

DAU ANNUAL REPORT



2001

COMMITMENT TO TRANSFORMATION

DAU Vision, Mission, and Goals

DAU VISION

A premier corporate university serving DoD acquisition, technology, and logistics

DAU MISSION

Provide practitioner training and services to enable the acquisition, technology, and logistics community to make smart business decisions and deliver timely and affordable capabilities to the warfighter

DAU STRATEGIC GOALS:

- Provide our customers what they need, when and where they need it
- Operate a premier learning enterprise
- Promote transformation through excellence in acquisition, technology, and logistics practices
- Provide an environment valuing achievement, growth, and lifelong learning

United States Army



United States Marine Corps



United States Navy



United States Air Force



The Defense Acquisition University

Annual Report 2001

An immense and ever-increasing wealth of knowledge is scattered about the world today; knowledge that would probably suffice to solve all the mighty difficulties of our age, but it is dispersed and unorganized. We need a sort of mutual clearinghouse; a depot where knowledge and ideas are received, sorted, summarized, digested, clarified, and improved.

—H.G. Wells (1940)

***A Commitment to
Transformation***



The Year 2001 — A Commitment to Transformation



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



Mr. Frank J. Anderson, Jr.
President, Defense
Acquisition University

MESSAGE FROM THE PRESIDENT

During 2001, the Defense Acquisition University (DAU) has provided the DoD Acquisition, Technology, and Logistics (AT&L) workforce with quality practitioner training, research, and associated learning products. We have actively participated in acquisition initiatives to help streamline DoD processes and incorporate new concepts and technologies. We are also expanding the learning envelope by partnering with other academic institutions and private sector organizations to enhance the career development of the DoD AT&L workforce.

To rapidly transform the DoD acquisition learning environment and improve the efficiency of the DAU organizational structure and processes, we moved our campus locations to major buying centers. These moves will better serve our stakeholders and customers. We are also implementing major internal process improvements so we can provide you the right training anyplace and at the right cost and quality.

DAU is focused on new learning products and services that we believe will help acquisition, technology, and logistics professionals develop better acquisition strategies and shape smart business deals.

Sincerely,

A handwritten signature in black ink that reads "Frank J. Anderson, Jr." in a cursive script.

Frank J. Anderson, Jr.
President
Defense Acquisition University

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Section I

Defense Acquisition University

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USD (AT&L) Overarching Goals

UNDER SECRETARY ALDRIDGE'S ACQUISITION, TECHNOLOGY, AND LOGISTICS (AT&L) GOALS:

1. Achieve credibility and effectiveness in the acquisition and logistics support process.
2. Revitalize the quality and morale of the DoD acquisition, technology, and logistics workforce.
3. Improve the health of the defense industrial base.
4. Rationalize the weapon systems and infrastructure with defense strategy.
5. Initiate high leverage technologies to create the warfighting capabilities, systems, and strategies of the future.



The Honorable E.C. "Pete" Aldridge, Jr.
Under Secretary of Defense for Acquisition, Technology and Logistics

***"Focus on People."
"... the skills, training,
and experience of the
acquisition workforce
will be critical."***

—Remarks by the Honorable
E.C. "Pete" Aldridge, Jr.
26 April 2001
Senate Confirmation Testimony

***DAU's Vision/Strategic Goals
are directly aligned with AT&L Goals.***

What is DAU?

