	✓	✓	✓	✓
CLM 021 Introduction to Reducing Total Ownership Costs (R-TOC)	✓	✓	✓	✓
CLM 025 Commercial-Off-The-Shelf (COTS) Acquisition for Program Managers	✓	✓	✓	✓
CLV 017 Performance Measurement Baseline	✓	✓	✓	✓
ENG 202 Applied Systems Engineering in Defense Acquisition, Part 2 **(R)**	✓			
HBS 434 Process Improvement	✓	✓	✓	✓
HBS 437 Strategic Thinking	✓	✓	✓	✓

[1] The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTES:
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• 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	**Eng**	**Ind Spc**	**QA Spc**	**Bus/Ind Spc**
LOG 103 Reliability, Availability, and Maintainability (RAM)	✓		✓	✓
LOG 200 Product Support Strategy Development, Part A	✓	✓	✓	✓
LOG 204 Configuration Management	✓	✓	✓	✓
PMT 251 Program Management Tools Course, Part 1	✓	✓	✓	✓
PMT 257 Program Management Tools Course, Part 2	✓	✓	✓	✓
SYS 202 Intermediate Systems Planning, Research, Development, and Engineering, Part 1	✓			
TST 204 Intermediate Test and Evaluation **(R)**	✓			
EDUCATION: Baccalaureate degree (desired) 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 assurance, manufacturing, engineering, and contracting; 2 years of experience in manufacturing, production, or quality assurance (in addition to core certification experience)				

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

NOTES:
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Production, Quality, and Manufacturing Level III

Type of Assignment	Representative Activities
» Engineer	• Trains, organizes, and provides guidance to teams in establishing production planning and control processes and optimizing the overall effectiveness of the organization, methods, systems, and procedures • Trains, organizes, and provides guidance to teams in building producibility into and evaluating effectiveness of designs (tooling, facilities, and products) • Trains, organizes, and provides guidance to teams in building quality characteristics into and evaluating effectiveness of quality systems used in the designs of products and services
» Industrial Specialist	• Trains, organizes, and provides guidance to teams reviewing and evaluating adequacy of plans for the expansion, conversion, integration, or utilization of industrial production facilities and conducting surveys of industrial plants to determine capacity and potential for production of specific commodities • Trains, organizes, and provides guidance to teams performing production surveillance/ oversight of Defense contractors providing services or supplies (including contractor proposal reviews) based on mission and function of each agency and local organization • Trains, organizes, and provides guidance to teams performing industrial base studies for capability and capacity • Trains, organizes, and provides guidance to teams performing pre- and post-award conferences as subject matter experts
» Quality Assurance Specialist	• Trains, organizes, and provides guidance to teams reviewing and evaluating the adequacy of plans, activities, and systems to ensure the proper quality characteristics have been integrated into the products and validating/verifying adherence to specified requirements through test and measurement • Trains, organizes, and provides guidance to teams performing quality surveillance/ oversight of Defense contractors providing services or supplies (including contractor proposal reviews) based on mission and function of each agency and local organization • Trains, organizes, and provides guidance to teams performing industrial base studies for quality management • Trains, organizes, and provides guidance to teams performing pre- and post-award conferences as subject matter experts
» Business/Industrial Specialist	Trains, organizes, and provides guidance to teams reviewing and evaluating adequacy of plans, estimates, schedules, or the use of labor, machines, and materials in manufacturing operations producing equipment, systems, facilities, supplies, or maintenance

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	**Eng**	**Ind Spc**	**QA Spc**	**Bus/Ind Spc**
ACQ 370 Acquisition Law **(R)**	✓	✓	✓	✓
CLE 021 Technology Readiness Assessments	✓	✓	✓	✓
CLL 008 Designing for Supportability in DoD Systems	✓	✓		✓
CLM 055 Program Leadership	✓	✓	✓	✓
ENG 301 Leadership in Engineering Defense Systems **(R)**	✓			
HBS 406 Coaching	✓	✓	✓	✓
HBS 409 Decision Making	✓	✓	✓	✓
HBS 424 Leading and Motivating	✓	✓	✓	✓
HBS 427 Meeting Management	✓	✓	✓	✓
HBS 441 Team Management	✓	✓	✓	✓
PMT 352A Program Management Office Course, Part A	✓			
TLR 350 Advanced Technical Leadership **(R)**	✓	✓	✓	✓
EDUCATION: Master's degree (desired) 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 90-day rotational assignment at a contractor and/or government industrial facility that includes experience in quality assurance, manufacturing, engineering, and contracting				

[1] The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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.

Mr. James Dalton, P.E.

Chief, Engineering and Construction, U.S. Army Corps of Engineers

FACILITIES ENGINEERING FUNCTIONAL COMMUNITY

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 or elimination of environmental impact in direct support of the defense acquisition process.

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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 Facilities Engineering 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: Baccalaureate degree in engineering, architecture, physics, chemistry, mathematics, community planning, business, or related fields	
EXPERIENCE: None specified	

[1] The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

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

Facilities Engineering Level II

Type of Assignment	Representative Activities
» Facilities Engineer	• Organizes, conducts, and/or monitors one or more facets of facilities engineering—planning; design; construction; environmental management; base operations, support, and housing; real estate; and real property maintenance • May serve as an IPT leader for a specific project, representing a specific FE functional area or supervising multiple disciplines
Core Certification Standards[1] (Required for DAWIA certification)	
» Acquisition Training	None required
» Functional Training	**FE 201** Intermediate Facilities Engineering
» Education	Formal education not required for certification
» Experience	2 years of acquisition experience in facilities engineering
Core Plus Development Guide[2] (Desired training, education, and experience)	**Type of Assignment**
Training	**Facilities Engineer**
CLE 001 Value Engineering	✓
CLM 012 Scheduling	✓
CLM 013 Work-Breakdown Structure	✓
CLM 016 Cost Estimating	✓
CLV 016 Introduction to Earned Value Management	✓
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 and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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 facet 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 302** 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 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 and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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.

Ms. Stephanie Keith

Chief, Cyber Workforce
Strategy & Policy Division
DoD Office of the Chief
Information Officer

INFORMATION TECHNOLOGY FUNCTIONAL COMMUNITY

This career field includes the cyber IT (information technology) workforce, consisting of computer scientists, IT management specialists, computer engineers, telecommunications managers, IT program and project managers, and others who directly support the acquisition of IT and IT services. Personnel in this career field typically provide direct support for acquisitions that use IT, including national security systems, Defense business systems, and platform IT for weapon 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, cybersecurity risk management framework, Joint Information Environment and Department of Defense Information Network compliance, and IT architecture-related activities; and tests, evaluates, plans, obtains, and manages IT life-cycle development and support (operations, maintenance, and replacement).

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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/cybersecurity
» 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/cybersecurity; 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/cybersecurity; 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	**ISA 101** Basic Information Systems Acquisition
» 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 110 Fundamentals of Business Financial Management	✓		
CLB 007 Cost Analysis		✓	✓
CLB 009 Planning, Programming, Budgeting, and Execution and Budget Exhibits	✓		✓
CLB 023 Software Cost Estimating	✓	✓	✓
CLB 024 Cost Risk Analysis Introduction	✓	✓	✓
CLC 011 Contracting for the Rest of Us	✓	✓	✓
CLE 004 Introduction to Lean Enterprise Concepts	✓	✓	✓
CLE 015 Continuous Process Improvement Familiarization	✓	✓	✓
CLE 041 Software Reuse	✓	✓	✓
CLE 063 Capability Maturity Model-Integration (CMMI)	✓	✓	✓
CLL 004 Life-Cycle Logistics for the Rest of Us	✓	✓	✓
CLM 071 Introduction to Data Management	✓	✓	✓
CLV 016 Introduction to Earned Value Management	✓	✓	✓
ENG 101 Fundamentals of Systems Engineering	✓	✓	✓
LOG 101 Acquisition Logistics Fundamentals	✓	✓	✓
STM 101 Introduction to Science and Technology Management	✓		✓
TST 102 Fundamentals of Test and Evaluation		✓	✓
EDUCATION: Baccalaureate degree, preferably with a major in computer science, information systems management, business administration, cybersecurity, or a related field			
EXPERIENCE: None specified			

[1] The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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.

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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/cybersecurity
» Central Design Activity (CDA)	Applies the following: basic concepts of software engineering and development activities; enterprise architecture; best practices; IT systems engineering; information assurance/cybersecurity; 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/cybersecurity; 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 202** Intermediate Systems Acquisition, Part A • **ACQ 203** Intermediate Systems Acquisition, Part B **(R)**
» Functional Training	**ISA 201** 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)	Type of Assignment		
Training	**CIO Off**	**CDA**	**PO/Fld Act**
BCF 130 Fundamentals of Cost Analysis	✓	✓	✓
BCF 131 Applied Cost Analysis **(R)**	✓	✓	✓
CLB 025 Total Ownership Cost	✓	✓	✓
CLB 030 Data Collection and Sources	✓	✓	✓
CLC 048 Export Controls	✓	✓	✓
CLE 001 Value Engineering	✓		✓
CLE 003 Technical Reviews			✓
CLE 007 Lean Six Sigma for Manufacturing	✓	✓	✓
CLE 012 DoD Open Systems Architecture (OSA)	✓	✓	✓
CLE 016 Outcome-Based Performance Measures	✓		✓
CLE 017 Technical Planning			✓
CLE 034 DIACAP: Understanding the DoD Information Assurance Certification and Accreditation Process	✓	✓	✓
CLE 060 Practical Software and Systems Measurement	✓	✓	✓
CLE 068 Intellectual Property and Data Rights	✓	✓	✓
CLE 074 Cybersecurity Throughout DoD Acquisition	✓	✓	✓
CLE 301 Reliability and Maintainability		✓	✓
CLL 012 Supportability Analysis	✓	✓	✓
CLL 015 Product Support Business Case Analysis (BCA)	✓		✓
CLL 056 Sustainment of Software Intensive Systems	✓	✓	✓
CLM 055 Program Leadership	✓	✓	✓
CLM 074 Technical Data and Computer Software Rights	✓	✓	✓
CLR 101 Introduction to the Joint Capabilities Integration and Development System	✓	✓	✓
CLR 250 Capabilities-Based Assessment	✓	✓	✓
CLV 017 Performance Measurement Baseline	✓	✓	✓
EVM 101 Fundamentals of Earned Value Management	✓	✓	✓

[1] The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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.

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Training	CIO Off	CDA	PO/Fld Act
PMT 251 Program Management Tools Course, Part 1	✓	✓	✓
SYS 202 Intermediate Systems Planning, Research, Development, and Engineering, Part 1		✓	✓
EDUCATION: Master's degree, preferably with a major in computer science, management information systems, business administration, cybersecurity, or a related field			
EXPERIENCE: 2 years of information technology acquisition experience, preferably in a program office or similar organization (in addition to core certification experience)			

[1] The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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.

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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/cybersecurity
» 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/cybersecurity; 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/cybersecurity; 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	• **ISA 301** Advanced Enterprise Information Systems Acquisition **(R)** • **ISA 320** Advanced Program Information Systems Acquisition **(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**
CLB 008 Program Execution		✓	✓
CLB 009 Planning, Programming, Budgeting, and Execution and Budget Exhibits			✓
CLC 040 Predictive Analysis and Scheduling			✓
CLC 047 Contract Negotiation Techniques			✓
CLE 021 Technology Readiness Assessments			✓
CLL 008 Designing for Supportability in DoD Systems		✓	✓
CLM 014 IPT Management and Leadership	✓	✓	✓
CLM 017 Risk Management	✓	✓	✓
CLM 051 Time Management	✓	✓	✓
CLM 072 Data Management Strategy Development	✓	✓	✓
CLM 073 Data Management Planning System	✓	✓	✓
CLM 077 Data Management Protection and Storage	✓	✓	✓
CLR 151 Analysis of Alternatives	✓	✓	✓
ENG 202 Applied Systems Engineering in Defense Acquisition, Part 2 **(R)**		✓	✓
LOG 103 Reliability, Availability, and Maintainability (RAM)		✓	✓
LOG 200 Product Support Strategy Development, Part A			✓
PMT 257 Program Management Tools Course, Part 2	✓	✓	✓
PMT 352A Program Management Office Course, Part A	✓		✓
EDUCATION: Master's degree, preferably with a major in computer science, information systems management, business administration, cybersecurity, or a related field			
EXPERIENCE: 4 years of information technology acquisition experience (in addition to core certification experience)			

[1] The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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.

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Mr. Terence G. Emmert (Acting)

Deputy Assistant Secretary of Defense (Materiel Readiness)

LIFE CYCLE LOGISTICS FUNCTIONAL COMMUNITY

The Life Cycle Logistics career field spans the system life cycle, encompassing acquisition and sustainment activities, and includes professionals responsible for planning, developing, implementing, and managing effective and affordable weapons, materiel, or information systems' product support strategies. Details are available in the Defense AT&L Workforce Position Category Description for the Life Cycle Logistics functional community.

Life-cycle logisticians perform a critical role to ensure that product support strategies meet program goals for operational effectiveness and readiness; ensure that supportability requirements are addressed consistently with cost, schedule, and performance; ensure that supportability considerations are implemented during system design; meet system materiel availability, reliability, operating and support cost, and mean downtime requirements; and deliver optimal life-cycle product support. They must be proficient across the 12 Integrated Product Support (IPS) elements.

Life-cycle logisticians pursue two primary objectives: to see that weapon systems are designed, maintained, and modified to reduce the demand for logistics and to ensure effective and efficient logistics support. The resources required for product support must be minimized while meeting warfighter needs and guaranteeing long-term materiel readiness. Life-cycle logisticians achieve these objectives by ensuring integration across the 12 IPS elements to maximize supportability, reliability, availability, maintainability, and mission effectiveness, while helping ensure affordability of the system at all stages of its life cycle. They influence system design and provide effective, timely product support capabilities that drive successful, best-value product support planning and execution. Life-cycle logisticians can work directly in a program management office, in support of the product support manager (PSM) and program manager (PM), or in other logistics activity offices for support and sustainment.

Defense Acquisition Workforce Improvement Act Level III-certified life-cycle logisticians can also be assigned to a DoD PSM role, responsible for the following:

- Providing weapon systems product support subject matter expertise to the PM for 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 providing 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 most affordable and effective product support strategy
- Developing and implementing appropriate product support arrangements
- Assessing and adjusting resource allocations and performance requirements for product support to meet validated warfighter requirements and optimize implementation of the product support strategy
- Documenting the product support strategy in the Life-Cycle Sustainment Plan
- Conducting periodic product support strategy reviews and revalidating the supporting business case analysis
- Ensuring that the product support strategy maximizes small business participation at the appropriate tiers
- Ensuring identification of obsolete parts utilized in specifications and developing plans for suitable replacements
- Influencing the system design and sustainment strategy to achieve affordability goals and caps

Thus, both life-cycle logisticians and PSMs are ultimately responsible for designing, developing, implementing, and sustaining tailored life-cycle product support that optimizes affordability, materiel readiness, and joint warfighter requirements, thereby providing the Nation an enduring strategic advantage over its adversaries.

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Life Cycle Logistics Level I

Type of Assignment	Representative Activities
» L1 Product Support Management	Support and provide inputs into cost and performance management across the product support value chain, from design through disposal.
» L2 Supply Support	Support the identification, planning, resourcing, and implementation of management actions to acquire repair parts, spares, and all classes of supply to ensure the best equipment/capability is available to support the warfighter or maintainer when it is needed at the lowest possible cost.
» L3 Packaging, Handling, Storage, and Transportation	Support the identification, planning, resourcing, and implementation of management actions to facilitate acquisition of packaging/preservation, handling, storage, and transportation requirements to maximize availability and usability of the materiel, including support items whenever they are needed for training or mission.
» L4 Maintenance Planning and Management	Support the identification, planning, resourcing, and implementation of maintenance concepts and requirements to ensure the best possible equipment/capability is available when the warfighter needs it at the lowest possible Total Ownership Cost.
» L5 Design Interface	Understand and support the systems engineering process to impact the design from its inception throughout the life cycle, facilitating supportability to maximize the availability, effectiveness and capability of the system at the lowest Total Ownership Cost .
» L6 Sustaining Engineering	Understand, recognize the importance of, and assist in supporting inservice systems in their operational environments.
» L7 Technical Data	Support the identification, planning, resourcing, and implementation of management actions to facilitate development and acquisition of information to operate, install, maintain, and train on the equipment to maximize its effectiveness and availability; effectively catalog and acquire spare/repair parts, support equipment, and all classes of supply; define the configuration baseline of the system (hardware and software) to support the warfighter effectively with the best capability at the time it is needed.
» L8 Computer Resources	Support the identification, planning, resourcing, and implementation of actions to facilitate the acquisition and maintenance of facilities, hardware, software, documentation, and personnel necessary for planning and management of mission-critical computer hardware and software systems. Coordinate and implement agreements necessary to manage technical interfaces and to manage the work performed during maintenance activities. Establish and update plans for periodic test and certification activities required throughout the life cycle.
» L9 Facilities and Infrastructure	Support the identification, planning, resourcing, and implementation of actions to facilitate the acquisition and maintenance of facilities to enable training, maintenance, and storage to maximize the effectiveness of system operation and the logistics support system at the lowest Total Ownership Cost. Identify and prepare plans for the acquisition of facilities to enable responsive support for the warfighter.
» L10 Manpower and Personnel	Support the identification, planning, resourcing, and implementation of actions to facilitate the acquisition and support of personnel, civilian and military, with the grades and skills required to operate equipment, to complete the missions, to fight or support the fight effectively, to win our Nation's wars; and to support the warfighter effectively and ensure the best capability is available for the warfighter when needed.
» L11 Support Equipment	Support the identification, planning, resourcing, and implementation of management actions to acquire and maintain support equipment (mobile or fixed) required to sustain the operation and maintenance of the system to ensure that the system is available to the warfighter when it is needed at the lowest Total Ownership Cost .
» L12 Training and Training Support	Support the identification, planning, resourcing, and implementation of a cohesive integrated strategy early in the development process to train military and civilian personnel to maximize the effectiveness of the doctrine and of the personnel's ability to operate, fight with, and maintain the equipment throughout the life cycle. As part of the strategy, to plan, resource, and implement management actions that identify, develop, and acquire training aids, devices, simulators, and simulations to maximize the effectiveness of the personnel's ability to operate, fight with, and sustain equipment at the lowest Total Ownership Cost .
Core Certification Standards[1] (Required for DAWIA certification)	
» Acquisition Training	• **ACQ 101** Fundamentals of Systems Acquisition Management • **ENG 101** Fundamentals of Systems Engineering
» Functional Training	• **CLL 008** Designing for Supportability in DoD Systems • **CLL 011** Performance-Based Logistics (PBL) • **LOG 101** Acquisition Logistics Fundamentals • **LOG 102** Fundamentals of System Sustainment Management • **LOG 103** Reliability, Availability, and Maintainability (RAM)
» Education	Formal education not required for certification
» Experience	1 year of life-cycle logistics experience in an acquisition and/or sustainment organization

[1] The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[2] When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTES:
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• 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	**L1**	**L2**	**L3**	**L4**	**L5**	**L6**	**L7**	**L8**	**L9**	**L10**	**L11**	**L12**
BCF 130 Fundamentals of Cost Analysis	✓											
BCF 131 Applied Cost Analysis **(R)**	✓											
CLB 007 Cost Analysis	✓											
CLB 009 Planning, Programming, Budgeting, and Execution and Budget Exhibits	✓											
CLC 007 Contract Source Selection	✓											
CLC 011 Contracting for the Rest of Us	✓	✓		✓								
CLC 013 Services Acquisition	✓	✓		✓								
CLC 045 Partnering	✓			✓								
CLC 108 Strategic Sourcing Overview	✓	✓										
CLC 112 Contractors Accompanying the Force	✓			✓						✓	✓	✓
CLE 003 Technical Reviews	✓				✓							
CLE 012 DoD Open Systems Architecture (OSA)	✓				✓	✓	✓					
CLE 015 Continuous Process Improvement Familiarization	✓	✓		✓								
CLE 026 Trade Studies	✓	✓		✓	✓							
CLE 062 Human Systems Integration					✓	✓				✓		
CLE 074 Cybersecurity Throughout DoD Acquisition	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CLE 301 Reliability and Maintainability	✓			✓	✓	✓		✓			✓	✓
CLL 002 Defense Logistics Agency Support to the PM	✓	✓	✓			✓						
CLL 006 Public-Private Partnerships	✓			✓								
CLL 013 DoD Packaging	✓	✓	✓									
CLL 017 Introduction to Defense Distribution		✓	✓									
CLL 021 Product Support Arrangements	✓	✓		✓								
CLL 022 Title 10 Depot Maintenance Statute Overview	✓			✓								
CLL 030 Reliability-Centered Maintenance (RCM)	✓			✓	✓	✓					✓	
CLL 032 Preventing Counterfeit Parts from Entering the DoD Supply System	✓	✓	✓		✓	✓		✓				
CLL 033 Logistician's Responsibilities During Technical Reviews	✓				✓							
CLL 034 SLAMIS	✓	✓										
CLL 037 DoD Supply Chain Fundamentals	✓	✓	✓	✓								
CLL 038 Provisioning and Cataloging	✓	✓										
CLL 039 Product Support Requirements Identification	✓							✓	✓	✓	✓	✓
CLL 046 The Twelve Integrated Product Support Elements	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CLL 062 Counterfeit Prevention Awareness	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CLL 202 Diminishing Manufacturing Sources and Material Shortages (DMSMS) Executive Overview	✓	✓	✓	✓	✓	✓	✓	✓			✓	
CLM 003 Overview of Acquisition Ethics	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CLM 013 Work-Breakdown Structure	✓				✓	✓						
CLM 021 Introduction to Reducing Total Ownership Costs (R-TOC)	✓											
CLM 024 Contracting Overview	✓											
CLM 030 Common Supplier Engagement							✓					
CLM 032 Evolutionary Acquisition	✓				✓	✓						
CLM 071 Introduction to Data Management	✓				✓	✓	✓					
CLM 072 Data Management Strategy Development	✓					✓						

[1] The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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	**L1**	**L2**	**L3**	**L4**	**L5**	**L6**	**L7**	**L8**	**L9**	**L10**	**L11**	**L12**
CLR 101 Introduction to the Joint Capabilities Integration and Development System	✓											
CLV 016 Introduction to Earned Value Management	✓				✓	✓						
ISA 101 Basic Information Systems Acquisition	✓				✓			✓				
TST 102 Fundamentals of Test and Evaluation	✓	✓		✓	✓	✓						
EDUCATION: ▪ **Baccalaureate degree in a technical, scientific, or managerial field** ▪ **Leadership and management courses such as Harvard Business School (HBS) training modules on the Continuous Learning page of the iCatalog**												
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 and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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
» L1 Product Support Management	Plan and manage cost and performance across the product support value chain, from design through disposal.
» L2 Supply Support	Identify, plan for, resource, and implement management actions to acquire repair parts, spares, and all classes of supply to ensure the best equipment/capability is available to support the warfighter or maintainer when it is needed at the lowest possible cost.
» L3 Packaging, Handling, Storage, and Transportation	Identify, plan, resource, and acquire packaging/preservation, handling, storage, and transportation requirements to maximize availability and usability of the materiel, including support items whenever they are needed for training or mission.
» L4 Maintenance Planning and Management	Identify, plan, resource, and implement maintenance concepts and requirements to ensure the best possible equipment/capability is available when the warfighter needs it at the lowest possible Total Ownership Cost.
» L5 Design Interface	Participate in and leverage the systems engineering process to impact the design from its inception throughout the life cycle, facilitating supportability to maximize the availability, effectiveness, and capability of the system at the lowest Total Ownership Cost.
» L6 Sustaining Engineering	Support inservice systems in their operational environments.
» L7 Technical Data	Identify, plan, resource and implement management actions to develop and acquire information to operate, install, maintain, and train on the equipment to maximize its effectiveness and availability; effectively catalog and acquire spare/repair parts, support equipment, and all classes of supply; define the configuration baseline of the system (hardware and software) to support the warfighter effectively with the best capability at the time it is needed.
» L8 Computer Resources	Identify, plan, resource, and acquire facilities, hardware, software, documentation, and personnel necessary for planning and management of mission-critical computer hardware and software systems. Coordinate and implement agreements necessary to manage technical interfaces, and to manage the work performed during maintenance activities. Establish and update plans for periodic test and certification activities required throughout the life cycle.
» L9 Facilities and Infrastructure	Identify, plan, resource, and acquire facilities to enable training, maintenance, and storage to maximize the effectiveness of system operation and the logistics support system at the lowest Total Ownership Cost. Identify and prepare plans for the acquisition of facilities to enable responsive support for the warfighter.
» L10 Manpower and Personnel	Identify, plan, resource, and acquire personnel, civilian and military, with the grades and skills required to operate equipment, to complete the missions, to fight or support the fight effectively, to win our Nation's wars; and to support the warfighter effectively and ensure the best capability is available for the warfighter when needed.
» L11 Support Equipment	Identify, plan, resource, and implement management actions to acquire and support the equipment (mobile or fixed) required to sustain the operation and maintenance of the system to ensure that the system is available to the warfighter when it is needed at the lowest Total Ownership Cost.
» L12 Training and Training Support	Plan, resource, and implement a cohesive integrated strategy early in the development process to train military and civilian personnel to maximize the effectiveness of the doctrine and of the personnel's ability, to operate, fight with, and maintain the equipment throughout the life cycle. As part of the strategy, to plan, resource, and implement management actions to identify, develop, and acquire training aids, devices, simulators, and simulations to maximize the effectiveness of the personnel's ability to operate, fight with, and sustain equipment at the lowest Total Ownership Cost.
Core Certification Standards[1] (Required for DAWIA certification)	
» Acquisition Training	• **ACQ 202** Intermediate Systems Acquisition, Part A • **ACQ 203** Intermediate Systems Acquisition, Part B **(R)**
» Functional Training	• **CLC 011** Contracting for the Rest of Us • **CLL 001** Life-Cycle Management and Sustainment Metrics • **CLL 012** Supportability Analysis • **LOG 200** Product Support Strategy Development, Part A • **LOG 201** Product Support Strategy Development, Part B **(R)** • **LOG 206** Intermediate System Sustainment Management • **LOG 235** Performance-Based Logistics AND choose one of the following five (5) course options: • **EVM 101** Fundamentals of Earned Value Management • **LOG 204** Configuration Management • **LOG 215** Technical Data Management • **RQM 110** Core Concepts for Requirements Management Option 5 includes all three (3) of the CON courses listed below: • **CON 121** Contract Planning • **CON 124** Contract Execution • **CON 127** Contract Management
» Education	Formal education not required for certification
» Experience	2 years of life-cycle logistics experience in acquisition and/or sustainment