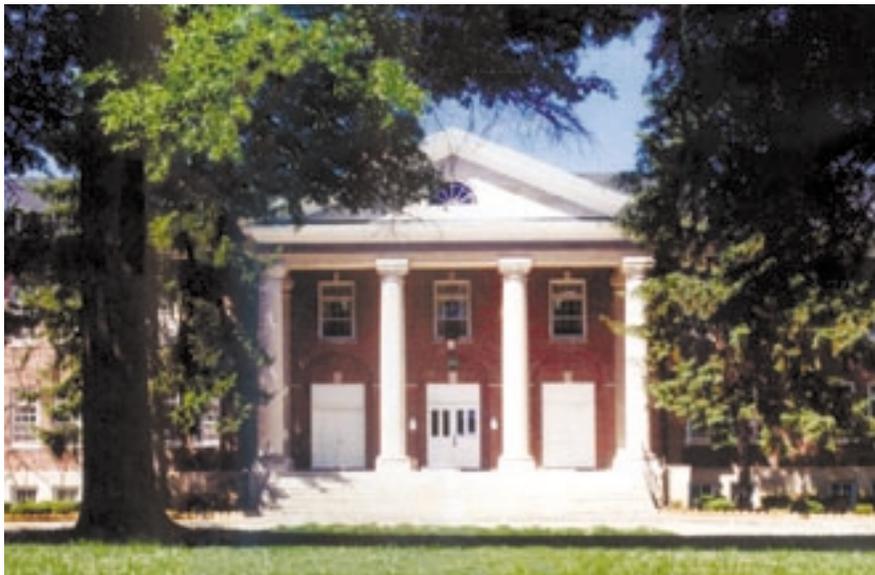
The Defense Acquisition University (DAU) is the Defense Department's corporate university for acquisition, technology, and logistics. DAU provides mandatory, assignment specific, and continuing education courses for military and civilian personnel serving in 13 acquisition career fields.

The University's mission is to provide practitioner training and services to enable the acquisition, technology, and logistics community to make smart business decisions and deliver timely and affordable capabilities to the warfighter.

Authorized by 10 U.S.C. 1746 and chartered by DoD Directive 5000.57, DAU began operating on August 1, 1992. As an organization within the Department of Defense, DAU operates under the Deputy Under Secretary of Defense for Acquisition, Technology and Logistics (DUSD (AT&L)).

DAU has five main campuses; instruction is also offered at several detachment locations and through on-site offerings.

Defense Acquisition University Headquarters Fort Belvoir, VA



DAU's NEW REGIONS

**Capital and Northeast
Region**
Fort Belvoir, VA

Mid-Atlantic Region
Patuxent River, MD

Midwest Region
*Wright-Patterson
Air Force Base, OH*

South Region
Huntsville, AL

West Region
San Diego, CA

Chain of Command

Donald H. Rumsfeld
Secretary of Defense



E.C. "Pete" Aldridge, Jr.
Under Secretary of Defense
(Acquisition, Technology and Logistics)



Michael W. Wynne
Principal Deputy
Under Secretary of Defense
(Acquisition, Technology and Logistics)