[1] The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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	**L1**	**L2**	**L3**	**L4**	**L5**	**L6**	**L7**	**L8**	**L9**	**L10**	**L11**	**L12**
ACQ 120 Fundamentals of International Acquisition (FIAC)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
ACQ 130 Fundamentals of Technology Security/Transfer (FTS/T)	✓	✓	✓				✓	✓			✓	✓
BCF 220 Acquisition Business Management Concepts	✓											
BCF 225 Acquisition Business Management Application **(R)**	✓											
CLC 004 Market Research	✓											
CLC 046 DoD Sustainable Procurement Program		✓	✓		✓						✓	
CLC 057 Performance-Based Payments and Value of Cash Flow	✓			✓								
CLE 001 Value Engineering	✓				✓	✓						
CLE 004 Introduction to Lean Enterprise Concepts	✓	✓		✓								
CLE 007 Lean Six Sigma for Manufacturing	✓	✓		✓								
CLE 009 ESOH in Systems Engineering					✓	✓						
CLE 016 Outcome-Based Performance Measures	✓	✓		✓								
CLE 028 Market Research for Engineering and Technical Personnel	✓			✓	✓	✓						
CLE 036 Engineering Change Proposals for Engineers	✓				✓	✓						
CLE 040 IUID Marking		✓		✓	✓	✓					✓	
CLE 064 Standardization in the Acquisition Life Cycle					✓	✓		✓				
CLE 068 Intellectual Property and Data Rights	✓				✓		✓					
CLI 001 International Armaments Cooperation (IAC), Part 1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CLI 002 International Armaments Cooperation (IAC), Part 2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CLI 003 International Armaments Cooperation (IAC), Part 3	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CLI 004 Information Exchange Program (IEP), DoD Generic	✓	✓	✓				✓	✓			✓	✓
CLI 007 Technology Transfer and Export Control	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CLL 003 Supportability Test and Evaluation	✓	✓		✓	✓	✓						
CLL 019 Technology Refreshment Planning	✓					✓					✓	
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+)				✓								
CLL 036 Product Support Manager (PSM)	✓											
CLL 040 Business Case Analysis Tools	✓											
CLL 042 Supportability Analysis Techniques, Procedures, and Tools					✓							
CLL 043 Green Logistics: Planning for Sustainability		✓		✓	✓	✓						
CLL 045 Designing for Transportability					✓	✓						
CLL 051 System Retirement, Materiel Disposition Reclamation, Demilitarization, and Disposal	✓	✓				✓						
CLL 057 Level of Repair Analysis—Introduction				✓	✓							
CLL 058 Level of Repair Analysis—Theory and Principles				✓	✓							
CLL 119 Technical Refreshment Implementation Module				✓		✓					✓	
CLL 206 Introduction to Parts Management		✓	✓		✓	✓						
CLM 037 Physical Inventories		✓	✓								✓	
CLM 059 Small Business Program for Program Managers	✓											
CLM 075 Data Acquisition	✓						✓					

[1] The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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	**L1**	**L2**	**L3**	**L4**	**L5**	**L6**	**L7**	**L8**	**L9**	**L10**	**L11**	**L12**
CLM 076 Data Markings							✓					
CLR 030 Environment, Safety, and Occupational Health in JCIDS	✓				✓	✓				✓		
CLR 151 Analysis of Alternatives	✓											
FE 201 Intermediate Facilities Engineering	✓								✓			
ISA 201 Intermediate Information Systems Acquisition **(R)**	✓				✓			✓				
PMT 251 Program Management Tools Course, Part 1	✓											
PMT 257 Program Management Tools Course, Part 2	✓											
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)**		✓			✓							
SYS 202 Intermediate Systems Planning, Research, Development, and Engineering, Part 1	✓				✓	✓						
TST 204 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** • **Leadership and management courses such as Harvard Business School (HBS) training modules on the Continuous Learning page of the iCatalog**												
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 and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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
» L1 Product Support Management	Lead and oversee cost and performance across the product support value chain, from design through disposal.
» L2 Supply Support	Oversee the identification, planning, resourcing, and implementation of management actions to acquire repair parts, spares, and all classes of supply to ensure the best equipment/capability is available to support the warfighter or maintainer when it is needed at the lowest possible cost.
» L3 Packaging, Handling, Storage, and Transportation	Oversee the identification, planning, resourcing, and acquisition of packaging/preservation, handling, storage, and transportation requirements to maximize availability and usability of the materiel, including support items whenever they are needed for training or mission.
» L4 Maintenance Planning and Management	Oversee the identification, planning, resourcing, and implementation of maintenance concepts and requirements to ensure the best possible equipment/capability is available when the warfighter needs it at the lowest possible Total Ownership Cost.
» L5 Design Interface	Collaboratively engage in and leverage the systems engineering process to impact the design from its inception throughout the life cycle, facilitating supportability to maximize the availability, effectiveness, and capability of the system at the lowest Total Ownership Cost.
» L6 Sustaining Engineering	Oversee, lead, or influence the design, implementation, and execution of support for inservice systems in their operational environments.
» L7 Technical Data	Oversee the identification, planning, resourcing, and implementation of management actions to develop and acquire information to operate, install, maintain, and train on the equipment to maximize its effectiveness and availability; effectively catalog and acquire spare/repair parts, support equipment, and all classes of supply; define the configuration baseline of the system (hardware and software) to support the warfighter effectively with the best capability at the time it is needed.
» L8 Computer Resources	Oversee the identification, planning, resourcing, and implementation of management actions to acquire and maintain facilities, hardware, software, documentation, and personnel necessary for planning and management of mission-critical computer hardware and software systems. Coordinate and implement agreements necessary to manage technical interfaces, and to manage the work performed during maintenance activities. Establish and update plans for periodic test and certification activities required throughout the life cycle.
» L9 Facilities and Infrastructure	Oversee the identification, planning, resourcing, and implementation of management of facilities to enable training, maintenance, and storage to maximize the effectiveness of system operation and the logistics support system at the lowest Total Ownership Cost. Identify and prepare plans for the acquisition of facilities to enable responsive support for the warfighter.
» L10 Manpower and Personnel	Oversee the identification of requirements for, planning for, resourcing, and implementation of management of personnel, civilian and military, with the grades and skills required to operate equipment, to complete the missions, to fight or support the fight effectively, to win our Nation's wars; and to support the warfighter effectively and ensure the best capability is available for the warfighter when needed.
» L11 Support Equipment	Oversee the identification of requirements for, planning for, resourcing, and implementation of management actions to acquire and maintain support equipment (mobile or fixed) required to sustain the operation and maintenance of the system to ensure that the system is available to the warfighter when it is needed at the lowest Total Ownership Cost.
» L12 Training and Training Support	Oversee the identification of requirements for, planning for, resourcing, and implementation of management actions to acquire and support a cohesive integrated strategy early in the development process to train military and civilian personnel to maximize the effectiveness of the doctrine, and of the personnel's ability, to operate, fight with, and maintain the equipment throughout the life cycle. As part of the strategy, to plan, resource, and implement management actions to identify, develop, and acquire training aids, devices, simulators, and simulations to maximize the effectiveness of the personnel's ability to operate, fight with, and sustain equipment at the lowest Total Ownership Cost.
Core Certification Standards[1] (Required for DAWIA certification)	
» Acquisition Training	• No additional requirements
» Functional Training	• **CLL 005** Developing a Life-Cycle Sustainment Plan (LCSP) • **CLL 015** Product Support Business Case Analysis (BCA) • **CLL 020** Independent Logistics Assessments • **LOG 340** Life-Cycle Product Support **(R)** • **LOG 350** Enterprise Life-Cycle Logistics Management **(R)** AND one of the following options: • **ACQ 265** Mission-Focused Services Acquisition **(R)** • **ACQ 315** Understanding Industry (Business Acumen) **(R)** • **BCF 215** Operating and Support Cost Analysis **(R)** • **LOG 211** Supportability Analysis **(R)**
» Education	Formal education not required for certification
» Experience	4 years of life-cycle logistics experience in an acquisition and/or sustainment organization

[1] The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[2] Workforce members assigned to the position(s) listed in the Unique Position Training Standards section MUST meet these training standards 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.

Unique Position Training Standards[2]	
» PSMs for ACAT I/II and former ACAT I/II programs that are post-IOC or no longer have a PM reporting to a CAE	• **LOG 465** Executive Product Support Manager's Course **(R)**

Core Plus Development Guide[3] (Desired training, education, and experience)	Type of Assignment											
Training	**L1**	**L2**	**L3**	**L4**	**L5**	**L6**	**L7**	**L8**	**L9**	**L10**	**L11**	**L12**
ACQ 230 International Acquisition Integration **(R)**	✓											
ACQ 315 Understanding Industry (Business Acumen) **(R)**	✓			✓								
ACQ 405 Executive Refresher Course **(R)**	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
ACQ 450 Leading in the Acquisition Environment **(R)**	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
ACQ 451 Integrated Acquisition for Decision Makers **(R)**	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
ACQ 452 Forging Stakeholder Relationships **(R)**	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
ACQ 453 Leader as Coach **(R)**	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CLB 011 Budget Policy	✓											
CLC 026 Performance-Based Payments Overview	✓											
CLC 051 Managing Government Property in the Possession of Contractors	✓										✓	
CLC 055 Competition Requirements	✓											
CLE 008 Six Sigma: Concepts and Processes	✓	✓		✓								
CLE 011 Modeling and Simulation for Systems Engineering					✓	✓						
CLE 023 Modeling and Simulation in Test and Evaluation	✓											
CLE 039 Environmental Issues in Testing and Evaluation					✓							
CLE 065 Standardization Documents					✓	✓						
CLE 070 Corrosion and Polymeric Coatings				✓	✓						✓	
CLE 201 ISO 9000					✓	✓						
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 035 Operating and Support Cost Estimating for the Product Support Manager	✓											
CLL 041 Life-Cycle Cost (LCC) Analysis Tools	✓											
CLL 056 Sustainment of Software Intensive Systems	✓	✓		✓	✓	✓		✓				
CLL 120 The DoD Shelf-Life Program	✓	✓	✓									
CLL 201 Diminishing Manufacturing Sources and Material Shortages (DMSMS) Fundamentals	✓	✓		✓	✓	✓					✓	
CLL 203 Diminishing Manufacturing Sources and Material Shortages (DMSMS) Essentials						✓					✓	
CLL 205 Diminishing Manufacturing Sources and Material Shortages (DMSMS) for Technical Professionals						✓					✓	
CLM 014 IPT Management and Leadership	✓	✓	✓		✓							
CLM 016 Cost Estimating	✓											
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		✓	✓									

[1] The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[2] Workforce members assigned to the position(s) listed in the Unique Position Training Standards section MUST meet these training standards 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	**L1**	**L2**	**L3**	**L4**	**L5**	**L6**	**L7**	**L8**	**L9**	**L10**	**L11**	**L12**
CLM 047 Fiscal and Physical Accountability and Management of DoD Equipment											✓	
CLM 073 Data Management Planning System							✓					
CLM 074 Technical Data and Computer Software Rights							✓	✓				
CLM 077 Data Management Protection and Storage							✓					
CLM 200 Item-Unique Identification		✓	✓		✓	✓						
CLM 201 Serialized Item Management (SIM)		✓	✓		✓	✓						
CLR 250 Capabilities-Based Assessment	✓											
CLR 252 Developing Performance Attributes	✓											
CLX 160 Introduction to Failure Mode Effects Analysis (FMEA)					✓	✓						
CON 237 Simplified Acquisition Procedures	✓											
CON 280 Source Selection and Administration of Service Contracts **(R)**	✓											
ENG 202 Applied Systems Engineering in Defense Acquisition, Part 2 **(R)**					✓							
FE 302 Advanced Facilities Engineering **(R)**									✓			
ISA 301 Advanced Enterprise Information Systems Acquisition **(R)**	✓				✓			✓				
ISA 320 Advanced Program Information Systems Acquisition **(R)**	✓				✓			✓				
PMT 352A Program Management Office Course, Part A	✓											
PMT 352B Program Management Office Course, Part B **(R)**	✓											
PMT 400 Program Manager's Skills Course **(R)**	✓											
PQM 301 Advanced Production, Quality, and Manufacturing **(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 the Dwight D. Eisenhower School for National Security and Resource Strategy**
- **Leadership and management courses such as Harvard Business School (HBS) training modules on the Continuous Learning page of the iCatalog**

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 and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[2] Workforce members assigned to the position(s) listed in the Unique Position Training Standards section MUST meet these training standards 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.

Mr. Dale Ormond

Principal Director, Research, OASD(R&E)

SCIENCE AND TECHNOLOGY FUNCTIONAL COMMUNITY

SCIENCE AND TECHNOLOGY MANAGER

Science and technology managers are typically scientists and engineers primarily involved in the material solution analysis, technology maturation, and risk reduction 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.

http://icatalog.dau.mil/

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 to acquisition programs
Core Certification Standards[1] (Required for DAWIA certification)	
» Acquisition Training	**ACQ 101** Fundamentals of Systems Acquisition Management
» Functional Training	• **CLE 068** Intellectual Property and Data Rights • **ENG 101** Fundamentals of Systems Engineering • **STM 101** Introduction to Science and 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 and Technology**
CLB 009 Planning, Programming, Budgeting, and Execution and Budget Exhibits	✓
CLE 022 Program Manager Introduction to Anti-Tamper	✓
CLE 062 Human Systems Integration	✓
CLE 074 Cybersecurity Throughout DoD Acquisition	✓
CLM 013 Work-Breakdown Structure	✓
CLM 016 Cost Estimating	✓
CLM 017 Risk Management	✓
CLM 024 Contracting Overview	✓
ISA 101 Basic Information Systems Acquisition	✓
TST 102 Fundamentals of Test and Evaluation	✓
EDUCATION: None specified	
EXPERIENCE: None specified	

[1] The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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.

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 202** Intermediate Systems Acquisition, Part A
» Functional Training	• **CLE 021** Technology Readiness Assessments • **STM 203** Intermediate Science and Technology 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	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 and Technology**
CLB 011 Budget Policy	✓
CLC 060 Time and Materials Contracts	✓
CLC 063 Sole Source Proposal Technical Evaluations	✓
CLC 106 Contracting Officer's Representative with a Mission Focus	✓
CLE 003 Technical Reviews	✓
CLE 009 ESOH in Systems Engineering	✓
CLE 301 Reliability and Maintainability	✓
CLL 008 Designing for Supportability in DoD Systems	✓
CLL 012 Supportability Analysis	✓
CLM 012 Scheduling	✓
CLM 031 Improved Statement of Work	✓
CLM 035 Environmental Safety and Occupational Health—Lesson from PMT 352A	✓
CLV 016 Introduction to Earned Value Management	✓
LOG 101 Acquisition Logistics Fundamentals	✓
EDUCATION: None specified	
EXPERIENCE: None specified	

[1] The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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.

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	• **CLE 069** Technology Transfer • **STM 304** Leadership in Science and Technology 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]	
» Science and Technology Managers (individuals with primary management responsibilities for BA 3 projects such as, but not limited to, Advanced Technology Demonstrations, Joint Capability Demonstrations, and Future Naval Capabilities Programs). The training listed in this section is considered very important.	• **ACQ 203** Intermediate Systems Acquisition, Part B **(R)** • **CLE 026** Trade Studies • **CLV 017** Performance Measurement Baseline • **CLV 018** Earned Value and Financial Management Reports • **CLV 020** Baseline Maintenance • **PMT 251** Program Management Tools Course, Part 1 • **PMT 257** Program Management Tools Course, Part 2 • **PMT 352A** Program Management Office Course, Part A

Core Plus Development Guide[3] (Desired training, education, and experience)	Type of Assignment
Training	**Science and Technology**
CLE 046 Fundamentals of Executing a JCTD Project	✓
CLM 021 Introduction to Reducing Total Ownership Costs (R-TOC)	✓
CLV 017 Performance Measurement Baseline	✓
GRT 201 Grants and Agreements Management **(R)**	✓
TLR 350 Advanced Technical Leadership **(R)**	✓
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 and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[2] The training listed in the Unique Position Training Standards section for workforce members assigned to these positions is considered very important.
[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.

Dr. C. David Brown

Deputy Assistant Secretary of Defense, Developmental Test and Evaluation Director, Test Resource Management Center

TEST AND EVALUATION FUNCTIONAL COMMUNITY

As the functional leader for the Test and Evaluation (T&E) career field, my primary goals are to enhance the quality of the T&E workforce and guide consistent and integrated T&E policy. The responsibility to train and maintain the T&E workforce requires that we keep current the T&E functional acquisition competencies, certification standards, and T&E position category description.

T&E professionals assist program managers in improving cost, schedule, and performance of their acquisition programs by providing timely, objective assessments at key decision points. Our T&E courses provide essential knowledge that T&E professionals need to perform DoD T&E activities effectively. This includes understanding technical maturity and performance baselines; knowledge and application of technical reviews, design considerations, and reliability growth; and the practical use of T&E concepts and principles during planning, execution, and reporting for an acquisition program.

My priority is to focus on earlier Developmental T&E activities to identify and fix problems during development. My initiatives include improving the current curriculum to ensure T&E professionals are able to create developmental evaluation frameworks as well as understand how to conduct T&E activities relating to interoperability, cybersecurity, reliability, and maintainability.

The T&E workforce requires increasing knowledge and skills to adequately evaluate complex systems. 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 my mission is to ensure a high-quality T&E workforce to provide the warfighter with affordable, supportable, and effective performance-based systems.

As the functional leader, I oversee DAU T&E education and training requirements and validate the certification standards for all T&E levels and for the Chief Developmental Tester. On an annual basis, we review and update the curriculum to ensure technical accuracy and consistency with DoD acquisition policy. The requirements are updated when necessary and reflect the latest changes in statutory and regulatory acquisition policies, practices, and procedures.

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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 evaluation methodology and framework • Supports identification of T&E direction and guidance applicable to the Service/agency • Supports program's T&E office representative at T&E meetings and other forums • Supports tracking/auditing of the T&E aspects of products/systems in the acquisition process • Reviews T&E strategies, T&E master plans (TEMPs), test concepts, and test plans • 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 Chief Developmental Tester's team • Supports development of program's T&E strategy, approach, process, schedule, and resource requirements • Supports coordination of cybersecurity T&E in accordance with the DoD Risk Management Framework Process • Supports implementation of an evaluation methodology and framework for product/system under test • Supports development of T&E materials/data for technical and progress reviews, including risk assessment • Supports identification and coordination of T&E personnel and financial resource requirements • Proposes and reviews test concepts and test plans
» Range/Lab/Field Supporting Activities	• Supports identification and scheduling of T&E resources including workforce, infrastructure, and budgets to support testing at the respective facility • Reviews facility T&E tools (IT, video, targets, simulators, stimulators, instrumentation, etc.) and clearly understands their capabilities • Supports facility test plan development • Supports development of T&E plans and mitigation of safety risks for test plans during test execution • Assists in test execution, data collection, analysis, and reporting • Assists in evaluation, analysis, and reporting of test results • Supports implementation of new T&E techniques, lessons learned, and T&E best practices • Supports maintenance of the physical facility and environment and coordinates renovations and repairs as necessary • Assists in execution of Service/agency or DoD cybersecurity and system assurance (SA) testing

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

» Acquisition Training	**ACQ 101** Fundamentals of Systems Acquisition Management
» Functional Training	• **CLE 023** Modeling and Simulation in Test and Evaluation • **CLE 074** Cybersecurity Throughout DoD Acquisition • **ENG 101** Fundamentals of Systems Engineering • **TST 102** Fundamentals of Test and Evaluation
» Education	Associate's degree in any discipline
» Experience	1 year of T&E experience

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

[1] The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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.)	• Interprets research and development of T&E strategy, policy, practices, metrics, and procedures and implements direction and guidance • Proposes development of evaluation methodology and framework • Proposes identification of T&E direction and guidance applicable to the Service/agency • Serves as or supports the program's 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 • Develops and coordinates T&E strategies, T&E master plans (TEMPs), test concepts, and test plans • Proposes approaches for development of the T&E career management plan for recruiting, training, and retaining a professional T&E workforce • Proposes 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 • Drafts and coordinates an evaluation methodology and framework for product/system under test • Member of the Chief Development Tester's team drafting and coordinating the TEMP • Directs coordination of cybersecurity T&E in accordance with the DoD Risk Management Framework process • Directs development of program's T&E approach, process, schedule, and resource requirements • Develops and coordinates T&E materials/data for technical and progress reviews, including risk assessment • Identifies and coordinates T&E personnel and financial resources requirements • Develops guidance on test concepts and test plans
» Range/Lab/Field Supporting Activities	• Identifies and schedules T&E resources including workforce, infrastructure, and budgets to support testing at the respective facility • Recommends facility T&E tools (IT, video, targets, simulators, stimulators, instrumentation, etc.) that are capable of supporting T&E • 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 • Proposes needed maintenance of the physical facility and environment and coordinates renovations and repairs as necessary • Manages implementation of Service/agency or DoD cybersecurity and system assurance (SA) policies • Leads evaluation, analysis, and reporting of test results • Identifies new T&E techniques, lessons learned, and T&E best practices
Core Certification Standards[1] (Required for DAWIA certification)	
» Acquisition Training	• **ACQ 202** Intermediate Systems Acquisition, Part A • **ACQ 203** Intermediate Systems Acquisition, Part B **(R)**
» Functional Training	• **CLE 003** Technical Reviews • **CLE 029** Testing in a Joint Environment • **CLE 030** Integrated Testing • **CLE 035** Introduction to Probability and Statistics • **CLE 301** Reliability and Maintainability • **CLM 013** Work-Breakdown Structure • **CLM 016** Cost Estimating • **CLR 101** Introduction to the Joint Capabilities Integration and Development System • **SYS 202** Intermediate Systems Planning, Research, Development, and Engineering, Part 1 • **TST 204** Intermediate Test and Evaluation **(R)**
» Education	• Baccalaureate degree or higher (any field of study) • A total of 24 semester hours or equivalent in technical or scientific courses such as mathematics (e.g., calculus, probability, statistics), physical sciences (e.g., chemistry, biology, physics), psychology, operations research/systems analysis, engineering, computer science, and information technology.
» Experience	2 years of T&E experience

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment		
Training	**HQ & Staff**	**PM/Matrix Spt**	**Rg/Lab/Fld Spt Act**
CLB 007 Cost Analysis	✓	✓	✓
CLE 015 Continuous Process Improvement Familiarization	✓	✓	✓
CLE 017 Technical Planning	✓	✓	✓
CLE 021 Technology Readiness Assessments	✓	✓	✓
CLE 037 Telemetry			✓
CLE 038 Time-Space-Position Information			✓

[1] The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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**
CLE 039 Environmental Issues in Testing and Evaluation	✓	✓	✓
CLE 060 Practical Software and Systems Measurement	✓	✓	
CLM 017 Risk Management	✓	✓	✓
CLM 035 Environmental Safety and Occupational Health—Lesson from PMT 352A	✓	✓	✓
CLV 016 Introduction to Earned Value Management	✓	✓	
ISA 201 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 Maintenance	✓	✓	
EDUCATION: None specified			
EXPERIENCE: At least 1 year of hands-on T&E field activities			

[1]The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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 evaluation methodology and framework • Manages identification of T&E direction and guidance applicable to the Service/agency • Serves as the program's principal T&E office representative at T&E meetings and other forums • Directs/manages tracking/auditing of 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 T&E strategies, T&E master plans (TEMPs), test concepts, and test plans, and certifies annual T&E budgets • Manages development and execution of T&E processes, standards, methods, and techniques
» Program Management and Matrix Support	• Includes the Chief Developmental Tester for MDAPs and MAIS programs • Chairs or serves as a key member of the program's T&E Working-level IPT • Manages TEMP development and secures final approvals • Manages development of program's T&E approach, process, schedule, and resource requirements • Manages development of T&E materials/data for technical and progress reviews, including risk assessment • Manages T&E personnel and financial resources requirements • Directs test concepts and test plans and submits annual T&E budgets • Directs cybersecurity T&E in accordance with the DoD Risk Management Framework process • Directs/manages development and/or implementation of an evaluation methodology and framework for product/system under test
» Range/Lab/Field Supporting Activities	• Manages identification and scheduling of T&E resources, including workforce, infrastructure, and budgets to support testing at the respective facility • Ensures facility T&E 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, data management, and data analysis • Directs/manages evaluation, analysis, and reporting of test results • Directs/manages development of new T&E techniques, capture of lessons learned, and development of T&E best practices • Manages maintenance of the physical facility and environment, and coordinates renovations and repairs as necessary • Oversees implementation of Service/agency or DoD cybersecurity 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 • **CLB 008** Program Execution • **CLB 009** Planning, Programming, Budgeting, and Execution and Budget Exhibits • **CLL 015** Product Support Business Case Analysis (BCA) • **CLM 014** IPT Management and Leadership • **CLM 031** Improved Statement of Work • **CLV 016** Introduction to Earned Value Management • **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 T&E experience

Core Plus Development Guide[2] (Desired training, education, and experience)	Type of Assignment		
Training	**HQ & Staff**	**PM/Matrix Spt**	**Rg/Lab/Fld Spt Act**
CLC 011 Contracting for the Rest of Us	✓	✓	
CLE 009 ESOH in Systems Engineering	✓	✓	✓
CLE 066 Systems Engineering for Systems of Systems	✓	✓	✓
CLL 012 Supportability Analysis	✓	✓	✓

[1] The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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**
CLM 032 Evolutionary Acquisition	✓	✓	
CLR 151 Analysis of Alternatives	✓	✓	
CLR 250 Capabilities-Based Assessments	✓	✓	
ENG 202 Applied Systems Engineering in Defense Acquisition, Part 2 **(R)**	✓	✓	✓
EVM 101 Fundamentals of Earned Value Management	✓	✓	
HBS 409 Decision Making	✓	✓	✓
HBS 427 Meeting Management	✓	✓	✓
HBS 441 Team Management	✓	✓	✓
PMT 251 Program Management Tools Course, Part 1	✓	✓	
PMT 257 Program Management Tools Course, Part 2	✓	✓	✓
EDUCATION: None specified			
EXPERIENCE: At least 2 years of hands-on T&E field activities			

[1] The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
[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.