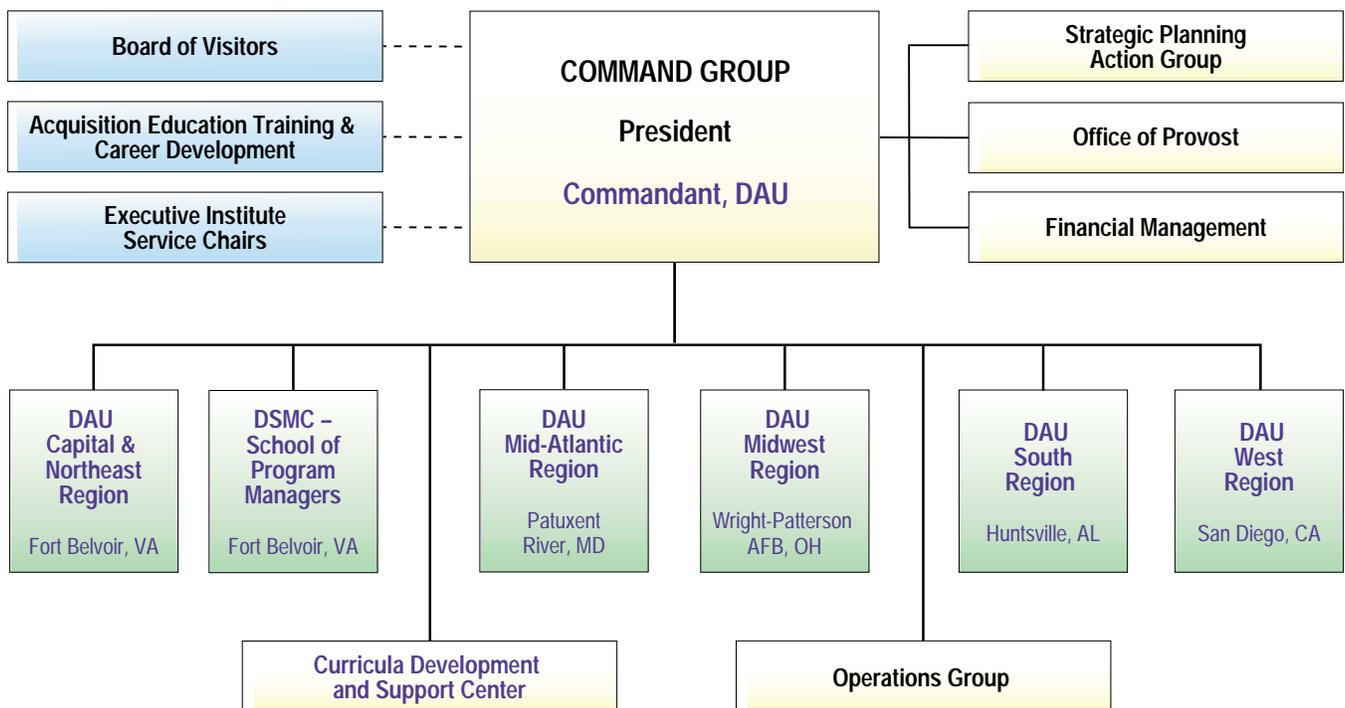


Donna S. Richbourg
Director, Acquisition Initiatives



Defense Acquisition University

Organization



Blue Type indicates executing organizations that report directly to the Commandant.

Black Type indicates the staff organizations that report directly to the President and support the entire University.

DAU Executive Board



Mrs. Donna Richbourg
Chairperson
Director, Acquisition
Initiatives

“Building a new culture to provide ‘best-in-class’ acquisition practitioner training.”



Mr. Frank J. Anderson, Jr.
President, Defense
Acquisition University



COL(P) James R. Moran, USA
Commandant, Defense
Acquisition University



Mr. Ed Elgart
Acting Deputy Assistant
Secretary of the Army
(Procurement)



Mr. William Hauenstein
Director of Acquisition
Career Management
(Department of the Navy)



Ms. Darleen Druyun
Principal Deputy Assistant
Secretary of the Air Force
(Acquisition and Management)



RADM Raymond A. Archer,
USN
Vice Director
Defense Logistics Agency



Mr. John Schrader
Acting Deputy Assistant
Secretary of Defense
(Civilian Personnel Policy)



Dr. Jerome Smith
DoD Chancellor for Education
and Professional Development



Mr. Eric M. Levi
Consultant
DAU Board of Visitors
Member



Dr. J. Ronald Fox
Consultant
DAU Board of Visitors
Chairperson

DAU Board of Visitors

“It is expedient to have acquaintance with those who have looked into the world, who know men, understand business, and can give you good intelligence and good advise when they are wanted.”

—George Horne, Bishop of Norwich
1730-1792



Dr. J. Ronald Fox
Chairperson
Professor Emeritus,
Harvard Business School



Mr. Charles E. Adolph
Senior VP, SAIC



Mr. R. Stephen Ayers
Senior VP for Contracts &
Procurement, SAIC



Dr. Lionel V. Baldwin
President, National
Technological University
Foundation



Mr. Peter DeMayo
Consultant



Lt. Gen. Thomas R.
Ferguson, Jr., USAF (Ret)
Senior Partner, Dayton
Aerospace Associates, Inc.



Mr. James M. Gallagher
President, The Dayton Group



Mr. Eric M. Levi
Consultant



Mr. Stephen R. Mercer
VP, Learning and Leadership
Development, The Boeing
Company