Mr. Keith Webster

Director, International Cooperation, OUSD(AT&L)

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 across all applicable acquisition career fields. Formalizing the career path systematically with the personnel systems enables two important actions. First, specific billets can be subcoded as international acquisition positions requiring individuals possessing both core and international acquisition qualifications to fill the respective positions and receive the necessary training. 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.

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International Acquisition Training Standards

Type of Duty	Representative Activities
» International Cooperative Programs (ICP)	Managing or supporting planning or executing cooperative programs with international partners conducted under the terms of an international agreement including projects or programs ranging from cooperative science and technology to major system development and production
» Defense Sales and Transfers	Managing or supporting planning or executing of foreign military sales, building partner capacity, and/or hybrid direct commercial sales programs
» Acquisition Strategy Development	Analyzing cooperative opportunities, conducting analyses of alternatives, and integrating international acquisition and exportability considerations into a program's acquisition strategy
» Technology Security and Foreign Disclosure (TSFD)	Supporting development or implementation of exportability-related technology security, foreign disclosure, or export control policies and positions
Core Training Standards[1] (required for this career path)	
» Acquisition Training	If your primary career field is a Level I position: • **ACQ 101** Fundamentals of Systems Acquisition Management If your primary career field is a Level II or III position: • **ACQ 202** Intermediate Systems Acquisition, Part A
» Functional Training	If your primary career field is a Level I position: • **ACQ 120** Fundamentals of International Acquisition (FIAC) • **ACQ 130** Fundamentals of Technology Security/Transfer (FTS/T) If your primary career field is a Level II position: • **ACQ 230** International Acquisition Integration **(R)**
» Education	As required by the career field
» Experience	As required by the career field
Unique Position Training Standards	
» All ICP duty types	• **ACQ 340** Advanced International Management Workshop **(R)**
» All TSFD duty types	• **ACQ 350** Advanced Technology Security/Control Workshop **(R)**

Core Plus Development Guide (Desired training, education, and experience)	Type of Duty			
Training	**ICP**	**Def Sales and Trans**	**Acq Strat Dev**	**TSFD**
CLC 027 Buy American Statute	✓	✓	✓	✓
CLC 048 Export Controls	✓	✓		✓
CLC 052 Contracting with Canada	✓	✓	✓	✓
CLC 125 Berry Amendment	✓	✓	✓	✓
CLE 022 Program Manager Introduction to Anti-Tamper	✓	✓	✓	✓
CLE 068 Intellectual Property and Data Rights	✓	✓	✓	✓
CLI 001 International Armaments Cooperation (IAC), Part 1	✓			
CLI 002 International Armaments Cooperation (IAC), Part 2	✓			
CLI 003 International Armaments Cooperation (IAC), Part 3	✓			
CLI 004 Information Exchange Program (IEP), DoD Generic	✓			
CLI 005 RDT&E (IEP) Army-Specific	✓			
CLI 006 RDT&E (IEP) Navy-Specific	✓			
CLI 007 Technology Transfer and Export Control	✓	✓	✓	✓
EDUCATION: As required by the career field				
EXPERIENCE: As required by the career field				

[1] The Core Training Standards section lists the training and/or education and experience REQUIRED for this career path within 24 months of assignment.

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

Lt. Gen. Wendy Masiello, USAF

Director, Defense Contract Management Agency

CONTRACT MANAGEMENT COMMUNITY

The Defense Contract Management Agency (DCMA) is the DoD component that works directly with Defense contractors to help ensure that DoD, federal, and allied government agencies receive timely supplies and services that stay within projected costs and meet all performance requirements. DCMA directly contributes to the military readiness of the United States and its allies and helps preserve the Nation's freedom.

DCMA professionals serve as "information brokers" and in-plant representatives for military, federal, and allied government buying agencies—both in the initial stages of the acquisition cycle and throughout the life of the resulting contracts.

Before contract award, DCMA provides advice and information to help construct effective solicitations, identify potential risks, select the most capable contractors, and write contracts that meet the needs of its customers in DoD, federal, and allied government agencies.

After contract award, DCMA monitors contractors' performance and management systems to ensure that cost, product performance, and delivery schedules comply with the terms and conditions of the contracts.

Embedded within the DCMA headquarters, the College of Contract Management (CCM) is chartered to ensure that well-trained faculty, well-designed curricula, and a cost-effective methodology will provide the professional, accredited courses necessary to enhance the skills of the acquisition workforce within the DCMA. Portions of the CCM's curricula also benefit non-DCMA personnel performing contract management functions.

Mr. Gary Bliss

Director, Performance Assessments and Root Cause Analyses (PARCA), OUSD(AT&L)

EARNED VALUE MANAGEMENT FUNCTIONAL COMMUNITY

Earned Value Management (EVM) is a disciplined, program management approach to integrating the cost, schedule, and technical work scope aspects of the contract. As such, EVM has earned the reputation as one of DoD's and industry's most powerful program management tools and plays an important role in successfully delivering acquisition programs by providing program managers and their integrated product teams (IPTs) with timely insight into ongoing program performance. EVM analysis provides actionable information to the IPT so it can proactively manage the many factors that influence cost, schedule, technical performance, and programmatic risk, thereby contributing to the timely delivery of high-quality, affordable, supportable, and effective defense systems to warfighters.

EVM requires cross-functional understanding of integrated program management competencies in various Defense Acquisition Workforce career fields. As the EVM functional leader, the director of Performance Assessments and Root Cause Analyses (PARCA) supports other OSD functional leaders by providing EVM expertise to influence the competency requirements for effective and efficient EVM application within their respective functional areas.

http://icatalog.dau.mil/

Mr. Kenyata L. Wesley

Acting Director, Office of Small Business Programs, OUSD(AT&L)

SMALL BUSINESS FUNCTIONAL COMMUNITY

As functional leader of the Small Business career field, it is my top priority to align Small Business training with Defense capability and readiness efforts. Small business professionals play a vital role in providing leadership and guidance to the military departments and Defense agencies to create opportunities for small business in the acquisition process. In order to optimize small business programs and Defense procurements, small business professionals need to be proficient in performing a wide range of specialized functions. The courses in the Small Business curriculum aim to develop the necessary skills of small business professionals so they can maximize their contributions to Defense acquisitions to ensure the technological superiority of the Department. The following are some of the key functions performed by small business professionals:

- **Developing, managing, and/or tracking procurement legislation, regulations, and policies affecting small business**
- **Forming acquisition strategies and participating in peer reviews and program management reviews of planned acquisitions**
- **Developing and managing subcontracting programs to ensure compliance with requirements**
- **Determining and recommending the appropriate level of small business participation during the acquisition planning process**
- **Providing market research expertise**
- **Collecting and analyzing information regarding commercial capabilities, processes, pricing, incentives, warranties, delivery, and other standard terms and conditions**
- **Assessing and analyzing the effectiveness of established command or agency small business program initiatives and objectives**

Mr. Kenneth M. Brennan

Deputy Director, Services Acquisition, Defense Procurement and Acquisition Policy

SERVICES ACQUISITION FUNCTIONAL COMMUNITY

The Services Acquisition Directorate is responsible for developing, implementing, governing, and executing the acquisition oversight framework for services, and for the championing of strategic sourcing policy and initiatives, for the DoD. A relatively new organization in the office of Defense Procurement and Acquisition Policy, Services Acquisition (DPAP/SA) is tasked to improve the tradecraft in the acquisition of services. Contracted services represent more than 50 percent of the DoD's total contract spending. DPAP/SA is responsible for ensuring that services procurement results in the best value at the most reasonable cost. As much of the spending is executed in smaller contracts, the DoD wishes to improve its oversight capabilities, develop an expert understanding of where services dollars are spent, and use the knowledge of services tradecraft to make strategic decisions about how to meet the needs of the warfighter most efficiently.

Section 4

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 civilian agencies within the DoD and 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 Michael E. Williamson
Army DACM

WHERE TO FIND INFORMATION

The Army DACM Office resides within the USAASC at Fort Belvoir, Virginia. Its Web site (http://asc.army.mil/web/career-development/dacm-office/) contains information on everything related to acquisition careers. Some of the Army acquisition workforce topic areas, application systems, customer support, and news forums are highlighted below:

- AAC career planning and career models
- Civilian and military proponency
- AAW policy
- Education and training opportunities (tuition assistance, leadership training and development programs)
- Talent management
- The award-winning *Army AL&T* magazine
- DACM news and hot topics
- Onboarding
- FAQs and contact information
- Army Defense Acquisition University registration: https://www.atrrs.army.mil/channels/aitas/
- Certification Management System and AAC Membership System: https://rda.altess.army.mil/camp/

The U.S. Army Director, Acquisition Career Management (DACM) is charged with the responsibility to implement the Defense Acquisition Workforce Improvement Act (DAWIA) for the Army Acquisition Workforce (AAW). 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 ASA(ALT). The Army DACM is supported by the Deputy DACM, who also serves as the Director of the U.S. Army Acquisition Support Center (USAASC). USAASC's 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 AAW, to ensure their professional growth and acquisition career development, including talent management initiatives and DAWIA certification (training, education, and experience).

The DACM promotes leadership and professional development of the AAW and ensures individual acquisition 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 Army DACM office also fosters the professional growth of the AAW through functional, developmental, and leadership training.

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 AAW 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 acquisition workforce through relevant training, education, and experience opportunities
- Oversee all career management activities for the AAC and AAW (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 AAW
- Establish forums/opportunities to 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 AAW comprises more than 36,000 civilian and military workforce members who occupy 13 acquisition career fields. The largest numbers of workforce members serve in the acquisition career fields of Engineering, followed by Contracting and Life Cycle Logistics.

Mr. W. Mark Deskins
Navy DACM

WHERE TO FIND INFORMATION

Visit the DoN DACM Web site at http://www.secnav.navy.mil/rda/workforce/ for additional information. The Web site includes such topics as AWF Strategy and Policy, Career Management and Development, DACM Corner Newsletter, AWF Recognition, and other matters of interest to the AWF.

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

U.S. Navy and Marine Corps DACM

The Department of the Navy (DoN) Director, Acquisition Career Management (DACM) is the Navy and Marine Corps' lead for the professional development and management of the DoN Acquisition Workforce (AWF). The DACM is the chief advisor and staff assistant to the Assistant Secretary of the Navy for Research, Development, and Acquisition (ASN(RD&A)), and represents the ASN(RD&A) on all AWF matters.

Primary Responsibilities

- Serve as direct advisor to the ASN(RD&A) and Principal Civilian Deputy ASN(RD&A) on all matters relating to the education, training, career development, and management of the AWF
- Serve as executive secretary on the DoN Acquisition Career Council, a cross-competency advisory group to the ASN(RD&A)
- Serve as the single point of contact for the defense director, Human Capital Initiatives, the Defense Acquisition University, and other DoD military Services and agencies on AWF matters
- Provide acquisition community stewardship
- Develop DoN AWF strategies, policies, and procedures that meet the needs of the Navy-Marine Corps team
- Oversee AWF career development programs, opportunities, and centralized AWF recognition/awards
- Manage Defense AWF Development Funds for the DoN AWF
- Manage critical acquisition positions and key leadership positions
- Serve on Navy and Marine Corps senior acquisition assignment slating panels
- Manage DoN AWF information systems and report AWF metrics

AWF Strategic Goals

The DoN AWF is responsible for translating military requirements into material solutions through designing, building, sustaining, modernizing, and maintaining complex ships, aircraft, and vehicles with associated equipment, combat systems, weapons, and ordnance to support sailors and marines 24/7 anywhere around the globe. Experienced, knowledgeable acquisition professionals who can work in the unique defense marketplace, understand the technical dimensions, and navigate the regulations are central to acquisition success. DoN's strategic goals—*to energize the AWF, emphasize focused professional and technical excellence, and reinforce responsibility and accountability*—set a course to produce a forward-thinking, highly educated and skilled workforce that is well managed and fully qualified to deliver the finest warfighting capability in the world at an affordable price.

U.S. Air Force DACM

Mr. David A. Slade
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 are to:

- 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 resources (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, Executive 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 (http://www.my.af.mil/gcss-af/USAF/site/ACQUISITION/Career), which includes the following topics and links:

- How to update your record
- Certification and training
- Professional currency/ continuous learning
- Acquisition Corps requirements and responsibilities
- Education opportunities and tuition assistance
- Guide to training beyond certification
- Awards and recognition
- Position qualification and tenure waivers
- Professional development
- Policy references
- Career points of contact
- Workforce demographics
- Acquisition Demonstration project
- Acquisition Workforce Development Fund

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 Record (ACMS)
https://w45.afpc.randolph.af.mil/AFPCSecureNet40/CheckPortal.asp

Mr. Robert Daugherty
4th Estate DACM

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/datms
- Managing your acquisition career
- Career management tools
- Acquisition Corps
- DAWIA certification
- Workforce manager resources
- Workforce policy
- 4th Estate metrics

Points of Contact:
DATMS Help Desk (Defense Acquisition Talent Management Help Desk)
datmshelp@asmr.com
703-645-0161

4th Estate Travel Desk
4Etravel@asmr.com
703-645-0161

4th Estate DACM

The 4th Estate Director, Acquisition Career Management (DACM) represents civilians assigned to the defense agencies outside the military departments—a community comprising more than 26,000 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
- 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
- Promoting talent management initiatives within the 4th Estate and providing centralized training opportunities for workforce members in the defense agencies
- 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
- Processing and approval of waivers and fulfillment requests
- Documentation of course equivalencies
- Coding and management of acquisition personnel information

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.

Online Requirements

E-learning assets should be developed in accordance with the following minimum specifications for learners' computers:

- Windows 7 Service Pack 1
- Internet Explorer 8.0
- Browser Settings:
  - Pop-up blockers disabled
  - Cookies enabled at medium-low security level
- Java Runtime Environment: Enabled, version 1.7 or above—AJAX has replaced the necessity for Java.
- Adobe Flash Player Version 12.0+
- Windows Media Player 12.0+
- Adobe Acrobat Reader Version 10.1.9+
- Adobe Shockwave Player 12.0+
- Apple Quicktime 7.7.4
- Intel Pentium 4 Processor (1.6–2.4 GHz) or faster
- 40 GB of available hard disk space
- 1 GB of RAM
- Recommended Display Settings:
  - 1024 x 768 minimum resolution
  - Font size or DPI set to normal or 100%
- Internet connection: 56 Kbps+ (1.5 Mbps recommended)
- 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 that 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 email from the university with instructions on how to proceed. In the case of online courses, an email will explain how to access the course material online. For classroom courses, students will receive an email with specific reporting instructions and information on lodging, meals, facilities, and appropriate classroom attire.

DAU offers students Web-based support for classroom activities and precourse assignments through the Blackboard learning management system. Blackboard provides Web sites for elected 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 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 on 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. Registration requires the student to have a valid DoD Common Access Card (CAC). 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 email identifying his or her status as wait-listed, disapproved, or as having a reservation. Approximately 60 days before the class starts (later for late registrants), those with class reservations will receive an email from DAU 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 listed in the online course schedule. Any workforce member who is registered and has not received reporting instructions 15 days before 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 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. Concerning various categories of leave, DAU follows established DoD and Office of Personnel Management guidance for civilians and Service regulations for military personnel.

Transcripts
To obtain transcripts, students should go to http://www.dau.mil/faq/pages/Transcriptscertificates.aspx#official and click "DAU Transcript System."

The DAU transcript Web site is currently accessible only to users with a DoD-issued CAC. Once in the transcript system, students can print an unofficial transcript at their desk or request that an official transcript with a DoD seal be sent to a college.

NOTE: If you do not have an issued CAC, you may send an email to the DAU Center for Scheduling and Student Support Office at scheduling@dau.mil to request an Official or Unofficial Transcript. These requests are being manually processed in the order in which they are received.

All transcripts are usually processed within 5 working days, though sometimes it takes longer; students will receive an email notice when their transcript has been processed. Questions regarding transcripts should be directed to the Center for Scheduling and Student Support at scheduling@dau.mil.

Disability Accommodations
DAU will attempt to provide reasonable accommodations, as needed, to every student with a verified disability. We are best able to do this when the student submits an accommodation or special needs request via the automated registration system while registering for a course. 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. Please go to http://www.dau.mil/training/Pages/studentinformation.aspx for more detailed information regarding accommodating students with disabilities.

DAU ADMINISTRATIVE INFORMATION

Student Policies
A complete overview of all student policies can be found at http://www.dau.mil/training/Pages/studentinformation.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 email, 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, in advance, may specify exceptions to the above in support of a particular 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 http://www.dau.mil/training/Pages/studentinformation.aspx.

REGISTRATION PROCEDURES FOR NON-DOD STUDENTS

Foreign Nationals
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 Registrar for Defense Industry, FMS, and NATO students at 703-805-4498. Security assistance officers or U.S. Embassy officials sponsoring training requests from the host country should go to http://www.disam.dsca.mil/itm/ for information on training available through the Foreign Military Sales training program.

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

A non-U.S. citizen employed by a U.S. defense industry corporation, working for a foreign corporation that has a contract with DoD or any of the military departments, or 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 Center for Scheduling and Student 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 Web site at www.fai.gov, which provides information about career, certification, and training programs. Federal civilian personnel interested in attending DAU-sponsored training must register for the given course through the Federal Acquisition Institute Training Application System (FAITAS) at https://faitas.army.mil/Faitas/External/Login/?ReturnUrl=%2ffaitas%2f. For additional information, students should contact their agency-specific Acquisition Career Manager (ACM), which is listed at http://www.fai.gov/drupal/humancapital/acquisition-career-manager-acm.

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

The FAITAS Help Desk is available at 703-752-9604 between the hours of 7:30 a.m. and 5:30 p.m. EST. The Help Desk is closed on federal holidays. Technical issues are reported using our online ticketing system available at www.fai.gov; click the Help Desk tab on the upper left side of the home page.

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.

Appendix A

Training Courses

See pp. 126-129 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; the 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: Approximately 25 hours
Method of Delivery: Distance Learning

ACQ 120

Fundamentals of International Acquisition (FIAC)

This course teaches the fundamentals of international acquisition and its relationship to Security Cooperation, including relevant laws and policies and the roles of involved U.S. Government organizations. It covers International Armaments Cooperation (IAC) and Security Assistance programs, how they relate to the Defense Acquisition System, and the processes and procedures used for these forms of international acquisition. The course also covers international contracting, international logistics, and systems engineering activities as they relate to program protection and interoperability, and technology security basics.

Course Length: Approximately 21 hours
Method of Delivery: Distance Learning

ACQ 130

Fundamentals of Technology Security/Transfer (FTS/T)

This course is intended to provide the student with a comprehensive understanding of technology security and transfer as it pertains to international acquisition activities. FTS/T covers the purpose of technology security in international programs, the key legislation and key players involved, and the role of the acquisition professional in the process. Upon completion of this course, students should be able to identify technology security principles, information, and processes, as well as describe the relationships between technology security and acquisition.

Course Length: Approximately 12 hours
Method of Delivery: Distance Learning

ACQ 160

Program Protection Planning Awareness

This course emphasizes the principles and policies of system security engineering. Program protection planning requires each acquisition's integrated product team to prevent, detect, and respond to program protection challenges. This course provides training on threats, vulnerabilities, risks, cost-benefit risk trade-offs, and required mitigations for DoD systems. It also addresses supply chain management and the need for acquisition program protection documents such as the Program Protection Plan, Cybersecurity Strategy, and security plans.

Course Length: To be determined
Method of Delivery: Distance Learning

ACQ 165

Defense Acquisition of Services

This course is designed to improve tradecraft in the acquisition of services. The course is based on DoD Instruction 5000.74, Defense Acquisition of Services, and includes services acquisition roles and responsibilities; oversight and approval of contracted services portfolios; requirements development, validation and oversight; data collection, reporting and inventory of contracted services; and acquisition considerations for information technology services. ACQ 165 is designed for individuals who need to improve their knowledge of this subject, but it also offers an opportunity for experienced acquisition personnel to enhance their understanding of the service acquisition process, approval levels, and reporting requirements.

Course Length: Approximately 8 hours
Method of Delivery: Distance Learning

ACQ 202

Intermediate Systems Acquisition, Part A

This is Part A of a two-course series designed for mid-level acquisition professionals. It presents a dynamic, real-time learning environment oriented towards developing the requisite skills and knowledge to work in integrated product teams by providing an overview of systems acquisition principles, policies, and processes.

Course Length: Approximately 35 hours
Method of Delivery: Distance Learning

ACQ 203

Intermediate Systems Acquisition, Part B

This is Part B of a two-course series designed for mid-level acquisition professionals. It presents a dynamic, real-time learning environment oriented towards developing the requisite skills and knowledge to work in integrated product teams by providing an overview of systems acquisition principles, policies, and processes.

Course Length: 4.5 classroom days
Method of Delivery: Resident

ACQ 230

International Acquisition Integration

This course teaches students to plan, integrate, and implement international acquisition programs within the Defense Acquisition System. It is designed to meet the needs of Defense Acquisition Workforce members in various career fields that are responsible for international acquisition program efforts. The course covers the International Acquisition Career Path competencies using a comprehensive, integrated approach with practical exercises that address the following areas/mechanisms: cooperative programs, foreign military sales, direct commercial sales, building partnership capacity programs, technology security and foreign disclosure, and defense exportability integration.

Course Length: 4.5 classroom days
Method of Delivery: Resident

ACQ 265

Mission-Focused Services Acquisition

This course aims to improve tradecraft in the acquisition of services. It uses a multifunctional approach that gives acquisition team members 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 employs 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 also offers an opportunity for experienced acquisition personnel to strengthen their understanding of the Service Acquisition Process.

Course Length: 4 classroom days
Method of Delivery: Resident

ACQ 315

Understanding Industry (Business Acumen)

This course covers a wide range of business acumen competencies, including industry orientation, organization, cost and financial planning, business strategy/development, supplier management, incentives, and negotiating strategies. Business skills will be learned for aligning company strategies, finances, and operations that motivate company decisions, in order to meet business goals and gain fair and reasonable profits while providing best taxpayer value to the government on defense products.

Course Length: 4.5 classroom days
Method of Delivery: Resident

Appendix A: Training Courses

Distance Learning or Facilitated/Online Resident/Local

ACQ 340

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 to formulate and practice negotiation of international acquisition agreements in accordance with U.S. policies, statutes, and regulations.

Course Length: 5 classroom days
Method of Delivery: Resident

ACQ 350

Advanced Technology Security/ Control Workshop

This course explores issues associated with the proper means of analyzing, synthesizing, and applying security principles and concepts for effective technology transfer. Specific topics include DoD policies and experiences, the role of executive departments and Congress, International Traffic in Arms Regulations (ITAR) exemptions, international security policy documentation, anti-tamper, NATO-EU-other international organizations' defense policies, and export control reform.