Mr. Robert J. Murray
President, CNA Corporation



Mr. James L. Sanford
VP, Corporate Contracts and
Pricing, Northrop Grumman

Key Leadership



Mr. Frank J. Anderson, Jr.
President, Defense
Acquisition University



COL(P) James R. Moran,
USA
Commandant, Defense
Acquisition University

DAU HEADQUARTERS



Mr. Richard Reed
Provost



Mr. Joseph Johnson
Director, Strategic Planning
Action Group



Mr. Jerry Guiton
Chief Financial Officer



Mr. William Erie
Director, Curricula
Development & Support Center



Col. William McNally, USAF
Director, Operations Group

DAU REGIONAL DEANS



Mr. Tim Shannon
Dean
DAU Capital and Northeast
Region



Ms. Barbara Smith
Dean
DAU Mid-Atlantic Region



Mr. Gerald Emke
Dean
DAU Midwest Region



Mr. James L. McCullough II
Dean
DAU South Region



Mr. Andy Zaleski
Dean
DAU West Region



COL(P) James R. Moran, USA
Dean
DSMC — School of Program
Managers

EXECUTIVE INSTITUTE CHAIRPERSONS



Mr. Russell W. Lenz
Army Chair



RADM Mike Sullivan,
USN (Ret)
Navy Chair



Mr. B. A. "Tony" Kausal
Air Force Chair



Mr. Frank Swofford
Industry Chair



Dr. Gary Ashton
International Chair

Key Leadership

FUNCTIONAL ADVISORS

LOGISTICS



Mr. Allen W. Beckett
Principal Assistant Deputy
Under Secretary of Defense
(Logistics and Readiness)

INFORMATION TECHNOLOGY



Mr. William A. Curtis
Director, Investment and
Acquisition, Office of the
Deputy CIO, OASD (C3I)

SCIENCE & TECHNOLOGY



Dr. Delores M. Etter
Director, Defense Research
and Engineering,
ODUSD (S&T)

TECHNICAL MANAGEMENT



Dr. Vitalij Garber
Director, Interoperability,
OUSD (AT&L)

PROCUREMENT & CONTRACTING



Ms. Deidre A. Lee
Director of Defense
Procurement,
OUSD (AT&L)

FACILITIES ENGINEERING



Dr. Get Moy
Chief Engineer, Naval
Facilities Engineering
Command

AUDITING



Mr. William H. Reed
Director, Defense Contract
Audit Agency

BUSINESS, COST ESTIMATING, & FINANCIAL MANAGEMENT



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

ACQUISITION MANAGEMENT



Ms. Christine E. Stelloh-
Garner
Dept. of the Navy Acquisition
Reform Executive

DIRECTORS, ACQUISITION CAREER MANAGEMENT (DACMs)



LTG John Caldwell, USA
Army DACM



Mr. William Hauenstein
Navy DACM



Ms. Darleen A. Druyun
Air Force DACM



Dr. James S. McMichael
DoD DACM and Director,
Acquisition Education,
Training & Career Dev.

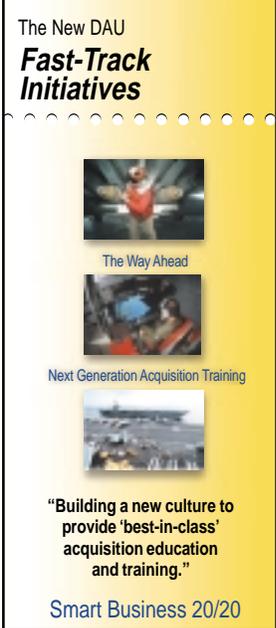
Fast-Track (Strategic) Initiatives I and II

To enhance DAU's commitment to transformation and to ensure achievement of its strategic goals, the DAU President began a series of strategic initiatives — Fast Track I began in June 2000.

Fast-Track I Strategic Initiatives:

- DAU Headquarters/Defense Systems Management College Collocation at Fort Belvoir
- Revision of Program Management Training Curriculum
- Critical Thinking and Case-based Curriculum
- Faculty Development and Currency
- Budget Reassessment and Realignment
- Functional Integrated Process Team/Overarching Integrated Process Team Jump-Start
- Supporting the New "5000" Changes
- Knowledge Management
- Change Management Center
- Strategic Partnerships

The New DAU
Fast-Track Initiatives



The Way Ahead

Next Generation Acquisition Training

"Building a new culture to provide 'best-in-class' acquisition education and training."

Smart Business 20/20

During 2001, an additional set of initiatives — Fast Track II — was added. These Fast-Track Initiatives serve as the foundation of the DAU's performance results for 2001.

Fast-Track II Strategic Initiatives:

- Organizational Reengineering Study
- DAU Core Processes
- Faculty Workload Model
- Cost Management
- Metrics and Training Assessment
- e-Learning Road Map
- Reengineer Contracting Training
- Expand Consulting/Performance Support
- Course Equivalency

The New DAU
Fast-Track II Initiatives



Paradise Drill

Next Generation Acquisition Training

"Leveraging technology and partnering with key stakeholders and customers to interact and share knowledge."

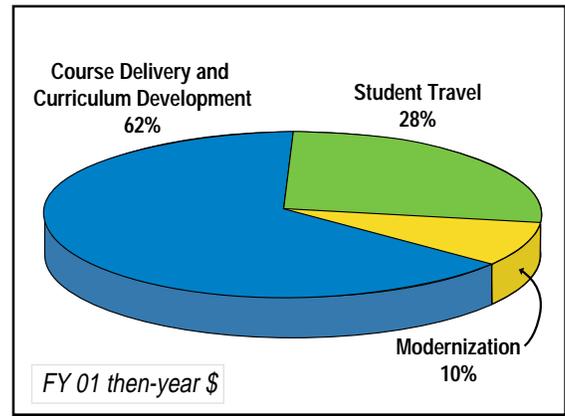
Resources

BUDGET

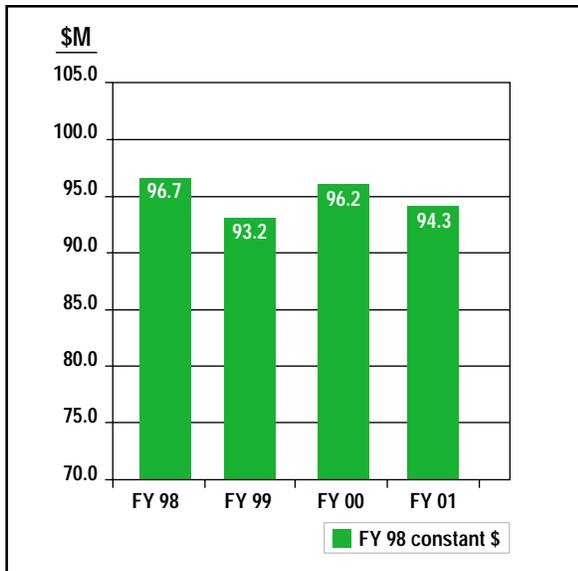
Expanding Our Learning Solutions and Capabilities

DAU's 2001 budget was focused primarily on three areas: (1) **Course Delivery and Curriculum Development**. The majority (62 percent) was expended on the Defense Acquisition Workforce Improvement Act (DAWIA) certification course delivery schedule and the upgrade of various course products; (2) **Modernization**. New learning constructs/products in Program Management and Contracting accounted for the majority of modernization (10 percent); and (3) **Student Travel**. Student travel expenses accounted for 28 percent of the 2001 budget.

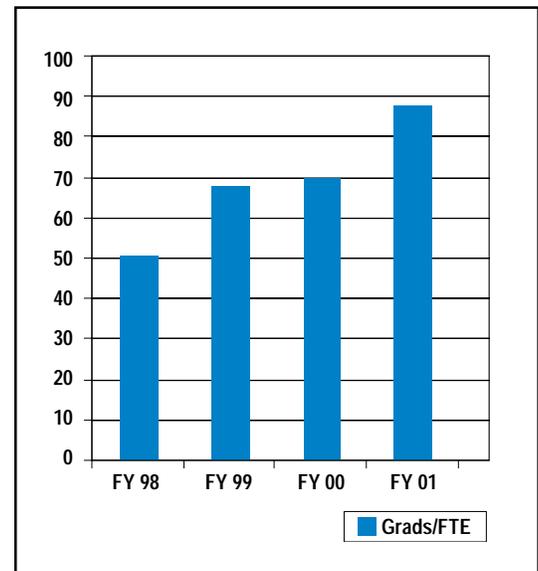
DAU Budget
(FY 2001 = \$101.5M)



DAU Budget (1998–2001)



Graduates per Full-Time Equivalent (FTE)