Course Length: 5 classroom 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 noncontracting 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 classroom days
Method of Delivery: Resident

ACQ 401

Senior Acquisition Course

For ACAT Level III (or equivalent) certified students selected to attend The Dwight D. Eisenhower School for National Security and Resource Strategy, the Senior Acquisition Course (SAC) consists of the 10-month Eisenhower School curriculum, complemented by a choice of acquisition-related focus electives, graduate-level lessons/seminars, and individual/group research and writing. A limited number of SAC students may take the Defense Acquisition University Program Manager's Course, PMT 401, in lieu of the focus elective and individual/group research and writing, as a general elective in partial fulfillment of the SAC and the National Security and Resource Strategy curriculum requirements. Those who complete the SAC receive a Master of Science degree in National Security Resource Strategy from The Eisenhower School and a diploma signifying completion of the 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 404

Senior Acquisition Management Course

This course provides a senior level of understanding of the Defense Acquisition System. It offers an environment for frank discussion of key processes, current issues and initiatives, best practices, and lessons learned, appropriate for senior decision makers. Distinguished speakers provide the executive participants a forum to discuss motivations, constraints, and perspectives of government and defense

industry executives, the Congress, and the Government Accountability Office.

Target Attendees: General, flag officers, members of the Senior Executive Service, and senior defense industry executives in key leadership positions
Course Length: 4.5 classroom 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 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. This course is not designed for individuals currently assigned as program managers for major defense acquisition programs or major automated information systems.
Course Length: 8.5 classroom 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 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 (O–5 and O–6) personnel 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 classroom days
Method of Delivery: Resident

ACQ 451

Integrated Acquisition for Decision Makers

This participant-driven, action-based course 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 civilian (GS-13–15) and military (O–5 and O–6) personnel who are Level III-certified (any career field/path) and 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 classroom days
Method of Delivery: Resident

ACQ 452

Forging Stakeholder Relationships

This action-based course introduces professionals to the methods and skills necessary to identify, assess, and

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

Target Attendees: This class is for civilian (GS-13–15) and military (O–4 to O–6) personnel who are Level III-certified (any career field/path) and 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 classroom days plus a few hours of pre- and post-course work
Method of Delivery: Resident

ACQ 453

Leader as Coach

This 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, students will develop greater personal awareness and increase the impact of their energy and the energy of their organizations. Students will do this by 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 O–4 through O–6, as well as leaders of integrated product teams.
Course Length: 3 classroom days
Method of Delivery: Resident

BCF 110

Fundamentals of Business Financial Management

This course provides fundamental knowledge, training, and skills necessary to create a uniform understanding of the DoD's strategy, approach, and methodology for financial management for acquisition professionals. It delivers an immersive and engaging learning experience with a broad overview of the DoD's planning, programming, budgeting, and execution (PPBE) process from a financial manager/program office perspective. Participants will gain a wider understanding of how our Nation's National Security Strategy drives the DoD PPBE process and how the program office, the Office of the Secretary of Defense, the Office of Management and Budget, and Congress participate in this process.

Course Length: Approximately 26 hours
Method of Delivery: Distance Learning

BCF 130

Fundamentals of Cost Analysis

This course introduces acquisition professional to the fundamental steps used for the preparation and development of a life-cycle cost estimate. Students will be exposed to topics such as recurring and nonrecurring cost, fixed and variable cost, inflation and escalation, uniform and triangular distributions, log-normal distribution, linear and nonlinear regression, risk and uncertainty, and affordability. Through practical exercises, participants gain the opportunity to apply the policies and techniques to real-world examples.

Course Length: Approximately 28 hours
Method of Delivery: Distance Learning

BCF 131

Applied Cost Analysis

In this course, students will apply the techniques they learned in BCF 130 to develop cost estimates, with an emphasis on life-cycle cost estimates. Learning methodologies include interactive presentations, group discussion, cost analysis using MS Excel, and case study of an ongoing major defense acquisition program. The course will also expose students to current developments in data collection and software cost estimating.

Course Length: 4.5 classroom 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 cost improvement curves—are discussed in more depth. Computations are done using both spreadsheets and automated cost-estimating integrated tools.

Course Length: 9.5 classroom 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 classroom days
Method of Delivery: Resident

BCF 206

Cost Risk Analysis

Cost analysts taking this course receive an overview of how to model the cost/risk associated with a defense acquisition program. Topics covered include basic cost/risk 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 classroom days
Method of Delivery: Resident

BCF 207

Economic Analysis

This course prepares professionals to conduct comparative analyses within the DoD environment. Topics include decision analysis, cost analysis, present value, and sensitivity analysis.

(This course is no longer available. It is undergoing redesign and will be redeployed as a continuous learning module titled "Comparative Analysis" sometime in FY 2017.)

BCF 209

Acquisition Reporting for MDAPs and MAIS

Acquisition Reporting for MDAPs (Major Defense Acquisition Programs) and MAIS (Major Automated Information Systems) 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.

Course Length: 5 classroom days
Method of Delivery: Resident

Appendix A: Training Courses

Distance Learning or Facilitated/Online Resident/Local

BCF 215

Operating and Support Cost Analysis

This course covers the basic concepts and methodologies needed to develop operating and support (O&S) cost estimates. It emphasizes the cost-estimating techniques that are more commonly used in an O&S estimate, especially those that are not as widely used outside of an O&S estimate. There is a moderately detailed study of reliability and maintainability calculations for the purpose of building an estimate, of personnel costing, and of acquisition of maintenance and usage data. The course culminates with students creating and justifying a small O&S estimate.

Course Length: 4.5 classroom days
Method of Delivery: Resident

BCF 220

Acquisition Business Management Concepts

The objective of this Web-based course is to give mid-level financial management professionals an ample grasp of the concepts and procedures necessary for application during follow-on, in-class exercises. Although BCF 220 is designed for students who are required to take BCF 225, a resident course, it may also provide an opportunity for experienced acquisition personnel to improve their understanding of common financial topics such as cost estimating; earned value management analysis; planning, programming, budgeting, and execution; congressional enactment; and budget preparation and execution.

Course Length: Approximately 24 hours
Method of Delivery: Distance Learning

BCF 225

Acquisition Business Management Application

This course offers hands-on experience in dealing with common financial issues in acquisition that include cost estimating; earned value management analysis; planning, programming, budgeting, and execution; congressional enactment; and budget preparation and execution.

Course Length: 5 classroom 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 classroom days
Method of Delivery: Resident

BCF 302

Advanced Concepts in Cost Analysis

This course is designed for mid- to senior-level cost estimators to apply their skills in developing cost estimates for all ACAT levels within the major automated information system (MAIS) and major defense acquisition program (MDAP) designations. 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: 8.5 classroom days
Method of Delivery: Resident

CMA 211

Government Flight Representative (GFR)

This course provides the training required to perform surveillance of a contractor's flight and ground operations

in accordance with the contract and Defense Contract Management Agency Instruction (DCMAI) 8210.1. The course is intended for rated U.S. military officers, or government civilians in an aviation position, to whom the Approving Authority will delegate responsibility for approval of contractor flights, procedures, and crew members, and for ensuring contractor compliance with the contract and DCMAI 8210.1.

Course Length: 4 classroom days
Method of Delivery: Resident

CMA 221

Joint Ground Government Flight Representative (GGFR) and Government Ground Representative (GGR)

This course provides the training required to perform surveillance of a contractor's ground operations in accordance with the contract and Defense Contract Management Agency Instruction (DCMAI) 8210.1. This course is intended for U.S. military aircraft maintenance officers or NCOs (E–7 or above), or government civilian equivalent, with responsibility for surveillance of contractor aircraft ground operations in accordance with the applicable provisions of the contract and DCMAI 8210.1.

Course Length: 4 classroom days
Method of Delivery: Resident

CMC 100

Contract Administration Fundamentals

This course provides the necessary knowledge and skills to assign contracts for administration, generate contract deficiency reports, perform various contract reviews, administer contract corrections, plan and conduct post-award orientation conferences, and manage contract modifications in accordance with Defense Contract Management Agency policy and government regulations.

Course Length: Approximately 15 hours
Method of Delivery: Distance Learning

CMC 231

Cost Monitoring

(No description is available at press time.)

Course Length: 4 classroom days
Method of Delivery: Resident

CME 130

Surveillance Implications of Manufacturing and Subcontractor Management

The course provides students with concepts and tools in manufacturing planning and control and in supply chain management, enabling them to assess manufacturing systems, predict costs, monitor technical performance, and evaluate supply-chain risk levels. After completing the course, participants will be able to evaluate the likelihood that a given supplier will fulfill the requirements of a given contract, thereby enabling industrial specialists, industrial engineers, and supply management specialists to make informed acquisition decisions. Prior completion of Statistics and Probability in Six Sigma (SkillPort course ID: Oper_07_a02_bs_enus) is recommended.

Course Length: 10 classroom days
Method of Delivery: Resident

CME 201

Engineering Surveillance

This course addresses the regulations, policies, and instructions related to conducting engineering surveillance and provides engineers with the processes and tools used in that activity. Additionally, this course equips the student with skills necessary to conduct the contract receipt and review process, requirements documentation, surveillance planning, surveillance execution, and surveillance documentation.

Course Length: To be determined
Method of Delivery: Distance Learning

Appendix A: Training Courses

Distance Learning or Facilitated/Online Resident/Local

CME 202

Configuration Management System Review

This course provides end-to-end training related to implementing a Configuration Management (CM) System Review of a contractor's CM system. The course encompasses the full application of engineering surveillance to perform a CM system review: identifying contract CM requirements, planning, execution, documentation, and follow-up of CM surveillance activity. The course promotes critical thinking through the use of contractor environment, simulated learning scenarios, artifacts, and team interactions. *(This course is expected to deploy in March 2017.)*

Course Length: 5 classroom days
Method of Delivery: Resident

CME 203

Engineering Support to Technical Reviews

This course is designed to give Defense Contract Management Agency (DCMA) engineers a firm understanding of their roles and responsibilities in executing a three-phase, six-step methodology for providing effective program support to acquisition program technical reviews, using DCMA guidelines.

Course Length: Approximately 6 hours
Method of Delivery: Distance Learning

CME 230

Production Planning and Control (PP&C)

The goal of this course is to provide, to individuals who perform manufacturing surveillance, the in-depth knowledge and skills to determine the root cause of manufacturing risk and to plan and execute surveillance that enables them to fulfill day-to-day tasks and duties within their job description.

Course Length: 5 classroom days, plus a pre-resident, facilitated online session of about 8 hours
Method of Delivery: Resident

CME 250

Software Acquisition Management (SAM) Policy and Procedures

This course is designed to ensure that software professionals understand how to apply the Defense Contract Management Agency's Software Acquisition Management Instruction (SAMI) in the performance of their daily duties.

Course Length: 4.5 classroom days
Method of Delivery: Resident

CME 260

Software Acquisition Management (SAM) Policy Implementation

This course is designed to ensure that students understand how to apply the Defense Contract Management Agency's Software Acquisition Management Instruction (SAMI). Specifically, the course aims to connect the major concepts of the SAM mission by focusing on the assessment of software products, processes, and measures.

Course Length: 5 classroom days
Method of Delivery: Resident

CMI 100

Integrated Program Reporting Basics

This course introduces key aspects of earned value management (EVM) fundamentals and multifunctional team support to EVM forecasting, analysis, and reporting. Participants will develop a basic awareness and understanding of earned value; EVM; the Earned Value Management System; and EVM regulations, policies, and guidelines as they relate to the contract management team, program support team, and support program support team surveillance and reporting.

Course Length: Approximately 10 hours
Method of Delivery: Distance Learning

CMQ 100

Quality Assurance Basics

The goal of this course is to provide an introduction to the fundamental quality assurance concepts and principles for the Quality Assurance Specialist (QAS; GS-1910) career field. The course will provide geographically dispersed students with an interactive and engaging overview of the knowledge and skills necessary to recognize fundamental concepts needed to perform QAS responsibilities successfully.

Course Length: Approximate 4 hours
Method of Delivery: Distance Learning

CMQ 101

Government Contract Quality Assurance Fundamentals

This is a 2-week classroom course providing reduction-to-practice training on the competencies needed for Defense Contract Management Agency (DCMA) 1910s to perform their job responsibilities at their desk or on the shop floor consistent with DCMA quality assurance policies.

Course Length: 9.5 classroom days
Method of Delivery: Resident

CMQ 131

Data Collection and Analysis

This course provides students an opportunity to gain an understanding of the subject's importance, the types of data to collect, and how to analyze data. This will enable quality assurance specialists to use the results of analysis in performing risk-based surveillance. Students also have an opportunity to practice data analysis in an effort to strengthen their analytical skills and increase their confidence in formulating opinions.

Course Length: Approximate 7 hours
Method of Delivery: Distance Learning

CMQ 142

Basic Measuring

This course presents an introduction to measuring tools that you will use on the job. It presents an overview of the tools and discusses the types and uses of them. Successful completion of this course will enable personnel to recognize the correct application and use of measuring tools.

Course Length: Approximately 6 hours
Method of Delivery: Distance Learning

CMQ 200

Statistical Sampling

The Statistical Sampling course provides the necessary knowledge and skills to conduct acceptance-sampling product examination according to government regulations and commercial standards. This course focuses on how to use a zero-based statistical-sampling plan and randomization to determine sample size. The outcome of this class will provide the quality assurance specialist the confidence to make the statistical determination of acceptance or rejection of product presented by the contractor.

Course Length: Approximately 11 hours
Method of Delivery: Distance Learning

CMQ 210

Calibration Systems

This course provides students the knowledge to make an educated analysis of a supplier's calibration system and verify its compliance with applicable standards. The course will give students the ability to make risk and product acceptance decisions.

Course Length: Approximately 14 hours
Method of Delivery: Distance Learning

Appendix A: Training Courses

Distance Learning or Facilitated/Online Resident/Local

CMQ 220

Root Cause Analysis (RCA)

This course enables students to understand RCA as a procedure for ascertaining and analyzing the causes of problems in an effort to determine what can be done to solve or prevent them. This course uses a variety of instructional methods—including online demonstrations, practical exercises, and case studies—to provide students with an in-depth understanding of how to analyze a system to identify the root causes of problems.

Course Length: Approximately 8 hours
Method of Delivery: Distance Learning

CMQ 230

Quality Control Graphics and Charting

This is a foundational course on the purpose, evaluation, and creation of quality control graphics for use by quality assurance specialists (GS-1910). The course employs interactive multimedia instruction, providing students with readily accessible, consistent, and current instruction to strengthen their skills and build their confidence with quality control graphics.

Course Length: Approximately 11 hours
Method of Delivery: Distance Learning

CMQ 231

Data Collection and Analysis Application

This course offers students an opportunity to gain an understanding of the importance of data collection and analysis, including the types of data to collect and how to analyze it. This will enable the quality assurance specialist to use the results of analysis in performing risk-based surveillance. Students also have an opportunity to strengthen their analytical skills and their confidence in formulating opinions.

Course Length: 5 classroom days
Method of Delivery: Resident

CMQ 232

Creation and Evaluation of Quality Control Graphics in Statistical Process Control (SPC)

This course introduces the use of statistical process control (SPC) charts in monitoring process behavior. The student learns how to create and collect SPC data, use that data in making risk determinations, and use it for planning quality surveillance efforts.

Course Length: Approximately 8 hours
Method of Delivery: Distance Learning

CMQ 242

Measuring Techniques

The Measuring Techniques course enhances students' learning experience through an overall reduction-to-practice level of instruction that incorporates a variety of instructional strategies to ensure student engagement, resulting in increased transfer of training to the job.

Course Length: 4 classroom days
Method of Delivery: Resident

CMQ 260

Failure Mode Effects Analysis

This course teaches the concepts and tools of failure mode effects analysis (FMEA). It is intended to provide knowledge and skills to identify failure modes with relatively high probability and severity of consequences. The results of FMEA are then used to determine risk and criticality, enabling quality assurance personnel to plan their surveillance to mitigate the identified risk.

Course Length: 3 classroom days
Method of Delivery: Resident

CON 090

Federal Acquisition Regulation (FAR) Fundamentals

This foundational course for new hires provides a total immersion into the Federal Acquisition Regulation (Parts 1-53) and the Defense Federal Acquisition Regulation Supplement (DFARS). It will prepare the 21st-century acquisition workforce to operate successfully in a Web-enabled environment. CON 090 is a limited lecture, research-intensive, exercise-based curriculum. Participants will analyze contracting business scenarios developed through research of the FAR and DFARS. The course has 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 part 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 classroom
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, and recent DoD acquisition initiatives will be introduced in the course, which will also offer interactive exercises.

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

CON 121

Contract Planning

This course will introduce personnel new to the contracting field to their role as a business advisor in the acquisition process. It focuses on the students' role in understanding their customers' mission and their ability to plan successful mission support strategies based upon their knowledge of the contracting environment and their customers' needs. Students will learn how to use the Federal Acquisition Regulation and Defense Federal Acquisition Regulation Supplement to conduct effective market research, develop alternative acquisition strategies, and understand how socioeconomic programs support the acquisition-planning process.

Course Length: Approximately 12 hours
Method of Delivery: Distance Learning

CON 124

Contract Execution

This is the second of three online Level I contracting courses. It focuses on executing the acquisition planning through soliciting industry and awarding a contract. It provides students with the knowledge necessary to execute an acquisition that optimizes customer mission performance. Students will learn the techniques and benefits of early industry involvement in shaping requirements. They will also learn basic acquisition procedures for both commercial and noncommercial requirements, effective analysis of market data, and how to determine when a price is fair and reasonable. Finally, students will learn how to conduct basic competitive acquisitions, process awards, and handle protests before and after contract award.

Course Length: Approximately 13 hours
Method of Delivery: Distance Learning

CON 127

Contract Management

This is the final of three online courses. It builds on the foundation established in CON 121 and CON 124 and provides students with the knowledge necessary to identify

and utilize appropriate performance metrics when evaluating contractor performance. Students will explore processes for working with their customer to ensure contract performance is meeting mission requirements. They will also learn performance assessment strategies and remedies for contractual noncompliance, as well as how to make and price contract changes after award, handle disputes, and close out completed contracts. Additionally, students will gain a fundamental knowledge of the characteristics and principles of the contract termination process.

Course Length: Approximately 10 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 produce an effective price analysis pursuant to Federal Acquisition Regulation Subpart 15.4. The course provides an overview of the regulations and processes of cost analysis and for requiring certified cost and pricing data. Finally, after learning the basic elements of cost and price analysis, students will build and defend a prenegotiation objective, including a minimum and maximum pricing objective with a weighted guidelines assessment. Students are also provided in-depth instruction on contract-financing techniques, including the development and administration of progress payments based on cost and performance-based payments.

Course Length: 10 classroom days
Method of Delivery: Resident

CON 200

Business Decisions for Contracting

This course builds on contracting Level I pre-award business and contracting knowledge necessary to process complex procurements. It emphasizes 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: Approximately 25 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 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: Approximately 23 hours
Method of Delivery: Distance Learning

CON 232

Overhead Management of Defense Contracts

This course 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. A case study provides hands-on application of the overhead-rate process, in which attendees determine their own final overhead rates.

Course Length: 10 classroom days
Method of Delivery: Resident

CON 234

Joint Contingency Contracting Course

This course 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: 8 classroom 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.

Course Length: Approximately 6 hours
Method of Delivery: Distance Learning

CON 243

Architect-Engineer Contracting

Focusing on contracting for architect-engineers, this course 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 Selection of Architects and Engineers statute, SF-330, the slate and selection process, the review of government estimates, liability, Title II services, modifications, and the responsibilities of the contracting officer's technical representative.

Course Length: 4.5 classroom days
Method of Delivery: Resident

CON 244

Construction Contracting

This course focuses on unique construction issues, such as acquisition planning, contract performance management, funding, environmental concerns, construction contract language, construction contracting in the commercial setting, the Construction Wage Rate Requirements statute, design/build, basic schedule delay analysis, constructive changes, acceleration, and construction contract quality management.

Course Length: 4.5 classroom days
Method of Delivery: Resident

CON 252

Fundamentals of Cost Accounting Standards

This course 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, the requirements of the cost accounting standards, disclosure statements, cost accounting practice changes, and calculating cost impacts for federal contracts.

Course Length: 8 classroom days
Method of Delivery: Resident

CON 270

Intermediate Cost and Price Analysis

This course builds upon the fundamental contract-pricing principles covered in the Level I Contracting curriculum, the *Contract Pricing Reference Guide*, and DoD policy. The course is divided into three segments, which address contract pricing issues from pre-award, negotiation-preparation, 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: 9.5 classroom 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 using the mandatory DoD Source Selection Procedures. Students will prepare contractual documents and develop and deliver high-level source selection briefings with recommendations for contract award.

Course Length: 9.5 classroom 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: 9.5 classroom days
Method of Delivery: Resident

CON 334

Advanced Contingency Contracting Officer's Course

This course develops skills for people who will be running the contingency contracting support operation provided to Joint Forces across the full spectrum of military operations. Exercises focus on unique aspects of contingency operations, critical-thinking skills, and the execution of appropriate contractual instruments. Attendees will gain insight into tactical and strategic Contingency Contracting Mission Support and Operational Contract Support Doctrine.

Course Length: 4 classroom days
Method of Delivery: Resident

CON 360

Contracting for Decision Makers

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

CON 370

Advanced Cost and Price Analysis

This course uses a scenario-based approach to lead students to a deeper understanding of defense acquisition policy, the factors affecting price comparability, and quantitative analysis techniques. Topics include selected areas of business microeconomics; interpreting and shaping regulatory policy; data normalization; forecasting techniques; Monte Carlo risk analysis; simple linear, nonlinear, and multivariate regression techniques; cost improvement curve methodologies such as the unit and cumulative average formulations; and dealing with breaks in production.

Course Length: 9.5 classroom days
Method of Delivery: Resident

COR 206

Contracting Officer's Representative in a Contingency Environment

This course 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. Note: The course is offered only at the requesting agency's location (typically not DAU) under an arrangement between the requesting organization and DAU.

Course Length: 3 hours
Method of Delivery: Resident

COR 222

Contracting Officer's Representative Course

This course will provide Contracting Officer's Representatives (CORs) with the breadth of knowledge required to perform their responsibilities, including fundamentals of contracting regulations, types, phases, and other elements; awareness of ethical and legal factors that affect COR responsibilities; and information necessary to evaluate situations effectively, apply knowledge gained, and make correct decisions to carry out COR responsibilities. This is a fee-for-service, onsite course delivered for requesting organizations after coordination between the organization's representative and the appropriate DAU representative. The course is also available to individuals as a distance learning course (see CLC 222).

Course Length: 4 classroom days
Method of Delivery: Resident

ENG 101

Fundamentals of Systems Engineering

This course is a technically rigorous, comprehensive introduction to systems engineering and the various technical and technical management processes involved in its application. Based on the systems engineering processes outlined in the *Defense Acquisition Guidebook*, ENG 101 provides the foundation needed for systems engineers and others to participate effectively in the application and management of DoD systems engineering processes and their related activities.

Course Length: Approximately 35 hours
Method of Delivery: Distance Learning

ENG 201

Applied Systems Engineering in Defense Acquisition, Part 1

This 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. The course content includes information on the scope and role of systems engineering, its major inputs and outputs, timing of technical baselines, the role of technical reviews, important design considerations, and other related areas. *(This course replaces SYS 202; it is expected to deploy in 2nd quarter FY 2017)*

Course Length: To be determined
Method of Delivery: Distance Learning

Appendix A: Training Courses

Distance Learning or Facilitated/Online Resident/Local

ENG 202

Applied Systems Engineering in Defense Acquisition, Part 2

This course gives students the opportunity 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 it gets developed across the various phases of the acquisition life cycle.

Course Length: 4.5 classroom days
Method of Delivery: Resident

ENG 301

Leadership in Engineering Defense Systems

Designed for senior DoD technical acquisition personnel, ENG 301 focuses on the application of technical leadership skills within a typical DoD systems engineering environment. Participants must have sufficient background knowledge of DoD 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. This 2-week course will instruct students on how to lead engineering teams in the execution and technical risk management of complex, multidisciplinary technical projects while promoting a holistic life-cycle perspective to defense system development. Its 21 modules combine lectures with extensive exercises to cover a variety of topics, including system security engineering, open architectures, reliability, and maintainability. Precourse work and a pretest are also required.

Course Length: 9.5 classroom days
Method of Delivery: Resident

EVM 101

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 32 guidelines prescribed in Section 2 of the Electronic Industries Alliance Standard (EIA-748) for EVM systems. Finally, professionals evaluate and compute basic EVM metrics and EVM metric-based estimates at completion.

Course Length: Approximately 19 hours
Method of Delivery: Distance Learning

EVM 202

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 classroom 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) 748B Earned Value Management System (EVMS) standard. Course material, individual exercises, and group exercises review the 32 ANSI/EIA 748B EVMS guidelines and the processes associated with validation and surveillance of contractor and government integrated management systems.

Course Length: 8 classroom days
Method of Delivery: Resident

EVM 263

Principles of Schedule Management

This course provides the knowledge needed to interpret network schedules required by DoD policy and the Electronic Industries Alliance (EIA) 748 Earned Value Management System (EVMS) standard. Course material, individual exercises, and group exercises demonstrate the schedule development, maintenance, and analysis processes. The exercises reinforce the Precedence Diagram Method of scheduling; schedule analysis using a schedule assessment model to analyze a complex, 700-line Microsoft Project network schedule; and schedule risk analysis using Monte Carlo simulation. Students will be required to create a Microsoft Project network schedule.

Course Length: 3 classroom days
Method of Delivery: Resident

FE 201

Intermediate Facilities Engineering

The course provides a broad understanding of the overall facilities-engineering process and the roles and responsibilities of acquisition team members as they relate to the facility life cycle in support of military missions.

Course Length: Approximately 16 hours
Method of Delivery: Distance Learning

FE 302

Advanced Facilities Engineering

Through realistic, scenario-based learning, professionals work in teams to practice developing solutions to a variety of challenges that facilities engineering (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: 4.5 classroom days, preceded by required online assignments
Method of Delivery: Resident

GRT 201

Grants and Agreements Management

This course 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: 4 classroom days
Method of Delivery: Resident

IND 105

Contract Property Fundamentals

This course provides foundational knowledge, training, and skill development on the placement and administration of contract property, with special attention given to the administration of the contractor's property management system (PMS) for contract property, the disposal of contract property, and the identification of risks inherent in such placement. Instruction will also include the life cycle of a PMS and the processes and outcomes to be evaluated in a PMS audit. Students will explore the Federal Acquisition Regulation (FAR); Defense Federal Acquisition Regulation Supplement (DFARS); DFARS Procedures, Guidance and Information (PGI); and other relevant guidance. The course will take students through the contract formation process, identification of contract content pertaining to contract property, administration requirements, and disposal processes for contract property. Students are expected to complete self-paced online tasks and study assignments before arriving in the classroom.

Course Length: 9 classroom days
Method of Delivery: Resident

Appendix A: Training Courses

Distance Learning or Facilitated/Online Resident/Local

IND 205

Contract Government Property Management Systems 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). Emphasis is given to fundamental auditing concepts. Lessons will teach students how to select the sample size for a given population; evaluate the sample and generalize to the population; analyze the essentials required for a PMS audit; prepare the spreadsheets and narratives involved with a PMS audit; determine the requirements for the disposal of contract inventory; and analyze a property management case study, including background information, solutions, alternative solutions, and documentation. Other course modules explore additional issues involving government property and contracts.

Course Length: 9.5 classroom days
Method of Delivery: Resident

ISA 101

Basic Information Systems Acquisition

Within the framework of a program office integrated product team, this course covers introductory 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, the role of process maturity, and best practices for the management of software systems are also introduced.

Course Length: Approximately 29 hours
Method of Delivery: Distance Learning

ISA 201

Intermediate Information Systems Acquisition

This 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 labs are used to cover topics such as strategic planning, architectures, cybersecurity, advanced technologies, requirements management, cost estimation, metrics, process maturity, quality, and testing.

Course Length: 9.5 classroom days
Method of Delivery: Resident

ISA 301

Advanced Enterprise Information Systems Acquisition

Using case studies, this course focuses on decisionmaking and management in the development of DoD information technology (IT) systems; issues related to capital planning, investment control, and portfolio management; enterprise architecture; information assurance; acquisition planning; systems test and evaluation; and systems engineering. Supplemented with industry speakers who provide industry perspectives on IT management and contracting, ISA 301 integrates a variety of advanced topics critical to successful IT systems acquisition.

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

ISA 320

Advanced Program Information Systems Acquisition

This is a critical thinking course for senior personnel who manage, acquire, engineer, test, and evaluate DoD software systems. Case studies, subject matter expert lectures, group discussion, and individually graded short essays are used to cover topics such as program planning, requirements management, cost estimation, cybersecurity, architectures, cloud computing, software design, software development including agile methods, measurements, process maturity, software sustainment, quality, testing, and the latest emerging IT areas.

Course Length: 4.5 classroom days
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, product support including supportability in system design and supportability analysis, sustainment logistics including logistics processes, Life-Cycle Sustainment Plan, management tools, and management functions and processes.

Course Length: Approximately 27 hours
Method of Delivery: Distance Learning

LOG 102

Fundamentals of System Sustainment Management

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

Course Length: Approximately 25 hours
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, 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 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: Approximately 20 hours
Method of Delivery: Distance Learning

LOG 200

Product Support Strategy Development, Part A

LOG 200 is the first part in a two-course series designed for life-cycle logisticians. It provides a dynamic, real-time learning environment oriented toward developing the managerial and technical product-support responsibilities of the life-cycle logistician in understanding and evaluating the Integrated Product Support elements (IPSE) and their application in creating a product support strategy. The course requires participants to review current policy and guidance, concepts of operations, and system requirements and demonstrate an understanding of their effects on product support development. It also includes an evaluation of early and continuing integration of operational supportability, using the IPSE, into the system development process, leading to achievement of DoD's strategic product-support goals.

Course Length: Approximately 22 hours
Method of Delivery: Distance Learning

LOG 201

Product Support Strategy Development, 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 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: 4.5 classroom days
Method of Delivery: Resident

LOG 204

Configuration Management

This cross-disciplinary course teaches professionals about the interrelationship of configuration management and life-cycle activities, while covering 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 for designing, developing, implementing, overseeing, and operating a configuration management program across the system life cycle. Professionals will gain knowledge of the impact on configuration management by 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: Approximately 15 hours
Method of Delivery: Distance Learning

LOG 206

Intermediate Systems Sustainment Management

This 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 a 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 downtime 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, paragraph 3.9.

Course Length: Approximately 27 hours
Method of Learning: Distance Learning

LOG 211

Supportability Analysis

Designed as DAU's foundational course for the instruction of supportability analysis, LOG 211 builds on the supportability concepts presented in LOG 201. It uses a notional scenario to engage life-cycle logisticians and other students within the Systems Engineering career field and to ensure that design characteristics such as reliability, availability, and maintainability (RAM), as well as 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 techniques and tools of supportability analysis. The instructional methodology uses student exercises, gaming, and simulations focused on selected subsystems and components to illustrate the influence of supportability principles and 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 215

Technical Data Management

This course provides a comprehensive knowledge and understanding of technical data management strategies, planning, processes, products, and tools across the life cycle based on DoD policy, guidance, processes, procedures, and best business practices from across the four Services and industry.

Course Length: Approximately 31 hours
Method of Delivery: Distance Learning

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 who need the skills required to excel in today's demanding and dynamic product-support environment.

Course Length: Approximately 19 hours
Method of Delivery: Distance Learning

LOG 340

Life-Cycle Product Support

This course 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. It emphasizes 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 devising the best mix of product support providers that will satisfy the warfighter's outcome-based requirements.

Course Length: 4.5 classroom days
Method of Delivery: Resident

LOG 350

Enterprise Life-Cycle Logistics Management

This course prepares the life-cycle logistician to perform in senior-level life-cycle logistics management and policy-making positions. Professionals are required to conduct research, engage in critical-thinking exercises, and perform leadership responsibilities in a small group 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 planning for acquisition logistics and operations-and-support sustainment.

Course Length: 9.5 classroom days
Method of Delivery: Resident

LOG 465

Executive Product Support Manager's Course

Designed as an executive-level course for DoD product support managers (PSMs), LOG 465 focuses on enhancing a PSM's ability to field and sustain DoD systems. Two dozen PSMs plus speakers from the military Services, Pentagon, DAU, and the defense industry share their lessons learned and leadership tips and debate best practices for product support. Facilitated discussions on product support include such topics as intellectual property rights, funding, partnerships, sustainment plans, contracts and performance-based logistics. Participants also analyze challenges and opportunities to improve sustainment performance while reducing costs and risks. Customized tools are used to enhance skills for leading teams, influencing stakeholders, and continuing professional development.

Course Length: 9.5 classroom days
Method of Delivery: Resident

PMT 251

Program Management Tools Course, Part 1

This course provides application skills needed in a program office as an integrated product team lead. It is a follow-on course to ACQ 203 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: Approximately 20 hours over 60 calendar days to complete this course
Method of Delivery: Distance Learning

Appendix A: Training Courses

Distance Learning or Facilitated/Online Resident/Local

PMT 257

Program Management Tools Course, Part 2

This course 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: 4.5 classroom days
Method of Delivery: Facilitated/Online

PMT 352A

Program Management Office Course, Part A

This is the first part of the Level III certification course in the Program Management career field. It is a follow-on to ACQ 203 and PMT 257 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 before attending PMT 352B.

Course Length: Approximately 22 hours
Method of Delivery: Distance Learning

PMT 352B

Program Management Office Course, Part B

This is the second part of the Level III certification course in the Program Management career field. It is a follow-on to ACQ 203 and PMT 257 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 classroom days
Method of Delivery: Resident

PMT 400

Program Manager's Skills Course

This course provides O–5/GS-14, Level III Program Management career field acquisition professionals with policy updates and best practices in the areas of requirements, acquisition, finance, and technical management. Through the examination of lessons learned and sharing of experiences, students develop a plan to implement change in their organization.

Course Length: 9.5 classroom 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 leadership simulations round out and enrich the course.

Target Attendees: Board–selected ACAT I or II program managers, Level III Program Management (PM) career field members who have demonstrated the potential to become major program or project managers. In addition, up to 20 percent of each offering may be reserved for other high-potential acquisition professionals certified at Level III in career fields other than PM. Participants must be O–5 or GS-14 or above.
Course Length: 10 weeks
Method of Delivery: Resident

PMT 402

Executive Program Manager's Course

This assignment-specific course is designed to meet the learning and performance needs of newly selected PEOs, DPEOs, and ACAT I and II program managers and deputy program managers. Led by senior OSD and industry guests or faculty, topical lessons discuss program governance, leadership, best practices, and updates on policy and statutes across the acquisition specialty areas. In precourse work, class members draft individual learning plans tailored to their program or portfolio.

Target Attendees: PEOs, DPEOs, ACAT I and II program managers and deputy program managers; or portfolio managers at O-6 or GS-15 level
Course Length: 20 classroom days preceded by an online workshop
Method of Delivery: Resident

PQM 101

Production, Quality, and Manufacturing Fundamentals

This entry-level course emphasizes basic production, manufacturing, and quality assurance principles, policies, processes, and practices.

Course Length: Approximately 13 hours
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: Approximately 12 hours
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: 4.5 classroom days
Method of Delivery: Resident

PQM 301

Advanced Production, Quality, and Manufacturing

Structured around an integrated-product-development, systems-engineering-driven acquisition philosophy, this course examines issues relevant to management of three core technical tasks in DoD acquisition. These tasks are systems-and-process development, manufacturing, and product quality management. Special attention is given to advanced quality systems, Six Sigma, and Lean manufacturing techniques. Other topics include current acquisition policies, risk management, design of experiments, quality functional deployment, theory of constraints, predictive analysis, and environmental safety and health. Discussions of "real-life" case studies are integrated into the course.

Course Length: 9.5 classroom days
Method of Delivery: Resident

Appendix A: Training Courses

Distance Learning or Facilitated/Online Resident/Local

RQM 110

Core Concepts for Requirements Management

This course allows professionals to study the role of both the requirements manager and requirements management within the Department of Defense (DoD) "Big A" acquisition construct. It examines the capabilities identification and requirements development processes from an end-to-end perspective, highlighting the intersection between the DoD Big A decision support systems of acquisition, resourcing, and requirements.

Course Length: Approximately 19 hours
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, and developing requirements. The course continues by examining the requirements manager's interactions with the Defense Acquisition System, within the Joint Capabilities Integration and Development System, and with Functional Capability Boards.

Course Length: 5 classroom days
Method of Delivery: Resident

RQM 403

Requirements Executive Overview Workshop

This course discusses the top-level functions of requirements management and meets the certification requirement for general- and flag-level executives. It examines the interactions between the Joint Capabilities Integration and Development System, the Defense Acquisition System, and planning, programming, budgeting, and execution.

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

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

RQM 413

Senior Leader Requirements Course

This course discusses the top-level functions of requirements management. It examines the interactions between the Joint Capabilities Integration and Development System, the Defense Acquisition System, and planning, programming, budgeting, and execution. RQM 413 meets the requirements certification requirement for executives at the four-star level .

Course Length: Approximately 2 hours
Method of Delivery: Resident

SBP 101

Introduction to Small Business Programs, Part A

This course targets new entrants to the Small Business professional career field and covers the small business vision, goals, culture, and values. It also reviews small business cases and success stories, highlighting the contributions that small businesses make to the success of the DoD. The course provides key baseline business processes, tools, legislation/policies, and procedures. Finally, the course includes discussion of the expectations of small business professionals throughout the DoD to help provide an understanding of where and how they fit into the defense acquisition landscape.

Course Length: Approximately 8 hours
Method of Delivery: Distance Learning

SBP 102

Introduction to Small Business Programs, Part B

This course teaches basic knowledge of the legislation, policies, acquisition process, and market research techniques required to advise stakeholders effectively, to advocate for

small business participation in defense acquisitions, and to educate small businesses on doing business with the DoD.

Course Length: 4.5 classroom days
Method of Delivery: Resident

SBP 110

Fundamentals of the FAR for SBP

This course gives small business professionals (SBPs) baseline knowledge of how to locate, cite, and determine the applicability of policies and procedures in the Federal Acquisition Regulation (FAR); Defense Federal Acquisition Regulation Supplement (DFARS); DFARS Procedures, Guidance, and Information; and DoD class deviations. Students learn how the FAR and DFARS are organized and how these regulations determine what SBPs can and cannot do on the job. Through a series of examples, SBPs learn how to use the regulations to answer questions and provide advice for acquisition teams. *(This course is expected to deploy in 2nd quarter FY 2017.)*

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

STM 101

Introduction to Science and Technology Management

This course introduces the various technology management processes involved with developing and transitioning new technologies. It provides an overview of the role of science and technology in the systems acquisition life cycle. The course focuses on the processes, techniques, policies, and best practices that will be employed to ensure we are investing in appropriate technologies and that those technologies are refined and matured to be ready for use in a timely fashion.

Course Length: Approximately 4 hours
Method of Delivery: Distance Learning

STM 203

Intermediate Science and Technology Management

This course provides Science and Technology professionals with an understanding of the procedures and mechanisms that can be used to develop and transition new technologies into the DoD's warfighting systems. It gives students the opportunity to apply critical skills in areas such as technology evaluation, budgeting, schedule management, contracting strategies, transition agreements, risk/opportunity management, intellectual property, and technology verification. Students apply these skills in evaluating a set of technologies as they progress from applied research to the point of transition to a program of record.

Course Length: 3.5 classroom days
Method of Delivery: Resident

STM 304

Leadership in Science and Technology Management

This course focuses on the application of leadership skills within DoD science and technology organizations. It emphasizes the principles of strategic planning, technology roadmap development, and technology portfolio-development prioritization and evaluation. The course challenges students to think critically in instructor facilitated exercises, in order to make sound recommendations about which technologies to pursue consistent with organizational core functions, customer requirements, and technological opportunities.

Course Length: 3.5 classroom days
Method of Delivery: Resident

SYS 202

Intermediate Systems Planning, Research, Development, and Engineering, Part 1

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. *(This course is expected to be replaced by ENG 201 in 2nd quarter FY 2017.)*

Course Length: Approximately 9 hours
Method of Delivery: Distance Learning

TLR 350

Advanced Technical Leadership

This course builds upon the foundation established through the Level III curriculum. The primary focus of this course is for students to think critically about their leadership tendencies and how they plan to implement key leadership concepts provided in the course towards their future leadership growth on the job. In addition to learning a variety of advanced technical leadership approaches, students will share their own leadership experiences and leverage the experiences of their peer students to identify personal leadership improvement opportunities and to synthesize an action plan to evolve their technical leadership capabilities.

Course Length: 4 classroom days
Method of Delivery: Resident

TST 102

Fundamentals of Test and Evaluation

This course emphasizes basic DoD test and evaluation (T&E) principles, policies, processes, and practices. It covers the integrated T&E processes outlined in the *Defense Acquisition Guidebook* and provides the foundational knowledge needed by T&E professionals and others to participate more effectively in DoD T&E activities.

Course Length: Approximately 18 hours
Method of Delivery: Distance Learning

TST 204

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: 9.5 classroom days
Method of Delivery: Resident

TST 303

Advanced Test and Evaluation

Designed for senior DoD acquisition personnel, this course focuses on leadership and management issues in a test and evaluation (T&E) environment. TST 303 involves facilitated discussion of current DoD policies, strategies, processes, and practices as they are applied and used in the T&E planning and management of 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 on 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 classroom days
Method of Delivery: Resident

Appendix B

Course Prerequisites

See pp. 126-129 for course registration procedures.

Appendix B: Course Prerequisites

Identification	Course Title	Prerequisites
Acquisition Management		
ACQ 101	Fundamentals of Systems Acquisition Management	None
ACQ 120	Fundamentals of International Acquisition (FIAC)	ACQ 101
ACQ 130	Fundamentals of Technology Security/Transfer (FTS/T)	ACQ 101
ACQ 160	Program Protection Planning Awareness	None
ACQ 202	Intermediate Systems Acquisition, Part A	ACQ 101
ACQ 203	Intermediate Systems Acquisition, Part B	ACQ 202
ACQ 230	International Acquisition Integration	ACQ 120 ACQ 130 ACQ 202
ACQ 265	Mission-Focused Services Acquisition	CLC 013
ACQ 315	Understanding Industry (Business Acumen)	None
ACQ 340	Advanced International Management Workshop	None
ACQ 350	Advanced Technology Security/Control Workshop	ACQ 230 or PMT 202 and PMT 203
ACQ 370	Acquisition Law	None
ACQ 401	Senior Acquisition Course	None
ACQ 404	Senior Acquisition Management Course	None
ACQ 405	Executive Refresher Course	None
ACQ 450	Leading in the Acquisition Environment	None
ACQ 451	Integrated Acquisition for Decision Makers	None
ACQ 452	Forging Stakeholder Relationships	None
ACQ 453	Leader as Coach	None
Business, Cost Estimating, and Financial Management		
BCF 110	Fundamentals of Business Financial Management	ACQ 101
BCF 130	Fundamentals of Cost Analysis	ACQ 101
BCF 131	Applied Cost Analysis	BCF 130
BCF 204	Intermediate Cost Analysis	BCF 130 BCF 131
BCF 205	Contractor Business Strategies	ACQ 203
BCF 206	Cost Risk Analysis	BCF 130 BCF 131 CLB 024
BCF 209	Acquisition Reporting for MDAPs and MAIS	CLB 014
BCF 215	Operating and Support Cost Analysis	None
BCF 220	Acquisition Business Management Concepts	BCF 110 BCF 130 EVM 101
BCF 225	Acquisition Business Management Application	BCF 110 BCF 130 BCF 220 EVM 101
BCF 301	Business, Cost Estimating, and Financial Management Workshop	BCF 225

Identification	Course Title	Prerequisites
BCF 302	Advanced Concepts in Cost Analysis	BCF 204 BCF 206 BCF 215 BCF 225 CLB 023 CLB 026 CLB 029 CLB 030
Contract Management - Air Operations		
CMA 211	Government Flight Representative (GFR)	None
CMA 221	Joint Ground Government Flight Representative (GGFR) and Government Ground Representative (GGR)	None
Contract Management - Contract Administration and Pricing		
CMC 100	Contract Administration Fundamentals	DCMA CBT "How to Use Mechanization of Contract Administration Services (MOCAS)"
Contract Management - Engineering and Analysis		
CME 130	Surveillance Implications of Manufacturing and Subcontractor Management	None
CME 201	Engineering Surveillance	None
CME 202 (expected to deploy in March 2017)	Configuration Management System Review	To be determined
CME 203	Engineering Support to Technical Reviews	CLE 003 CME 201
CME 230	Production Planning and Control (PP&C)	MFG 103 (DCMA course)
CME 250	Software Acquisition Management (SAM) Policy and Procedures	SPDP 202 (DCMA course)
CME 260	Software Acquisition Management (SAM) Policy Implementation	CME 250 EVM 101 SPDP 140 (DCMA course) SPDP 250 (DCMA course)
Contract Management - Portfolio Management and Integration		
CMI 100	Integrated Program Reporting Basics	None
Contract Management - Quality		
CMQ 100	Quality Assurance Basics	None
CMQ 101	Government Contract Quality Assurance Fundamentals	ACQ 101 CMQ 100
CMQ 131	Data Collection and Analysis	CMQ 100
CMQ 142	Basic Measuring	CMQ 100
CMQ 200	Statistical Sampling	CMQ 100
CMQ 210	Calibration Systems	CMQ 100
CMQ 220	Root Cause Analysis (RCA)	CMQ 100
CMQ 230	Quality Control Graphics and Charting	CMQ 100
CMQ 231	Data Collection and Analysis Application	CMQ 101 CMQ 131 CMQ 230
CMQ 232	Creation and Evaluation of Quality Control Graphics in Statistical Process Control (SPC)	CMQ 100 CMQ 230

Appendix B: Course Prerequisites

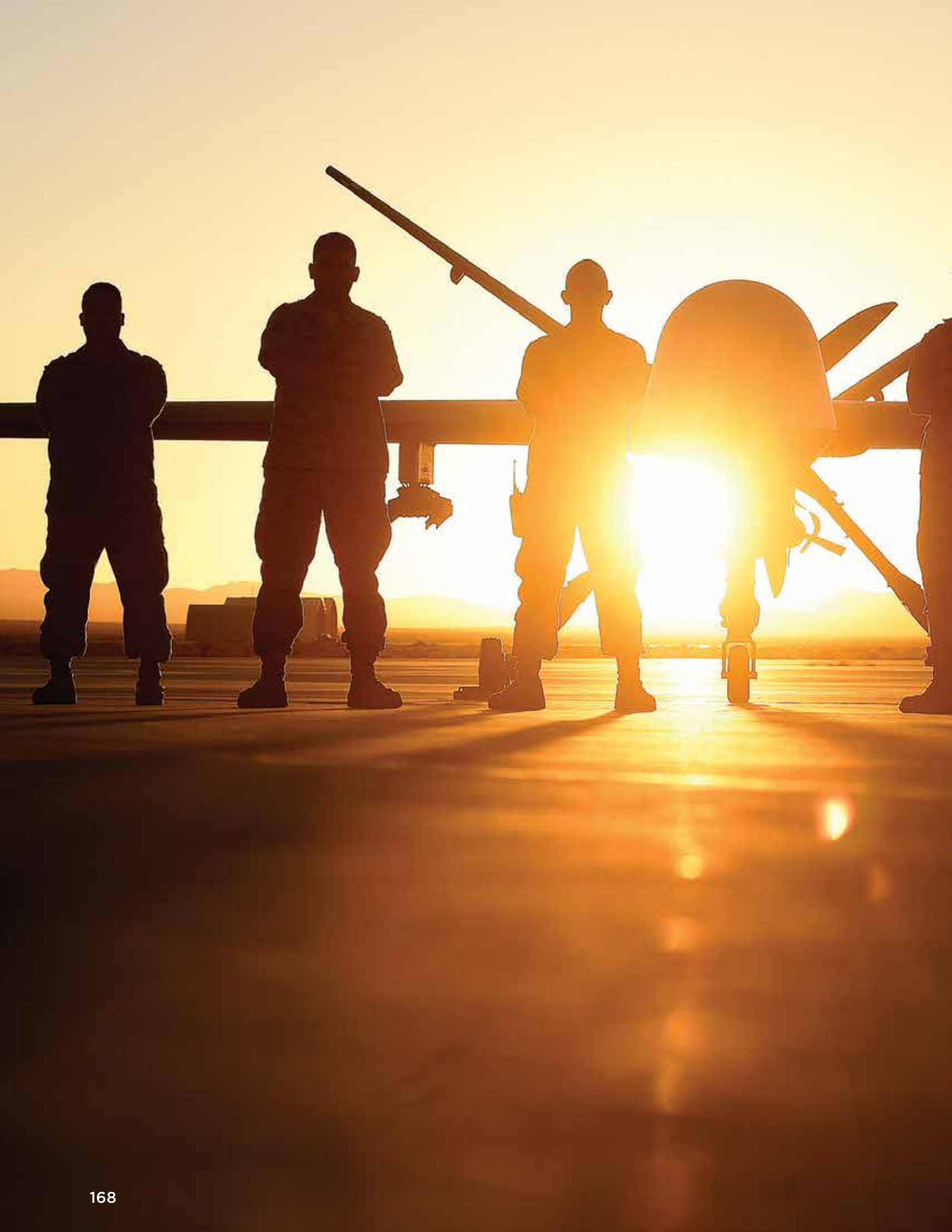
Identification	Course Title	Prerequisites
CMQ 242	Measuring Techniques	CMQ 100 CMQ 142 QUAL 109 (DCMA course)
CMQ 260	Failure Mode Effects Analysis	CLX 160 CMQ 100
Contracting		
CON 090	Federal Acquisition Regulation (FAR) Fundamentals	None
CON 100	Shaping Smart Business Arrangements	None
CON 121	Contracting Planning	CON 090 (only if you are assigned to the Contracting career field)
CON 124	Contracting Execution	CON 090 (only if you are assigned to the Contracting career field) CON 121
CON 127	Contracting Management	CON 090 (only if you are assigned to the Contracting career field) CON 121 CON 124
CON 170	Fundamentals of Cost and Price Analysis	CLC 057 CLC 058 CON 090 (only if you are assigned to the Contracting career field) CON 127
CON 200	Business Decisions for Contracting	CON 170 (only if you are assigned to the Contracting career field)
CON 216	Legal Considerations in Contracting	CON 200 (not required for those in the FE career field)
CON 232	Overhead Management of Defense Contracts	None
CON 234	Joint Contingency Contracting Course	CLC 039 CON 127
CON 237	Simplified Acquisition Procedures	None
CON 243	Architect-Engineer Contracting	CON 216
CON 244	Construction Contracting	CLC 056 CON 127 (not required for those in the FE career field) CON 216 (not required for those in the FE career field)
CON 252	Fundamentals of Cost Accounting Standards	None
CON 270	Intermediate Cost and Price Analysis	CLC 056 CON 170
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

Identification	Course Title	Prerequisites
CON 290	Contract Administration and Negotiation Techniques in a Supply Environment	ACQ 101 CLC 051 CLC 056 CLC 057 CON 200 CON 216 CON 270 HBS 428
CON 334	Advanced Contingency Contracting Officer's Course	CLC 007 CON 234
CON 360	Contracting for Decision Makers	CON 280 CON 290
CON 370	Advanced Cost and Price Analysis	None
Earned Value Management		
EVM 101	Fundamentals of Earned Value Management	ACQ 101
EVM 202	Intermediate Earned Value Management	ACQ 202 EVM 101
EVM 262	EVMS Validation and Surveillance	EVM 101
EVM 263	Principles of Schedule Management	ACQ 101 CLM 012 CLV 016, or BCF 102, or BCF 203, or CLB 016, or EVM 101, or EVM 202
Engineering		
ENG 101	Fundamentals of Systems Engineering	ACQ 101
ENG 201 (expected to deploy in 2nd quarter FY 2017)	Applied Systems Engineering in Defense Acquisition, Part 1	ACQ 203 ENG 101
ENG 202	Applied Systems Engineering in Defense Acquisition, Part 2	ACQ 203 CLE 003 SYS 202 (ENG 201 when deployed)
ENG 301	Leadership in Engineering Defense Systems	ACQ 203 CLE 003 CLE 068 ENG 202
Facilities Engineering		
FE 201	Intermediate Facilities Engineering	ACQ 101
FE 302	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 121 CON 124 CON 127

Appendix B: Course Prerequisites

Identification	Course Title	Prerequisites
IND 205	Contract Government Property Management Systems and Auditing Concepts	IND 105
Information Systems Acquisition		
ISA 101	Basic Information Systems Acquisition	ACQ 101
ISA 201	Intermediate Information Systems Acquisition	ACQ 203 CLE 003 CLE 068 CLE 074 ISA 101
ISA 301	Advanced Enterprise Information Systems Acquisition	ACQ 203 ISA 201
ISA 320	Advanced Program Information Systems Acquisition	ACQ 203 ISA 201
Logistics		
LOG 101	Acquisition Logistics Fundamentals	ACQ 101
LOG 102	Fundamentals of System Sustainment Management	ACQ 101
LOG 103	Reliability, Availability, and Maintainability (RAM)	ACQ 101
LOG 200	Product Support Strategy Development, Part A	ACQ 203 LOG 101 LOG 102 LOG 103
LOG 201	Product Support Strategy Development, Part B	LOG 200
LOG 204	Configuration Management	ACQ 101
LOG 206	Intermediate Systems Sustainment Management	LOG 201
LOG 211	Supportability Analysis	CLL 008 CLL 012
LOG 215	Technical Data Management	LOG 201
LOG 235	Performance-Based Logistics	None
LOG 340	Life-Cycle Product Support	ACQ 203 CLL 005 CLL 015 CLL 020 LOG 201 LOG 235
LOG 350	Enterprise Life-Cycle Logistics Management	ACQ 203 LOG 340
LOG 465	Executive Product Support Manager's Course	None
Program Management		
PMT 251	Program Management Tools, Part 1	ACQ 203
PMT 257	Program Management Tools, Part 2	ACQ 203 EVM 101 PMT 251
PMT 352A	Program Management Office Course, Part A	ACQ 203 BCF 110 ISA 101 LOG 103 PMT 257 SYS 202 (ENG 201 when deployed)

Identification	Course Title	Prerequisites
PMT 352B	Program Management Office Course, Part B	PMT 352A
PMT 400	Program Manager's Skills Course	PMT 352B
PMT 401	Program Manager's Course	PMT 352B
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 203 PQM 101
PQM 201B	Intermediate Production, Quality, and Manufacturing, Part B	PQM 201A
PQM 301	Advanced Production, Quality, and Manufacturing	ACQ 203 PQM 201B
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 Executive Overview Workshop	None
RQM 413	Senior Leader Requirements Course	None
Science and Technology Management		
STM 101	Introduction to Science and Technology Management	ACQ 101
STM 203	Intermediate Science and Technology Management	ACQ 202 CLE 021 CLE 068 ENG 101 STM 101
STM 304	Leadership in Science and Technology Management	STM 203 CLM 014
Small Business Program		
SBP 101	Introduction to Small Business Programs, Part A	None
SBP 102	Introduction to Small Business Programs, Part B	SBP 101
SBP 110 (expected to deploy in 2nd quarter FY 2017)	Fundamentals of the FAR for SBP	None
Systems Planning, Research, Development, and Engineering		
SYS 202 (expected to retire in 2nd quarter FY 2017)	Intermediate Systems Planning, Research, Development, and Engineering, Part 1	ACQ 203 ENG 101
Technical Leadership		
TLR 350	Advanced Technical Leadership	None
Test and Evaluation		
TST 102	Fundamentals of Test and Evaluation	ACQ 101 ENG 101
TST 204	Intermediate Test and Evaluation	ACQ 202 ACQ 203 CLE 030 TST 102
TST 303	Advanced Test and Evaluation	ACQ 203 CLB 009 CLM 014 TST 204



Appendix C

Continuous Learning

See pp. 126-129 for course registration procedures.

Appendix C: Continuous Learning

Generally, Continuous Learning Modules are offered online.

BUSINESS

CLB 007

Cost Analysis

Cost Analysis focuses on the basic cost analysis process, 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, know which estimating methodology is most appropriate, and know what cost data are of interest to various program stakeholders.

Course Length: Approximately 4 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 (PPBE) and Budget Exhibits focuses on explaining the 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 the congressional processes that lead to a budget resolution, an authorization act, and an appropriation act, and the implications of those outcomes for defense acquisition programs. At the end of this module, you should be able to identify key DoD and Service organizations that provide liaison to the congressional committees; describe the budget resolution, the authorization and appropriation phases, and their key products; understand the basic rules of DoD appeals; recognize when a continuing resolution is required; and recognize when a program is considered a "new start."

Course Length: Approximately 4 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 5 hours

CLB 014

Acquisition Reporting Concepts and Policy Requirements

This module introduces terms, policies, and requirements for MDAPs and MAIS programs, specifically the APB, the DAES, the SAR, and the UCR. 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 Defense Acquisition Management Information Retrieval (DAMIR) software.

Course Length: Approximately 3 hours

CLB 023

Software Cost Estimating

This module provides an overview of software cost estimating. It comprises the five steps of preparation and review of a software cost estimate and will enable managers to determine whether an estimate is realistic and defendable.

Course Length: Approximately 5 hours

CLB 024

Cost Risk Analysis Introduction

This module provides the foundation for an understanding of risk management as it relates to cost estimation. It addresses program risks that help ensure that program costs, schedule, and performance objectives are met.

Course Length: Approximately 3 hours

CLB 025

Total Ownership Cost

The goal of this course is to provide business cost-estimating and financial management personnel with the framework necessary to estimate total ownership cost (TOC) within the acquisition process. It is not intended to duplicate information documented in various DoD and Service-level policy, guidance, and implementing instructions, but to provide a frame of reference for developing TOC estimates.

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 a fully burdened labor rate.

Course Length: Approximately 2 hours

CLB 030

Data Collection and Sources

This 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 1.5 hours

CLB 032

Force Structure Costing

This module explains 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

Appendix C: Continuous Learning

Generally, Continuous Learning Modules are offered online.

CLB 033

Databases for the Cost Estimate

This module introduces students to a cross-section of some of the more well-known DoD databases. It is primarily intended for members of the Business Cost-Estimating functional community and also may be of interest to other DoD functional communities. Access to most of the DoD databases is controlled or, in some cases, classified; this limits the databases that can be openly discussed.

Course Length: Approximately 2.5 hours

CLB 034

Probability Trees

This module focuses on probability or decision trees used in the context of cost estimating. The module is primarily intended for members of the Business Cost-Estimating functional community and may be of interest to other DoD functional communities.

Course Length: Approximately 2 hours

CONTRACTING

CLC 001

Defense Subcontract Management

This module addresses subcontracting activities from the perspective of the staff of a defense acquisition program office. It also addresses the activities of supporting government offices and agencies, issues faced by prime contractors employing subcontractors, and issues faced by subcontractors themselves

Course Length: Approximately 4 hours

CLC 003

Sealed Bidding

This module builds upon the sealed bidding process presented in Federal Acquisition Regulation Part 14. The course is designed to provide acquisition professionals with experience in understanding sealed bidding concepts and processes when contracting for supplies and services. The module covers concerns about using sealed bidding, procedures for soliciting bids, methods for bid receipt and correct handing of bids, how to correct common mistakes in bids, and selection of the correct contractor for award.

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 to afford greater access to advanced technologies. The module covers the differences between tactical and strategic market research and shows 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.

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. This module will enable you to prepare and process a termination notice when appropriate.

Course Length: Approximately 2 hours

CLC 007

Contract Source Selection

This interactive module is designed to provide federal procurement and acquisition professionals with a better understanding of the source selection process and its

goals. The module covers planning for source selection, the source selection organization, roles of source selection team members, and notifications and debriefings of offerors. The module emphasizes the importance of close communication between the government and offerors throughout the source selection process.

Course Length: Approximately 3 hours

CLC 008

Indirect Costs

An indirect cost is any cost not directly identified with a single, final cost objective, but rather is identified with two or more final cost objectives. Indirect costs are used for the pricing of contracts, interim contract billing, and the determination of actual contract costs. This module aims to serve as a primer for those who are unfamiliar with indirect costs.

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 and quality assurance surveillance plan.

Course Length: Approximately 3 hours

CLC 020

Commercial Item Determination

This 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*, a practical reference used in such 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*, a practical reference used in such 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 handbook.

Course Length: Approximately 30 minutes

CLC 024

Basic Math Tutorial

This module will help students refresh/increase 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.

Course Length: Approximately 2 hours

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 requires that a fair proportion of DoD total purchases and contracts be placed with small businesses and that such businesses have the maximum practicable opportunity to participate in DoD acquisitions.

Course Length: Approximately 4 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 Statute

This module provides explanatory materials and practical examples that explain Federal Acquisition Regulation Part 25 and Defense Federal Acquisition Regulation Supplement 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. It is based on the DoD 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

This 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 contracting personnel. 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 agencies and assisting agencies.

Course Length: Approximately 2.5 hours

CLC 031

Reverse Auctioning

Reverse Auctioning is a self-paced module that provides an introduction to a new, Internet-based contracting technique employed by the DoD acquisition community to achieve significant cost savings through the use of e-commerce capabilities. The course is intended for entry- and mid-level acquisition managers who might use the technique in their daily business environment.

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

This module comprises 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 039

Contingency Contracting Simulation: Barda Bridge

The Barda Bridge simulation offers professionals an immersion experience in predeployment and deployment decision making. It will provide feedback on how your decisions as a deploying individual and contingency contracting officer affect your family back home as well as your mission forward.

Course Length: Approximately 2 hours

CLC 040

Predictive Analysis and Scheduling

This 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 1.5 hours

CLC 041

Predictive Analysis and Systems Engineering

This 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 2 hours

CLC 042

Predictive Analysis and Quality Assurance

This 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

This module aims to ensure that government and industry users are thoroughly familiar with the priorities and allocations authority of the Defense Production Act. It also explains the purpose of the Defense Priorities and Allocations System, which is to assure the timely availability of industrial resources to meet current and future national security and emergency preparedness requirements.

Course Length: Approximately 3 hours

CLC 044

Alternative Dispute Resolution

Alternative Dispute Resolution is a tool for resolving contract disputes without litigation. This module explains how to use this tool effectively when disputes arise.

Course Length: Approximately 4 hours

CLC 045

Partnering

The Partnering module gives 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 that may occur.

Course Length: Approximately 2 hours

Appendix C: Continuous Learning

Generally, Continuous Learning Modules are offered online.

CLC 046

DoD Sustainable Procurement Program

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 Sustainable Procurement Program is a comprehensive strategy for implementing environmentally preferred practices while sustaining the overall mission. The overall purpose of this lesson is to identify the objectives and background of DoD's Sustainable Procurement Program.

Course Length: Approximately 1.5 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 048

Export Controls

This module's overall goal is to communicate the roles and responsibilities of requiring activities officials, contracting officers, and technical specialists in effectively implementing export control acquisition policies for Department of Defense contracts.

Course Length: Approximately 5 hours

CLC 051

Managing Government Property in the Possession of Contractors

This module provides an overview of the policies, processes, and procedures used to manage government property in the possession of contractors. It also introduces the concept of government property, terminology used in the management of government property, and accounting and treatment of government property in the possession of contractors.

Course Length: Approximately 1.5 hours

CLC 052

Contracting with Canada

This module is intended to provide a "one stop shop" for information specific to the DoD when contracting with Canadian suppliers.

Course Length: Approximately 3 hours

CLC 054

Electronic Subcontracting Reporting System (eSRS)

This module presents an overview of the primary purpose of eSRS, which is to provide insight and transparency about how government contracting dollars are being distributed among 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 appropriate for all personnel involved in the requirements and acquisition process. It emphasizes key concepts for promoting competition, which 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.

Course Length: Approximately 2 hours

CLC 056

Analyzing Contract Costs

In this module, 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.

Course Length: Approximately 17 hours

CLC 057

Performance-Based Payments and Value of Cash Flow

This module provides an introduction and overview for performance-based payments (PBP) as applied to structuring and negotiating Win-Win PBP agreements with contractors. A tutorial on the use of the PBP Analysis Tool also is provided.

Course Length: Approximately 4 hours

CLC 058

Introduction to Contract Pricing

During the most recent Contracting Competency Assessment, senior leadership from all Services and agencies viewed cost and price analysis as a fundamental skill for contracting professionals to focus on early in their contracting career. As a result, DAU is infusing cost and price analysis into the entire Defense Acquisition Workforce Improvement Act (DAWIA) curriculum, beginning with the fundamental topics and issues presented in CLC 058, a Level I certification requirement and 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 062

Intra-Governmental Transactions

This module presents an introduction and overview of Intra-Governmental Transactions (IGTs). It covers the basics of IGTs and the root causes of certain challenges, while introducing strategies for addressing problems. An in-depth study of the intra-governmental process through the Business Enterprise Architecture (BEA) and the Intra-governmental Value Added Network (IVAN) system is provided.

Course Length: Approximately 3 hours

CLC 063

Sole Source Proposal Technical Evaluations

This module provides the government technical evaluation team with facts, data, and tools needed to conduct an exceptional technical evaluation. The 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 introduces students to the laws and regulations governing the minimum wage and fringe rates to be paid in most construction and service contracts. It is intended primarily for contracting (1102 series) professionals.

Course Length: Approximately 2.5 hours

CLC 065

Suspension and Debarment

This module addresses the fundamental concepts associated with suspension and debarment in the federal government. It covers the bases, causes, and effects of suspension and debarment; government roles and responsibilities; and the System for Award Management Exclusions.

Course Length: Approximately 1 hour

Appendix C: Continuous Learning

Generally, Continuous Learning Modules are offered online.

CLC 102

Administration of Other Transactions

Other transactions, authorized by 10 U.S.C. 2371, are conducted outside most federal procurement laws and regulations and are not subject to most of the laws and regulations applicable to grants and cooperative agreements. This module is designed to help professionals distinguish other transactions from contracts, grants, and cooperative agreements; understand what regulations govern other transactions; learn the 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 offeror.

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

This module explains 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 addresses 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 (DoDI) 3020.41, Contractor Personnel Authorized to Accompany the U.S. Armed Forces. The module also introduces basic acquisition and contract management requirements related to implementing DoDI 3020.41 in field conditions.

Course Length: Approximately 2 hours

CLC 113

Procedures, Guidance, and Information

The Procedures, Guidance, and Information (PGI) module is a companion resource to the Defense Federal Acquisition Regulation Supplement (DFARS). The PGI is a Web-based tool for simple and rapid access to 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) receive 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. It was developed to provide information to DoD professionals involved in the post-award, contract administration stage of utilities privatization services contracts. The success of this stage depends largely on performing effective quality assurance checks and properly managing contract price changes.

Course Length: Approximately 2 hours

CLC 125

Berry Amendment

After completing this 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 presents an overview of the new procedures, guidance, and information concerning sole-source commercial items and elaboration on the requirements of Federal Acquisition Regulation (FAR) 15.4. It includes links to relevant parts of the FAR; procedures, guidance, and information; and *Contract Pricing Reference Guide* sections; as well as examples of applications of the material. The module's overall learning objective 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

Appendix C: Continuous Learning

Generally, Continuous Learning Modules are offered online.

CLC 132

Organizational Conflicts of Interest

This 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

This module provides an overview of how to identify and apply Defense Federal Acquisition Regulation Supplement 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

This is the same as COR 206, but delivered in a distance-learning 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 (COR) Online Training

This is the same as COR 222, but delivered in a distance-learning environment. This course is specifically designed for CORs who are responsible for ensuring that contractors are performing the technical portion of their job. It will provide knowledge related to COR roles and responsibilities, as well as fundamentals of contracting regulations, types, phases, and other elements; awareness of ethical, legal, and cultural factors that affect COR responsibilities; and information necessary to evaluate situations effectively, apply knowledge gained, and make correct decisions to carry out COR responsibilities.

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 provides access to detailed checklists that can be tailored to support the conduct of individual technical reviews.

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 facili-

ties. 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 principles beyond the factory floor, including value stream analysis and mapping.

Course Length: Approximately 3.5 hours

CLE 007

Lean Six Sigma for Manufacturing

As a continuation of the concepts presented in CLE 004, Introduction to Lean Enterprise Concepts, this module addresses the role that 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*), continuous improvement (*kaizen*), just in time, and automation with a human touch (*jidoka*).

Course Length: Approximately 6 hours

CLE 008

Six Sigma: Concepts and Processes

This module focuses on Six Sigma concepts most applicable to manufacturing and the management of industrial facilities. It 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 an outline of 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

CLE 010

Privacy Protection

This module addresses the scope of privacy protection, including 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

This module provides key information from a systems engineering perspective. It outlines how modeling and simulation can be a benefit over the entire system life cycle and how it can support systems engineering processes. This module also provides a test-and-evaluation perspective on the use of modeling and simulation.

Course Length: Approximately 3 hours

CLE 012

DoD Open Systems Architecture (OSA)

This module introduces DoD open systems architecture (OSA), explains its principles from a business and a technical perspective, and provides examples of successfully implemented OSA programs. It also suggests sources that can assist an organization in implementing OSA.

Course Length: Approximately 2 hours

Appendix C: Continuous Learning

Generally, Continuous Learning Modules are offered online.

CLE 015

Continuous Process Improvement Familiarization

This module provides basic information concerning various continuous process improvement methodologies and tools and how their implementation can improve organizational performance to support the warfighter better.

Course Length: Approximately 3 hours

CLE 016

Outcome-Based Performance Measures

This module covers performance measurement terminology, DoD policy, and the 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 guidance to assist students in formulating a sound technical-planning approach and in learning 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. It also offers an appreciation of how E3 and SS certification affect systems acquisition. A checklist for E3/SS processes is provided, and the associated tasks are reviewed to ensure that 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 technology readiness assessment (TRA) process as it relates to defense acquisition. It will enable you to participate in a TRA 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, science and technology staff, and subject matter experts.

Course Length: Approximately 3 hours

CLE 022

Program Manager Introduction to Anti-Tamper

This module introduces program managers to the steps involved in integrating Anti-Tamper into a program or project in order to protect DoD critical program information. Students will learn the importance of Anti-Tamper, 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 in Test and Evaluation

This module provides a thorough understanding of how modeling and simulation should be used to aid the test and evaluation activities in support of weapon systems development.

Course Length: Approximately 8 hours

CLE 026

Trade Studies

This 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 it outlines success factors.

Course Length: Approximately 4 hours

CLE 028

Market Research for Engineering and Technical Personnel

This module describes market research from the perspective of technical personnel. It explains the practical value of market research and discusses the government mandate to conduct it. 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 030

Integrated Testing

This module provides information and resources on test and evaluation (T&E) in the defense acquisition life cycle and on the integrated testing concept. Topics include common types of T&E used by most acquisition programs, T&E master plans, and the goals and benefits of integrated testing.

Course Length: Approximately 2.5 hours

CLE 032

Sustainable Manufacturing for DoD – Part 1

The overall goal of this module is to address environmental topics in sustainability from a very broad perspective and then narrow the focus to look at sustainable manufacturing considerations.

Course Length: Approximately 5 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 understanding of that process.

Course Length: Approximately 2 hours

CLE 035

Introduction to Probability and Statistics

This module aims to provide participants with a basic introduction to and understanding of probability and statistics for the Test and Evaluation career field. The course should enable participants to describe and apply key aspects of probability, to assess computer-required sample size for testing, and to perform hypothesis testing.

Course Length: Approximately 4 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 plan, request, submit, evaluate, recommend, and implement engineering change proposals effectively.

Course Length: Approximately 5 hours

CLE 037

Telemetry

This module will provide an overview of telemetry, including the components of telemetry systems and applications. Coverage of the material begins with telemetry nomenclature; outlines a brief history of the field of telemetry; moves to the subsystems of a telemetry system; discusses the personnel who work with telemetry data; and touches upon range applications, testing, recording, display, and analysis of telemetry data.

Course Length: Approximately 6 hours

CLE 038

Time-Space-Position Information

This Defense Test and Evaluation Professional Institute learning module provides a general overview of time-space-position information (TSPI), including the importance of the error volume concept associated with each of the methods to be discussed. This is followed by detailed sections on radars, the global positioning system, optical systems, other TSPI systems, and a discussion of various scoring or miss-distance measurement systems.

Course Length: Approximately 6 hours

CLE 039

Environmental Issues in Testing and Evaluation

This Defense Test and Evaluation Professional Institute learning module focuses on the broad environmental issues and associated procedures affecting the DoD mission related to testing and evaluation.

Course Length: Approximately 5 hours

CLE 040

IUID Marking

This module teaches students 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

This module introduces 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 046

Fundamentals of Executing a JCTD Project

This module provides foundational knowledge, best practices, and lessons learned for the management and execution of a Joint Capability Technology Demonstrations (JCTD) Project. It introduces the JCTD program, addresses the processes used to successfully execute JCTD projects, and discusses project roles and responsibilities.

Course Length: Approximately 4 hours

CLE 047

Grounding, Bonding, and Shielding

This relatively technical module 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

CLE 062

Human Systems Integration

This module provides the learner with a basic understanding of human systems integration (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 a path that suppliers and acquirers can follow to improve their internal processes. 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

This module explores 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

This module provides the student with knowledge of the standardization documents managed within the DoD. It 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 nongovernment standards; and format and content requirements for commercial item descriptions and DoD specifications, standards, and 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, logistical support leaders, and others supporting systems-of-systems (SoS) work, particularly as part of a systems engineering (SE) team in an SoS environment. The goal of this module is to provide a resource for those in the SE 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

Appendix C: Continuous Learning

Generally, Continuous Learning Modules are offered online.

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. It 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.

Course Length: Approximately 4 hours

CLE 069

Technology Transfer

This continuous learning module enables students to apply the principles of technology transfer to the technologies they are developing, with the goal of increasing the rate of technology transfer.

Course Length: Approximately 3.5 hours

CLE 070

Corrosion and Polymeric Coatings

This module provides a fundamental overview understanding of how polymeric coatings can be used to help address corrosion prevention and mitigation issues in applications across the DoD.

Course Length: Approximately 1 hour

CLE 074

Cybersecurity Throughout DoD Acquisition

This module provides foundational understanding of basic principles of cybersecurity and cybersecurity risk management in the defense acquisition field. It is primarily intended for all DoD acquisition career fields, but especially military officers O-3 and above, civilians GS-9 and above, and industry equivalents across the Defense Acquisition Workforce.

Course Length: Approximately 5 hours

CLE 201

ISO 9000

This module describes the International Organization for Standardization (ISO) and explains the benefits of the ISO 9000 Quality Management System Standard as well as lessons learned regarding its implementation and use. This module is primarily intended for GS-9 to GM-15 personnel in the Production, Quality, and Manufacturing (PQM) and Engineering (ENG) career fields.

Course Length: Approximately 3 hours

CLE 301

Reliability and Maintainability

The reliability and maintainability of military systems are integral elements of mission success and major determinants of total ownership cost. An important objective of defense acquisition programs is to ensure that weapon systems achieve their user-defined reliability, availability, and maintainability (RAM) performance requirements. This module defines RAM; 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 maintainability.

Course Length: Approximately 4 hours

GOVERNMENT PURCHASE CARD TRAINING

CLG 001

DoD Governmentwide Commercial Purchase Card Overview

This module provides individuals with a solid foundation for making Government Purchase Card (GPC) transactions in compliance with applicable laws, regulations, and policies.

Target Attendees: Cardholders, approving officials, certifying officials, billing officials, and those seeking to satisfy mandatory training and refresher training for the DoD Purchase Card Program.
Course Length: Approximately 8 hours

CLG 004

DoD Government Purchase Card Refresher Training

This module presents the requirements and guidelines to consider and apply when using the government purchase card. This refresher course is based on the key points in the CLG 001 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 organization. It also provides a detailed presentation of all four PCOLS components currently being used.

Course Length: Approximately 4 hours

CLG 006

Certifying Officer Legislation Training for Purchase Card Payments

This module covers the background, statutory requirements, and regulations governing certifying officers, as well as their pecuniary liability for potential losses of funds due to erroneous payments they have certified, and their rights as an accountable official. This training is mandatory for levels 3 and 4 agency/organization program coordinators, prime or alternate approving/billing officials (A/BOs), cardholders, check writers, and GPC certifying officers who are not prime or alternate A/BOs.

Course Length: Approximately 2 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. Personnel responsible for implementing cooperative programs will learn about 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 program managers and other DoD acquisition personnel who may be responsible for or play some role in international

programs in the course of their career. Individuals with nonacquisition 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

This module provides learners with a solid foundation and basic knowledge about IAC program activities by introducing specific processes and programs that are vital to IAC. It is third in a three-part series on IAC.

Course Length: Approximately 1.5 hours

CLI 004

Information Exchange Program (IEP), DoD Generic

This module addresses DoD component-wide requirements for developing, coordinating, negotiating, and executing IEP annexes.

Prerequisites: CLI 001, 002, and 003
Course Length: Approximately 2 hours

CLI 005

RDT&E (IEP), Army-Specific

This module addresses the purpose of the Information Exchange Program (IEP); details the Army IEP Annex package, the 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 DoD generic IEP module, CLI 004.

Course Length: Approximately 2.5 hours

CLI 006

RDT&E (IEP), Navy-Specific

This module ensures that Navy acquisition workforce members understand the Navy-specific procedures for implementing DoD's Information Exchange Program (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 aims 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 it has been renumbered to align it with other international continuous learning modules.

Course Length: Approximately 2 hours

LOGISTICS

CLL 001

Life-Cycle Management and Sustainment Metrics

This module acquaints the Life Cycle Logistics workforce with mandatory sustainment KPPs (key performance parameters) and KSAs (key system attributes).

Course Length: Approximately 4 hours

CLL 002

Defense Logistics Agency Support to the PM

This module introduces participants to the capabilities of the Defense Logistics Agency (DLA) in delivering support to the warfighter. It gives an overview of the DLA and the benefits the agency provides to the program manager, operational units, and Service inventory control points.

Course Length: Approximately 3 hours

CLL 003

Supportability Test and Evaluation

The objective of this module is to 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 as they satisfy their customers' requirements.

Course Length: Approximately 3 hours

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 Guidebook*, Chapter 5, Life-Cycle Logistics.

Course Length: Approximately 3 hours

CLL 006

Public-Private Partnerships

The purpose of this module is to familiarize the student with the concepts, terms, guidance, and documentation associated with the development and execution of public-private partnerships.

Course Length: Approximately 2.5 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

This module provides a comprehensive overview of and introduction to incorporating systems engineering principles throughout the system life cycle in order to design, develop, produce, and sustain operationally reliable, supportable, and effective systems. It also introduces the system operational effectiveness model and process. It demonstrates how consistent application of the system operational effectiveness process, during all phases of the acquisition life cycle, facilitates the optimization of system supportability and operational effectiveness.

Course Length: Approximately 3 hours

CLL 011

Performance-Based Logistics (PBL)

This module provides an overview of performance-based logistics, particularly the basic concepts and best business practices inherent in developing and implementing performance-based product support arrangements. It is associated with the DoD's Better Buying Power initiative.

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. The course will examine supportability analysis with a particular emphasis on how the life-cycle logistician participates in the process and incorporates the results in product support planning.

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 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 this methodology in the DoD context, which is currently oriented toward employing it to aid best-value selection of product support strategies using performance-based logistics for weapon system programs.

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

This 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 the 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 of the JDDOC. It will provide DoD, other governmental personnel, and nongovernmental personnel a detailed understanding of the roles, responsibilities, organizational structure, and concept of employment of the JDDOC idea.

Course Length: Approximately 18 hours

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, the planning process, and applications used in technology refreshment.

Course Length: Approximately 3 hours

CLL 020

Independent Logistics Assessments

This module provides 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 assessment 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 021

Product Support Arrangements

This module aims to provide the product support manager with an understanding of the policies, processes, roles, and responsibilities of the various organizations that participate in the development of product support arrangements. It is not intended to duplicate all the information documented in various DoD and Service-level policy, guidance, and implementing instructions, but to provide a frame of reference for developing product support arrangements.

Course Length: Approximately 2 hours

CLL 022

Title 10 Depot Maintenance Statute Overview

This 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 Title 10 U.S.C. that affect 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

This module provides an introductory presentation of DoD maintenance and reviews the capabilities, methodology, 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)

This module gives an introductory presentation of DoD maintenance. It 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 Interservice Support Agreements (DMISAs)

This module is for maintenance interservice 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 through their successful implementation of DMISAs.

Course Length: Approximately 5 hours

CLL 026

Depot Maintenance Capacity Measurement

This module provides professionals with a basic understanding of the methods used to measure, record, and report capacity and utilization data for organic activities related to depot maintenance.

Course Length: Approximately 4 hours

Appendix C: Continuous Learning

Generally, Continuous Learning Modules are offered online.

CLL 029

Condition-Based Maintenance Plus (CBM+)

This 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 RCM for the Defense Acquisition Workforce. This will include a definition of RCM, an introduction to its history and development, and the process and application of RCM. The overarching objective is for the student to understand RCM, its fundamental process, and its applications.

Course Length: Approximately 2 hours

CLL 031

Performance-Based Logistics (PBL) Contracting Strategies

This module addresses performance-based logistics (PBL) and applicable contracting principles and practices so the learner understands how the logistician and contracting officer can best work together to ensure the effective use of PBL. It provides a foundation for the basic support, contracting concepts, and business practices inherent in developing and implementing PBL arrangements.

Course Length: Approximately 4 hours

CLL 032

Preventing Counterfeit Electronic 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 will also 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 processes and technical management processes. This module describes the life-cycle logistician's role in technical reviews and how the logistician can use that involvement to improve supportability of the system. It examines the most common technical reviews and the specific steps the life-cycle logistician can take to prepare for and participate in the review.

Course Length: Approximately 4 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 of 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

CLL 035

Operating and Support Cost Estimating for the Product Support Manager

This module, primarily intended for logisticians, addresses the role and importance of Operating and Support cost estimating in life-cycle product support planning.

Course Length: Approximately 6 hours

CLL 036

Product Support Manager (PSM)

This module provides a basic understanding of the evolution of product support and the role of the PSM in its planning and execution. The module also describes the PSM's role in assisting in executing the program manager's life-cycle management responsibilities.

Course Length: Approximately 4 hours

CLL 037

DoD Supply Chain Fundamentals

This learning asset teaches students to identify and recognize key characteristics of DoD supply chain management fundamentals and of effective/efficient supply chains.

Course Length: Approximately 4 hours

CLL 038

Provisioning and Cataloging

This continuous learning module provides instruction on the basics of provisioning and cataloging as an integral part of identifying and fielding initial and replenishment spares during weapon systems product support and sustainment.

Course Length: Approximately 6 hours

CLL 039

Product Support Requirements Identification

This module explains how the logistician translates warfighter requirements into product support requirements. It defines terms and acronyms used in the creation, revision, and implementation of warfighter and product support requirements, and it provides links to references on issues discussed in the module.

Course Length: Approximately 3 hours

CLL 040

Business Case Analysis Tools

The objective of this module is to familiarize DoD personnel with the process, concepts, and application of tools for business case analyses performed to the standards and conventions documented in the *DoD Product Support Business Case Analysis Guidebook*.

Course Length: Approximately 3 hours

CLL 041

Life-Cycle Cost (LCC) Analysis Tools

This module provides an overview of life-cycle cost analysis and briefly introduces key tools, including methodologies and processes, as well as representative products of such analyses.

Course Length: Approximately 3 hours

CLL 042

Supportability Analysis Techniques, Procedures, and Tools

This module addresses the importance of defining and understanding supportability analysis techniques, procedures, and tools. Students should take CLL 012, Supportability Analysis, before taking CLL 042.

Course Length: Approximately 5 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 045

Designing for Transportability

The overall objective of this module is to familiarize program managers, life-cycle logisticians, product support managers, systems engineers, and other defense acquisition members with the approval and certification processes used to ensure the safe and effective transportability of vehicles and equipment.

Course Length: Approximately 4 hours

CLL 046

The Twelve Integrated Product Support Elements

This module provides guidance on the 12 Integrated Product Support (IPS) elements reflected in the *DoD Product Support Manager Guidebook* and the *Integrated Product Support Element Guidebook*. It defines the 12 IPS elements, explains their purpose, and tells how they are developed, integrated, and implemented throughout the life cycle. It also gives an introduction to the I*ntegrated Product Support Element Guidebook* and suggests how to apply it to product support.

Course Length: Approximately 4 hours

CLL 051

System Retirement, Materiel Disposition Reclamation, Demilitarization, and Disposal

The goal of this module is to provide the product support managers and life-cycle logisticians familiarity with the terms, activities, and participating organizations associated with system retirement, materiel disposition, reclamation, demilitarization, and disposal. It is not intended to duplicate all the information documented in various DoD and Service-level policy, guidance, and implementing instructions, but to provide a frame of reference for making system retirement decisions.

Course Length: Approximately 4 hours

CLL 056

Sustainment of Software Intensive Systems

This module provides the learner with information regarding the terminology, processes, acquisition policy, considerations, and challenges that affect 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 the 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. The 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. This is part one of a two-part continuous learning series (CLLs 057 and 058) on LORA.

Course Length: Approximately 3 hours

CLL 058

Level of Repair Analysis—Theory and Principles

This is part two of a two-part continuous learning series (CLLs 057 and 058) on Level of Repair Analysis (LORA). 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 noneconomic considerations. This module describes the analytical theory of LORA and its economic and noneconomic 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.

Prerequisite: CLL 057
Course Length: Approximately 3 hours

CLL 059

Sustaining Engineering

This module is intended to broaden the understanding of sustaining engineering (one of the 12 interdisciplinary Integrated Product Support elements) and how it can improve system supportability and reduce costs. It also focuses on developing a more granular support strategy in the life-cycle sustainment plan and the linkage between systems/sustaining engineers and life-cycle logisticians/product support managers.

Course Length: Approximately 2 hours

CLL 062

Counterfeit Prevention Awareness

This is an entry-level introduction to the issues of counterfeit materiel and counterfeiting's impact on DoD programs and products. The course discusses means of identifying, reporting, and disposing of counterfeit items.

Course Length: Approximately 1 hour

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 manage effectively the implementation of technology insertion or refreshment.

Course Length: Approximately 3 hours

CLL 120

The DoD Shelf-Life Program

Some items managed by the Department of Defense and the federal supply system have a shelf life (expiration date). CLL 120 includes an introduction and information on acquisition and procurement, integrated material management, receiving, storing, monitoring, material disposition, and use of the Shelf- Life Extension System (SLES) located on the DoD Shelf-Life Program Web site.

Course Length: Approximately 7 hours

CLL 200

Diminishing Manufacturing Sources and Material Shortages (DMSMS): What Program Management Needs to Do and Why

This module provides program management with information about diminishing manufacturing sources and material shortages and what can be done to reduce its impact on the DoD supply chain and industrial base.

Course Length: Approximately 2 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

Appendix C: Continuous Learning

Generally, Continuous Learning Modules are offered online.

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 affects 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 first complete CLL 201 and CLL 202. This module focuses on DMSMS problems regarding electronics, as well as 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 205

Diminishing Manufacturing Sources and Material Shortages (DMSMS) for Technical Professionals

While not mandatory, it is assumed that students have previously taken the DMSMS Fundamentals, DMSMS Essentials, and DMSMS Case Studies modules and have a working knowledge of these topics. These core modules explain the basics of proactive DMSMS management, developing a DMSMS plan, component research and cataloging, cost avoidance, and other essential topics. 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 their Service as appropriate.

Course Length: Approximately 2 hours

CLL 206

Introduction to Parts Management

This module provides a comprehensive overview of parts management, including policy and contractual implementation requirements, costs and benefits, the parts management plan, participant responsibilities, and tools.

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, personnel, and workforce skills). Scheduling is a roadmap for systems development, and thus, it is an inherent part of program management.

Course Length: Approximately 12 hours

CLM 013

Work-Breakdown Structure

This module addresses two fundamental and interrelated types of work-breakdown structures: the program work-breakdown structure that is developed by a program management office and the contract work-breakdown structure that is developed by a contractor.

Course Length: Approximately 6 hours

CLM 014

IPT Management and Leadership

This module introduces management and leadership concepts used to organize, manage, and lead an integrated product team (IPT). 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 that 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)

This module provides R-TOC ideas, tools, and strategies to professionals in the acquisition and logistics communities. The module emphasizes a systems perspective as it orients professionals to the R-TOC requirement, defines key R-TOC concepts, and describes best practices. It is helpful for professionals taking this course to have a solid background in the planning, program, and budgeting system; acquisition process; system engineering; or familiarity with supply chain management.

Course Length: Approximately 3 hours

CLM 023

DAU AbilityOne Contracting

There are over 14 million Americans with severe disabilities, and the unemployment rate for people with severe disabilities is 70 percent. The AbilityOne program helps people with disabilities who are unable to obtain or maintain employment on their own. This module provides professionals and DoD purchase cardholders a better understanding of the AbilityOne program.

Course Length: Approximately 1 hour

CLM 024

Contracting Overview

The Contracting Overview module gives a summary 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

Appendix C: Continuous Learning

Generally, Continuous Learning Modules are offered online.

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. It 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

This module is designed to help professionals navigate 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 and e-government, and how both of these relate to common supplier engagement.

Course Length: Approximately 2 hours

CLM 031

Improved Statement of Work

This 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. The module presents the statement of work purpose, preparation, evaluation, and lessons learned so that professionals will understand and appreciate the critical role of requirements development in the acquisition process.

Course Length: Approximately 4 hours

CLM 032

Evolutionary Acquisition

This module introduces the ideas and principles of evolutionary acquisition and teaches 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 that enable the DoD to develop and manage the Defense Acquisition Workforce more effectively. This module explains the transformative changes that took place in DAWIA II.

Course Length: Approximately 3 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

This module provides professionals with training in corrosion prevention and control, and it serves as an accessible reference guide to answer future questions.

Course Length: Approximately 8 hours

CLM 039

Foundations of Government Property

This module provides DoD financial accounting and property management professionals an overview of government property management. This module will increase professionals' knowledge and understanding of the DoD accounting and accountability approach to the property management life cycle. It also will introduce professionals to essential tools that will help them manage government property.

Course Length: Approximately 1.5 hours

CLM 040

Proper Financial Accounting Treatments for Military Equipment

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 managers, 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 financial accounting treatments for military equipment.

Course Length: Approximately 1.5 hours

CLM 044

Radio Frequency Identification

This module is designed to provide defense contracting officers with the knowledge necessary to insert the passive radio frequency identification (RFID) Defense Federal Acquisition Regulation Supplement 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 (CLM 039). 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 course was developed as a result of a DoD-wide review of vulnerabilities to fraud, waste, and abuse in contracting, 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 056

Portfolio Management

This module introduces the concepts and practices of portfolio management as it occurs in the Department of Defense environment. It also exposes students to a mixture of simple and complex techniques and tools to employ these concepts and practices.

Course Length: Approximately 1 hour

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 071

Introduction to Data Management

This module explains why data management is critical to enhancing support throughout the system life cycle. CLMs 071–CLM 077 will provide acquisition professionals with the fundamental knowledge required to create better data management plans and obtain the necessary data rights for systems being delivered to the warfighter, thus affording opportunities to reduce life-cycle cost and increase Operating and Support competition. CLM 071 is one of seven data management (DM) modules in the DM series (CLM 071–CLM 077). *(This module is undergoing revision and is temporarily unavailable.)*

Course Length: Approximately 1.5 hours

CLM 072

Data Management Strategy Development

With advancements in technology and robust products that use those technologies, it has become even more important that the government obtain the necessary data, rights, and licenses to support and maintain its programs. Developing a data management strategy (DMS) is one of the first steps in ensuring this is possible. This module presents the requirements, tools, and processes needed to complete a comprehensive DMS. CLM 072 is one of seven data management (DM) modules in the DM series (CLM 071–CLM 077). *(This module is undergoing revision and is temporarily unavailable.)*

Course Length: Approximately 1.5 hours

CLM 073

Data Management Planning System

This module explains how conscientious data management (DM) planning contributes to the success of major weapon systems acquisitions. It explores such topics as key personnel roles in DM planning, recent events and changes to DM-planning practices, and the roles of configuration management and the Integrated Digital Environment. Students will emerge with an understanding of the goals, benefits, and challenges associated with DM planning. CLM 073 is one of seven data management (DM) modules in the DM series (CLM 071–CLM 077). *(This module is undergoing revision and is temporarily unavailable.)*

Course Length: Approximately 1.5 hours

CLM 074

Technical Data and Computer Software Rights

This module explores types of data rights and explains how proper allocation of these rights is mutually beneficial to the government and contractors. The module also examines the major factors that must be considered when determining which data rights are appropriate for product support throughout the system's life cycle. CLM 074 is one of seven data management (DM) modules in the DM series (CLM 071–CLM 077). *(This module is undergoing revision and is temporarily unavailable.)*

Course Length: Approximately 3 hours

CLM 075

Data Acquisition

This module identifies the activities and requirements associated with data acquisition. The goal of this module is to present the activities and requirements associated with drafting a request for proposal, the process for responding to offerors' proposals, and the data management considerations after contract award. CLM 075 is one of seven data management (DM) modules in the DM series (CLM 071–CLM 077). *(This module is undergoing revision and is temporarily unavailable.)*

Course Length: Approximately 4 hours

CLM 076

Data Markings

Proper markings are vital to ensuring that data are available to the right people at the right time and that data are protected from unauthorized dissemination. This module explains how to apply the correct markings and distribution statements to technical data and computer software. CLM 076 is one of seven data management (DM) modules in the DM series (CLM 071–CLM 077). *(This module is undergoing revision and is temporarily unavailable.)*

Course Length: Approximately 3.5 hours

CLM 077

Data Management Protection and Storage

Information is one of our Nation's greatest sources of power. We must treat information as a strategic asset, and we must protect information and information systems against adverse events. This module explains the vital role that data protection and storage play in a major weapon system acquisition program. CLM 077 is one of seven data management (DM) modules in the DM series (CLM 071–CLM 077). *(This module is undergoing revision and is temporarily unavailable.)*

Course Length: Approximately 1.5 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 201

Serialized Item Management (SIM)

This module provides students with an understanding of serialized item management, which enables effective and efficient life-cycle management of material.

Course Length: Approximately 2.5 hours

Appendix C: Continuous Learning

Generally, Continuous Learning Modules are offered online.

REQUIREMENTS

CLR 030

Environment, Safety, and Occupational Health in JCIDS

The module is designed to help the environment, safety, and occupational health (ESOH) practitioner generate concise ESOH wording appropriate for Joint Capabilities Integration and Development System (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 JCIDS. The five lessons focus on terms, definitions, basic concepts, processes, and roles and responsibilities involved within JCIDS, as well as on JCIDS' interaction with the Defense Acquisition System and planning, programming, budgeting, and execution. The module is designed for DoD professionals who contribute to requirements generation and the capability-development process, including 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

This module presents the process used by DoD to conduct an Analysis of Alternatives (AoA) 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

This module introduces the planning and organizing of capabilities-based assessments (CBAs). It contains four lessons, dealing with definitions, planning research, team building and planning, and the study phase. The module explains how to conduct and assist effective and efficient CBAs in support of the Joint Capabilities Integration and Development System.

Course Length: Approximately 5 hours

CLR 252

Developing Performance Attributes

This module explains how to develop key performance parameters (KPPs) and key system attributes (KSAs), the relationship of the KPPs and KSAs to technical requirements, and how to get them through the staffing and validation process. The module is primarily for requirements managers and other managers who prepare and apply system attributes such as KPPs.

Course Length: Approximately 5 hours

EARNED VALUE MANAGEMENT

CLV 016

Introduction to Earned Value Management

This 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

CLV 017

Performance Measurement Baseline

This 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 4.5 hours

CLV 018

Earned Value and Financial Management Reports

This 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 the tailoring guidance for the integrated master schedule, provided in the *Earned Value Management Implementation Guide*.

Course Length: Approximately 1 hour

CLV 019

Estimate at Completion

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

Course Length: Approximately 1 hour

CLV 020

Baseline Maintenance

This module reviews the concepts associated with performance measurement baseline maintenance. It describes the contract performance chart and the earned value management (EVM) metrics chart for cost/schedule variance. It also defines what a front-loaded baseline, rubber baseline, over-target baseline, and single-point adjustment mean in the context of EVM, and it uses a hypothetical database to depict the effects of contract modifications, management reserve use, the various baselines, and single-point adjustments on the contract performance and cost variance charts.

Course Length: Approximately 1 hour

CONTRACT MANAGEMENT

CLX 110

Fundamentals of GFR and GGR

This module is one component of the overall Government Flight Representative (GFR) and Government Ground Representative (GGR) training program. It presents information on acquisition and contracting, ground and flight operations, contractor procedures, assessments, and safety and mishaps.

Course Length: Approximately 5 hours

CLX 160

Introduction to Failure Mode Effects Analysis (FMEA)

This module provides the basic knowledge and skills to identify failure modes that have relatively high probability and severity of consequences.

Course Length: Approximately 5 hours

Appendix C: Continuous Learning

Generally, Continuous Learning Modules are offered online.

DEPARTMENT OF DEFENSE SPONSORED

DOD 002

Combatting Human Trafficking for DoD Acquisition Professionals

This module informs defense acquisition and contracting professionals about combatting human trafficking in Department of Defense contracts. It includes an overview of laws and regulations and of the responsibilities to prevent, identify, and respond to abuses. This module will help learners understand how to uphold the zero-tolerance policy and ensure that taxpayer dollars do not contribute to trafficking in persons.

Course Length: Approximately 1 hour

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 on 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 and Federal Acquisitions

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 of 1953 and Regulatory Implementation Code of Federal Regulations, 13 Part 125.5; Federal Acquisition Regulation 48 Part 19.6. The COC Program allows a small business to appeal a contracting officer's determination that it is unable to fulfill the requirements of a specific government contract on which it is the apparent low bidder. The COC is an appeal procedure available to the apparent successful small business offeror and gives the small business the opportunity to demonstrate it has the capability to perform on a specific federal prime contract. This is not a Certificate of Compliance or Conformance. It is a determination that a firm is responsible or not to perform a specific government contract.

Course Length: Approximately 30 minutes

FAC 010

Small Business Innovation Research/ Small Business Technology Transfer (SBIR/STTR) Programs

This module gives an overview of SBIR/STTR programs, which encourage small businesses to explore their technological potential by providing them with the incentive to profit from its commercialization. Including qualified small businesses in the Nation's research and development arena stimulates high-tech innovation and promotes the entrepreneurial spirit as the United States meets its specific research and development needs.

Course Length: Approximately 1 hour

FAC 016

Buy American Act

This module covers the Buy American Act (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 018

Green Purchasing for Civilian Acquisition

This 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 (FAPIIS) information, in combination 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 provides the knowledge and skills needed to use FAPIIS effectively 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. It also illustrates the proper way to 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

Appendix C: Continuous Learning

Generally, Continuous Learning Modules are offered online.

FAC 023

Basic Contracting for GSA Schedules

In this module, 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 procedures 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 024

GSA Global Supply

Students will learn about the GSA Global Supply program and its role within the National Supply System. Information on GSA-managed products, as well as key ordering and fulfillment information, will also be covered.

Course Length: Approximately 2 hours

FAC 025

Energy Savings Performance Contracting Online Course

Learn about one of the government's premier tools to finance facility energy improvements. Energy Savings Performance Contracting (ESPC) is a contracting vehicle that allows federal agencies to accomplish energy projects for their facilities without depending on appropriations to pay for the improvements. An ESPC project is a partnership between the customer (a government organization) and an energy service company.

Course Length: Approximately 8 hours

FAC 026

Cost Analysis

Federal acquisition requirements are growing in complexity and increasing in cost. Training on current contract pricing and costing requirements is vital for agencies to get fair and reasonable prices for contracts. This module provides acquisition personnel with a tool that explains how to conduct cost estimation and analysis. For those new to the field, this module provides a good foundation and a future resource; for experienced professionals, the most current information.

Course Length: Approximately 8 hours

FAC 027

GSA Schedules and the Utilization of Small Business

Students will learn how buyers in the federal marketplace can utilize small businesses under the GSA Multiple Award Schedules (MAS) program. Every agency is concerned with meeting its annual socioeconomic goals; the MAS program is a simple and easy way to do so.

Course Length: Approximately 1 hour

FAC 028

GSA Schedules and Sustainable Acquisition

This course will teach students about government-wide sustainability goals and how the GSA Multiple Award Schedule can help achieve those goals.

Course Length: Approximately 1 hour

FAC 029

GSA Schedules vs. Open Market

There are three commonly used acquisition methods: issuing task and delivery orders using GSA's Multiple Award Schedules (MAS) under Federal Acquisition Regulation (FAR) Subpart 8.4 and negotiating a stand-alone order or contract under FAR Part 13 and FAR Part 15. The module explores the differences and similarities of these three methods, their advantages and disadvantages in various situations, and how to analyze alternatives as you develop your acquisition strategy.

Course Length: Approximately 2 hours

FAC 031

Small Business Programs

This module provides federal civilian agency contracting professionals and program officials an overview of small business types and programs, giving them the information they need to encourage small business participation in government acquisitions.

Course Length: Approximately 2.5 hours

FAC 033

Contract Management: Strategies for Mission Success

This module focuses on improvements made to federal contract management through the collaboration of public and private sector acquisition professionals as part of the Partnership for Public Service's Acquisition Innovation Initiative.

Course Length: Approximately 3 hours

FAC 034

Interagency Acquisitions Basics

This module provides an introduction to interagency acquisitions. It defines and identifies the features and benefits of interagency acquisition and describes the different types of such acquisitions. It also provides a basic understanding of what is required to make the decision to use this method, how to get started, and the resources available to support interagency acquisition activities.

Course Length: Approximately 1/2 hour

FAC 036

GSA Schedules BPAs and CTAs

This module will discuss the GSA Multiple Award Schedules Program as it pertains to the use of blanket purchase agreements (BPAs) and contractor team arrangements (CTAs).

Course Length: Approximately 2 hours

FAC 037

GSA eBuy: An Overview

Students will learn about the GSA eBuy program and how it functions to benefit both the government buyer and the vendor.

Course Length: Approximately 2 hours

FAC 038

How to Integrate Green into Acquisition

This module examines additional options for minimizing the environmental impact of acquisitions beyond requiring the use or supply of green products. It is possible to incorporate environmental considerations into any acquisition.

Course Length: Approximately 2 hours

FAC 039

GSA's Governmentwide Acquisition Contracts (GWACs) for IT Service

Because most, if not all, government agencies have a need to buy IT services and solutions, the General Services Administration (GSA) has made this purchasing convenient through its GWAC programs. In this module, students learn about the four GWAC programs offered through GSA.

Course Length: Approximately 4 hours

FAC 040

GSA's GWAC VETS

Here students will learn about the Veterans Technology Services (VETS) governmentwide acquisition contract (GWAC) offered through GSA to facilitate purchase of IT services and solutions.

Course Length: Approximately 2 hours

Appendix C: Continuous Learning

Generally, Continuous Learning Modules are offered online.

FAC 041

GSA Alliant GWAC

Learn about the Alliant & Alliant Small Business GWAC (governmentwide acquisition contract) program offered through GSA to facilitate the purchase of IT services and solutions.

Course Length: Approximately 2 hours

FAC 042

GSA's GWAC: 8(a) STARS II

In this module, learn about the governmentwide acquisition contract (GWAC) 8(a) STARS II offered through GSA to facilitate purchase of IT services and solutions.

Course Length: Approximately 2 hours

FAC 043

Ethics and Procurement Integrity for the Acquisition Workforce

The Department of Homeland Security (DHS) courseware, "Ethics and Procurement Integrity for the Acquisition Workforce," satisfies the annual U.S. Office of Government Ethics training requirement for DHS Financial Disclosure Report filers (OGE Form 450 and OGE Form 278) and the annual DHS procurement-ethics-training requirement.

Course Length: Approximately 1 hour

FAC 045

Federal Procurement Data System—Next Generation (FPDS-NG)

This online course provides an overview of the Federal Procurement Data System–Next Generation. Accessible by multiple user groups, including the public, the FPDS–NG is a single repository for federal procurement award data.

Course Length: Approximately 3 hours

FAC 046

Davis-Bacon Act and Other Labor Standards Involving Construction

This module introduces the key aspects of the Davis-Bacon Act (DBA) and other related federal contract construction labor laws. It will educate learners in how to recognize the methodology and the types of wage determinations issued by the Department of Labor (DOL) to establish wage rates, how to access and interpret information from a DOL wage determination, and how to identify DBA compliance principles and remedies for contractor violations.

Course Length: Approximately 8 hours

FAC 047

Micro-purchases and Section 508 Requirements

This continuous learning module explains what a micro-purchase is, and how and where Section 508 Requirements apply to an information, communication, and technology (ICT) micro-purchase.

Course Length: Approximately 1/2 hour

FAC 048

The GSA MAS Program: Buying Services Through GSA Schedules

The General Services Administration (GSA) Schedules program offers a vast array of services and products as well as an easy, streamlined way to acquire them. This course provides valuable information about the services available through GSA Schedules, how to find them, and the procedures and requirements that apply when ordering them.

Course Length: Approximately 4 hours

FAC 049

Section 508: What Is It and Why Is It Important to You?

This course describes what Section 508 is and why it is important to make information and communication technology products accessible to people with disabilities.

In this course, students learn about the job-related responsibilities and available resources needed to meet Section 508 requirements. This course serves as a prerequisite to all other Section 508 compliance training courses.

Course Length: Approximately 1 hour

FAC 052

The GSA Reverse Auction Platform

This module provides a streamlined, cost-effective process for agencies to acquire supplies and simple services from GSA and Veterans Administration (VA) schedules and blanket purchase agreements (BPAs). The platform can be used to facilitate requests for and submission of quotes and to drive down the total cost of acquisitions, increasing savings to agencies and taxpayers alike.

Course Length: Approximately 2 hours

FAC 054

Federal Strategic Sourcing ALS Video 11/2013

This module consists of a recorded acquisition learning seminar from November 20, 2013. During the seminar, a panel of five experts addresses the core characteristics of strategic sourcing, describes the Federal Strategic Sourcing Initiative (FSSI), and reviews the overall sourcing-process cycle.

Course Length: Approximately 1 hour

FAC 056

Section 508 Compliance for Contracting Office Representative, Program & Project Managers

This training explains how Section 508 is integrated into the Department of Homeland Security systems-engineering life cycle. It covers Section 508 requirements, procurement regulations, contract language, and artifacts.

Prerequisite: FAC 049
Course Length: Approximately 3 hours

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. It 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. It 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. It 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. The course 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. It addresses topics ranging from

identifying business opportunities to measuring their success. The module 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

HBS 404

Career Management

This module teaches students how to develop a straightforward approach to managing their career or helping others manage theirs. It includes tools for matching interests, values, and skills to the right job or development opportunity. It also gives 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 have 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

For managers who know what to do, every crisis is an opportunity to shine. This module instructs how to chart a course through crisis situations, from crisis plan development and contingency thinking to postcrisis management. It is 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

Appendix C: Continuous Learning

Generally, Continuous Learning Modules are offered online.

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 to help 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 manage a dismissal effectively—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 versus 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. This module 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. It includes easy-to-understand explanations of the income statement, balance sheet, and cash-flow statement, plus practical

advice for pulling together a department's budget and justifying an investment or expenditure.

Course Length: Approximately 2 hours

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 covers 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

This module shows 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 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 for presenting problems or opportunities to a supervisor and accepting responsibility for proposed actions.

Course Length: Approximately 2 hours

Appendix C: Continuous Learning

Generally, Continuous Learning Modules are offered online.

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

This module includes 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

HBS 433

Presentation Skills

This module gives sound advice on preparing and delivering presentations that command attention, persuade, and inspire. It includes rehearsal techniques as well as tips for creating and using more effective visuals. The module 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 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. It 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 explains how to establish a team with the right mix of skills and personalities and a culture that promotes collaborative work. It includes steps to leading an effective team and innovative, easy-to-implement self-evaluation tools. This course will help students decide whether they should establish a team and how 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

Appendix C: Continuous Learning

Generally, Continuous Learning Modules are offered online.

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 how 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. This 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. Skillful writing can enhance respect, extend one's influence, and help to accomplish business objectives. This module teaches students to create clearer, more effective written communication and includes specific guidelines for preparing memos, letters, emails, and other common business documents.

Course Length: Approximately 2 hours

STANDARD PROCUREMENT SYSTEM TRAINING

SPS 100

Standard Procurement System (SPS) FPDS-NG 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.

Course Length: Approximately 1 hour

SPS 101

Standard Procurement System and Federal Procurement Data System—Next Generation User

This module provides professionals with the 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 about the various types of contract action reports that can be created in FPDS-NG through SPS.

Course Length: Approximately 2.5 hours

SPS 102

Standard Procurement System (SPS) Contracts Course

This module focuses on the procurement process by introducing the "basics" of the Procurement Desktop-Defense (PD^2) application. It describes how to navigate the desktop, set preferences, and use the PD^2 Advisor and other common

desktop tools. Also described are specific components of the Purchase Request process.

Course Length: Approximately 4 hours

SPS 103

Standard Procurement System (SPS) Administration

This module is aimed at system administrators responsible for executing tasks related to configuring and maintaining an organization's PD^2 system. In order to help administrators achieve competence in these tasks, this module first provides background on the general PD^2 environment, including the standard Graphical User Interface and the location of the system administrator-specific tools.

Course Length: Approximately 11 hours

SPS 104

Standard Procurement System (SPS) Report Writing

This module is designed to teach the use of Impromptu software to create reports using data from PD^2. Through a combination of instruction, demonstrations, and guided simulation, the module will provide a working knowledge of how PD^2 catalogs support the creation of site-specific reports using Impromptu.

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 PD^2 Adapter. This module will review attributes, characteristics, and architecture to provide the learner with a better understanding of how to utilize the PD^2 Adapter.

Course Length: Approximately 2 hours

SPS 106

Database Maintenance

This module presents standard approaches to maintaining the database, as well as information that is specific or unique to Procurement Desktop–Defense and Standard Procurement System. It will help database administrators explore basic concepts of the system architecture, relevant services and tools for database maintenance, details about the server, and additional resources in support of their tasks.

Course Length: Approximately 4 hours

Appendix D

Mission Assistance Workshops

Visit http://icatalog.dau.mil to request Mission Assistance workshops.

Appendix D: Mission Assistance Workshops

Generally, these are resident offerings at DAU regional locations.

BUSINESS

WSB 001

Activity-Based Costing Principles (ABCP)

This workshop 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.

Workshop Length: 3.5 classroom days

WSB 002

Budget Execution

This workshop reviews the monetary concepts of commitment, obligation, expenditure, and outlay. It also discusses the preparation of obligation and expenditure plans, variance reports, and reclaims to budget adjustments proposed by higher headquarters.

Workshop Length: 1 classroom day

WSB 004

DoD Budget "Primer"

This workshop explores how funds are programmed, budgeted, enacted, and executed to enable a successful acquisition program.

Workshop Length: 1 classroom day

WSB 008

Earned Value Management

This workshop examines the earned value management process, which is key in establishing a realistic program baseline and can help identify program trends for technical, cost, or schedule performance.

Workshop Length: 3 classroom days

WSB 009

Business Financial Management Integration into Programs

Discover how the business financial manager integrates cost estimating, budget development, and budget defense, as well as ensures timely budget execution to enable the program manager to succeed.

Workshop Length: 1 classroom day

WSB 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, thereby detailing the quantifiable impact of making that decision. This workshop follows the methodology of the *U.S. Army Cost Benefit Analysis Guide* and gives 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 workshop as meeting the intent of the CBA creation process against which it will be evaluating proposals.

Workshop Length: 3.5 classroom days

WSB 012

Executive Cost-Benefit Analysis

Designed for executives and other reviewers of cost-benefit analyses, this fast-paced workshop provides an overview and some practice in reviewing the submissions. The format consists of short lectures about the terms and the rules of the topic area, followed by examples and exercises.

Workshop Length: 1 classroom day

WSB 013

Earned Value Management Refresher

Using a combination of lecture and group exercises, this workshop provides an opportunity for students to refresh their knowledge and skills related to key terms, metrics, and

scheduling principles of earned value management (EVM) before attending EVM 201.

Workshop Length: 2 classroom days

WSB 014

Intermediate Acquisition Financial Management

This workshop uses lecture, discussion, and team and individual exercises to refresh and reinforce the financial manager's role within an acquisition program management office. It is designed as an intermediate learning opportunity after taking BCF 110 but before taking BCF 225. It may be taken before or after BCF 220. The exercises are designed to have students interpret basic information and apply it to scenarios to determine meaning, impact, and solutions.

Workshop Length: 2 classroom days

WSB 015

Advanced Acquisition Financial Management

This workshop uses lecture, discussion, and team and individual exercises to help students think like a financial manager within an acquisition program management office. It is designed as an advanced learning opportunity after taking BCF 110 and BCF 225 but before taking BCF 301. The exercises are designed to have students interpret complex information and apply it to scenarios to determine meaning, impact, and solutions.

Workshop Length: 2 classroom days

WSB 016

Program Managers Understanding Contractor Behaviors and Motivations—Through Their Financial Statements

The first day of the workshop looks at industry incentives and takes a deep dive into the annual report of a publicly held company doing work for DoD. The workshop then ties the two together. The second, optional day is spent dissecting your contractor's annual report and all that it contains (including the financial reports). During the second day, you will come with homework about your company and how it and its program manager operate. You will also come with the company's annual report, pulled down from the company Web site, and spend the morning diving, drilling, calculating and interpreting. You will spend the afternoon discussing your findings and interpretations, trying to tie what you learned about your company to your DoD program office activities and actions.

Workshop Length: 1 or 2 classroom days

CONTRACTING

WSC 004

Sole Source Commercial Item Pricing

This workshop examines when a sole source commercial supply or service should be used and provides methods to determine whether the price is reasonable.

Workshop Length: 1 classroom day

WSC 005

Source Selection

This workshop provides an overview of the source selection process, which applies to competitive negotiated acquisitions per Federal Acquisition Regulation and the mandatory DoD Source Selection Procedures.

Workshop Length: 2 classroom days

WSC 006

Alternative Dispute Resolution (ADR)

This workshop reviews the ADR process, which can assist the government and contractor in resolving disputes, leading to mutual agreements that benefit both parties.

Workshop Length: 2 classroom days

Appendix D: Mission Assistance Workshops

Generally, these are resident offerings at DAU regional locations.

WSC 015

Negotiation Training for the Acquisition Workshop

This 2-day, interactive workshop teaches acquisition professionals how to use interest-based negotiation techniques to reach mutually beneficial agreements with vendors, internal departments, colleagues, and other stakeholders. The workshop includes dynamic, hands-on negotiating exercises that allow participants to apply collaborative problem-solving techniques to realistic acquisition challenges.

Workshop Length: 2 classroom days

WSC 019

Supervisory Contracting: Refresh and Reboot

This workshop provides a senior-level overview for contracting supervisors and leaders. It discusses Federal Acquisition Regulation concepts such as "contracting authority" and "inherently governmental," as well as the requirement to include earned value management in some contracts.

Workshop Length: 4 classroom days (supervisors with Level III certification in Contracting); 1 day for general/flag officers and members of the Senior Executive Service.

PROFESSIONAL DEVELOPMENT

WSD 003

Leading Project Teams Workshop

Through the use of practical examples and exercises, this workshop emphasizes best practices for building and maintaining high-performing teams.

Workshop Length: 3.5 classroom days

WSD 004

Myers-Briggs Type Indicator (MBTI) Workshop

The MBTI is a self-report personality inventory based on the theory of psychological types developed by Swiss psychiatrist Carl Jung. This workshop allows participants to complete the instrument and receive individual feedback on their results.

Workshop Length: 1 classroom day

WSD 005

Crucial Conversations®

This workshop shows how individuals, teams, and organizations can overcome problems stemming from under-communicating, withholding information, or failing to act with unity and conviction.

Workshop Length: 2 classroom days

WSD 006

Leading at the Speed of Trust

This 2-day workshop, based on the bestselling book *The Speed of Trust* by Stephen M. R. Covey, 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 that they are able to harvest and reinvest the "dividends" of trust. This highly interactive workshop uses hands-on activities to engage leaders at all levels in identifying and closing trust gaps in their organization.

Workshop length: 2 classroom days

WSD 007

Strength Deployment Inventory® Workshop

The 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.

Workshop Length: 4 hours

WSD 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 workshop provides individuals at any level of an organization with the skills to develop an effective and comprehensive influencer strategy to overcome these problems.

Workshop Length: 2 classroom days

WSD 010

360 Survey Workshop

This workshop is designed to help organizations assess their employees' strengths and development needs in their working relationships. The Development Dimensions International Leadership Mirror—a Web-based, multilingual, 360-degree feedback survey—is used to gather observational information. The data are collected from several perspectives regarding the individual's leadership performance. This includes a self-survey and surveys from supervisors, peers, and subordinates.

Workshop Length: Approximately 1 hour for feedback and interpretation. Generally 30 to 35 days are allowed for completion of the survey.

WSD 011

Critical Thinking for Decision Makers and Teams

This workshop provides an overview of critical thinking, focusing on defining it and demonstrating "how to do it." Through facilitated discussions and case study exercises, participants will gain an understanding of the critical-thinking process and identify the crucial steps in thinking critically, as well as learn about the different kinds of thinkers and strategies for developing or improving critical thinking.

Workshop Length: 4 hours

WSD 012

Mount Everest Leadership and Team Simulation

This is a Web-based, multimedia, multi-user simulation that employs the dramatic context of a Mount Everest expedition to reinforce student learning about leading effective team decisionmaking processes. The challenge course involves a series of activities that require various degrees of teamwork and problem solving. The teaching points for the exercise focus on how teams make complex decisions when critical information is distributed unevenly among members and when members have partially conflicting goals.

Workshop Length: 4 hours

WSD 013

Crucial Accountability

Crucial Accountability 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.

Workshop Length: 2 classroom days (1-day version available for those who have completed WSD 005)

WSD 014

Introduction to Critical Thinking: Six Thinking Hats Workshop

Critical thinking provides the Defense Acquisition Workforce with a key capability for maintaining effectiveness and efficiency. Many people lack the tools to create disciplined, clear, rational, open-minded, and logical approaches to thought. Dr. Edward de Bono has created a methodology, his Six Thinking Hats, that allows the power of parallel thinking. Using this method, everyone from 4-year-olds to corporate executives in more than 20 countries have been able to make meetings more effective, aid decisionmaking, and work more cooperatively.

Workshop Length: Approximately 7 hours

Appendix D: Mission Assistance Workshops

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WSD 015

Change Anything®

Change Anything is a breakthrough application of powerful social science skills that will enable everyone to succeed at self-directed change. Change Anything skills help employees and leaders take charge of their own change in ways that lead to greater engagement, job performance, health, and personal happiness. The training can be used by any individual struggling to change a bad habit or looking to improve performance, critical thinking, and leadership style.

Workshop Length: 1 classroom day

WSD 016

Polarity Management

Polarity Management offers a framework and set of principles for dealing with ongoing, chronic issues that are unavoidable and unsolvable. Polarities are sets of opposites that cannot function well independently. Because the two sides of a polarity are interdependent, there is no way to choose one as a "solution" and neglect the other. The objective of polarity management is to get the best of both opposites, while avoiding the limits of each.

Workshop Length: 4 hours

ENGINEERING AND TECHNOLOGY

WSE 002

Problem-Solving Techniques for Quality Improvement (PSTQ)

How can you achieve continuous quality improvement of work processes? This workshop examines a problem-solving methodology and associated statistical techniques and offers a "tool kit" of ideas that may be used to achieve quality improvement goals.

Workshop Length: 3 classroom days

WSE 003

Navy Systems Engineering Guide

This workshop 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.

Workshop Length: 5 classroom days

WSE 004

DISA Information Systems Engineering Workshop (ISEW)

Aimed at Defense Information Systems Agency (DISA) software management teams, this workshop discusses DISA's role in DoD acquisition and introduces fundamental information regarding procurement, acquisition, and basic systems and software engineering.

Workshop Length: 3 classroom days

WSE 005

Systems Engineering Plan (SEP)

This workshop provides students with the knowledge and understanding of selected systems engineering and technical management focus areas. It lays the foundation for effective technical planning and development of an executable SEP for an acquisition program.

Workshop Length: 4 classroom days

WSE 006

Engineering Management Workshop (EMW)

In this workshop, DoD employees experience an accelerated process of a typical DoD system acquisition. Using government-furnished equipment, they must design, fabricate, and test a robotic vehicle that meets specified performance requirements as identified in a contract. Teams also must make changes to government-furnished software code and develop new code to meet certain requirements. Testing and integrating software into the hardware must be synchro-

nized to meet the need for integration and developmental testing of the robotic vehicle. This workshop simulates the processes and situations DoD employees face in real life while on the job.

Workshop Length: 4.5 classroom days

WSE 008

Resources for the Test and Evaluation Professional

This workshop explores information and resources available to assist the test and evaluation workforce in performing their day-to-day duties.

Workshop Length: 1 classroom day

WSE 009

Design of Experiments—Industrial Strength (DOE-IS)

This workshop 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.

Workshop Length: 10 classroom days (accelerated version, 5 classroom days)

WSE 015

JCTD Execution (How to Run a JCTD)

This workshop addresses the necessary programmatic, technical, operational, and transition management skills and knowledge that students need to become effective, productive members of the Joint Capability Technology Demonstrations (JCTDs) execution team.

Workshop Length: 2.5 classroom days

WSE 016

JCTD Transition Management Workshop

This workshop is designed for newly appointed Joint Capability Technology Demonstration (JCTD) team members. It will cover the objectives of a JCTD and the associated processes and resources to conduct a JCTD. Topics include strategic overview and processes; funding; contracting; an introduction to JCIDS, PPBE (planning programming, budgeting, and execution), and the Defense Acquisition System; roles; and training opportunities.

Workshop Length: 2.5 classroom days

WSE 018

Reliability and Maintainability (R&M) for Engineers

This workshop explores how to apply R&M models commonly used by DoD weapon system contractors to the design and development of equipment and systems.

Workshop Length: 3 classroom days

WSE 019

ISO 9000 – 2000

This workshop is an introduction to the application, interpretation, and evaluation of the ISO 9000 series standards for quality management systems as used in defense acquisitions.

Workshop Length: 2 classroom days

LOGISTICS

WSL 001

Performance-Based Logistics

Performance-Based Logistics examines problem-solving and statistical methodologies. It provides students with techniques to improve work processes and achieve quality improvement goals.

Workshop Length: 2.5 classroom days

Appendix D: Mission Assistance Workshops

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WSL 002

Provisioning Management

Provisioning Management examines management-level planning and oversight of logistics-support development for a new system, ensuring that students gain a sound understanding of the normal sequence of events in system provisioning.

Workshop Length: 3 classroom days

WSL 003

Reliability and Maintainability (R&M) for Logisticians

This workshop presents an overview of acquisition R&M policy and its application to logistics support.

Workshop Length: 3 classroom days

WSL 007

Intermediate Supportability Test and Evaluation

This workshop teaches students how to extract quantitative requirements from the program documents, develop supportability test and evaluation (ST&E) inputs to the test plan, conduct the tests, and provide ST&E inputs to the DT/OT Transition Report. Students will also learn how to use the Logistics Survey Database. It is strongly suggested that students complete CLL 003 (Supportability Test and Evaluation) before attending this course.

Workshop Length: 3 classroom days

ACQUISITION AND MANAGEMENT

WSM 002

Risk Management Workshop

This workshop provides an overview of the *Department of Defense Risk, Issue, and Opportunity Management Guide for Defense Acquisition Programs*. It explores a step-by-step process to identify, analyze, handle, and monitor risks, issues, and opportunities.

Workshop Length: 1 classroom day

WSM 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.

Workshop Length: 3 classroom days

WSM 005

Integrated Baseline Review Workshop

This 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.

Workshop Length: 2 classroom days

WSM 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.

Workshop Length: 1 classroom day

WSM 008

Developing Performance Requirements for Service Acquisitions

This fast-paced, daylong workshop provides overview training on the service acquisition process contained in the *Defense Acquisition Guidebook*, practical lessons learned, and best practices in developing service requirements.

It also offers hands-on experience with the Acquisition Requirements Roadmap Tool (ARRT). Attendees will use the ARRT to create a performance work statement based on a case study employed during the workshop. Practical tools such as the Service Acquisition Mall and best practices from defense service acquisitions are highlighted throughout the day.

Prerequisites: CLC 013; also, read the *Defense Acquisition Guidebook* chapter on the acquisition of services
Workshop Length: 1 classroom day

WSM 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 gives a procedure for planning, developing, and writing them.

Workshop Length: 4 classroom days

WSM 010

Statement of Work Workshop

This workshop enables personnel to create a tailored statement of work (SOW) applicable to the appropriate acquisition life-cycle phase for their program. The workshop provides hands-on experience with an SOW, including writing and reviewing sections of an actual SOW.

Workshop Length: 2 classroom days

WSM 011

Acquisition Program Transition Workshop

This workshop emphasizes better government and industry collaboration after contract award, and it is tailored to meet the specific needs of each program team.

Workshop Length: 3.5 classroom days

WSM 012

Services Acquisition Workshop (SAW)

The SAW is a facilitated workshop built around a specific acquisition team for their acquisition. The workshop walks the complete team through the service acquisition process from beginning to end. A key focus is on assisting the team in developing their performance requirement using the Acquisition Requirements Roadmap Tool and their supporting business strategy. For the SAW to be effective, all key members of the acquisition team, program manager, contracting officer, and contracting officer's representatives must attend the complete workshop. It should also be scheduled and conducted early in the acquisition process, before a requirement and acquisition strategy has been finalized.

Workshop Length: 4 classroom days

WSM 013

Defense Acquisition Executive Overview Workshop

This innovative workshop provides general/flag officers and members of the Senior Executive Service with an executive-level understanding of the Defense Acquisition System and supporting processes. Tailored to the needs of the executive, the workshop is conducted on demand and delivered in a one-on-one, desk-side forum.

Workshop Length: Varies depending on the number of topics to be addressed; typically 1/2 to 2 classroom days

FOR MORE INFORMATION ABOUT THE
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