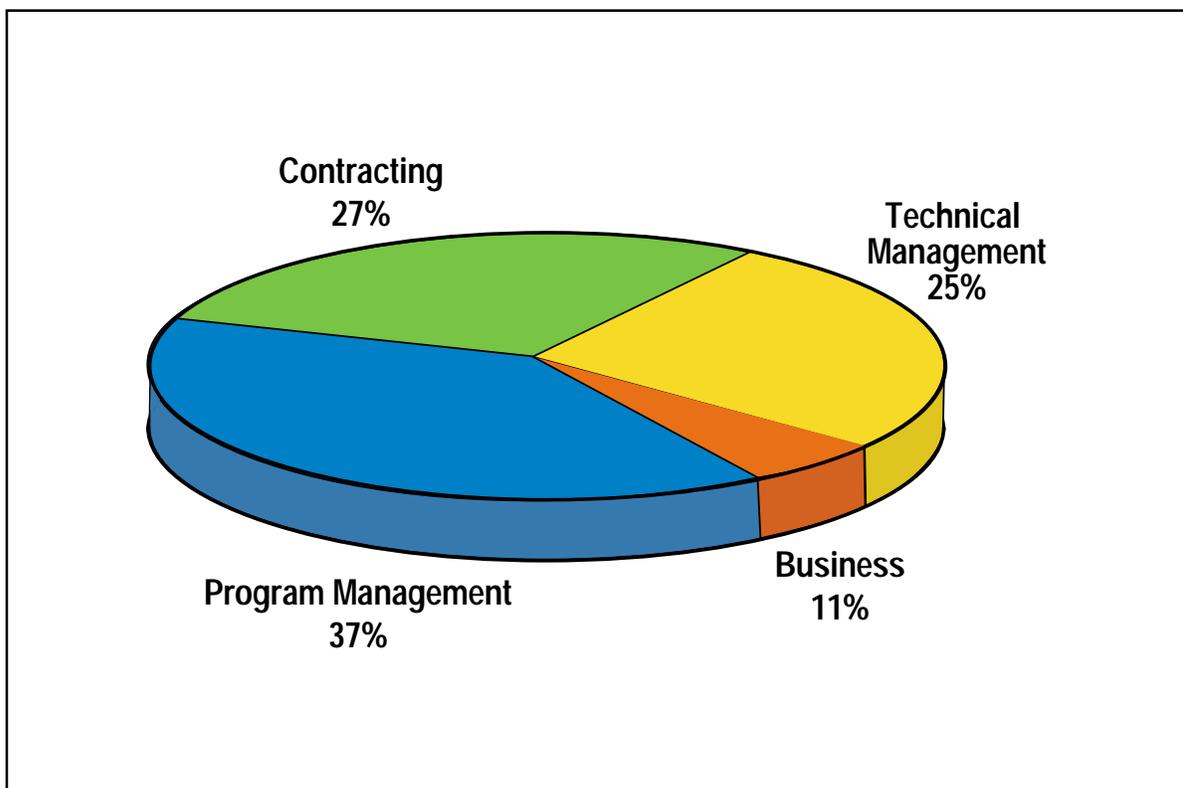
Accomplished Extra Efforts in 2001 with a Flat Budget — More Bang for the Buck!

Resources

PEOPLE

The Defense Acquisition University proudly serves the Department of Defense as a corporate university for acquisition, logistics, and technology training. Our faculty members are world-class instructors, with practical experience in their respective fields; our staff support structure is made up of committed professionals, many with military and/or corporate experience, who take pride in providing the very best learning experience to our students.

Faculty by Functional Expertise



Our world-class faculty and staff provide the very best learning experience.

Primary Customers

| Acquisition Career Fields | Civilian | Military | Total |
|---------------------------------------------------------|----------------|---------------|----------------|
| Acquisition Logistics | 10,493 | 567 | 11,060 |
| Auditing | 3,615 | 0 | 3,615 |
| Business, Cost Estimating, and Financial Management | 9,946 | 333 | 10,279 |
| Communications-Computer Systems | 5,210 | 402 | 5,612 |
| Contracting | 23,148 | 2,265 | 25,413 |
| Industrial Property Management | 620 | 0 | 620 |
| Manufacturing, Production, and Quality Assurance | 10,078 | 469 | 10,547 |
| Program Management | 10,460 | 3,571 | 14,031 |
| Purchasing | 4,117 | 4 | 4,121 |
| Systems Planning, Research, Development and Engineering | 33,293 | 1,606 | 34,899 |
| Test and Evaluation | 4,111 | 1,002 | 5,113 |
| Other | 183 | 3,756 | 3,939 |
| TOTAL | 115,274 | 13,975 | 129,249 |

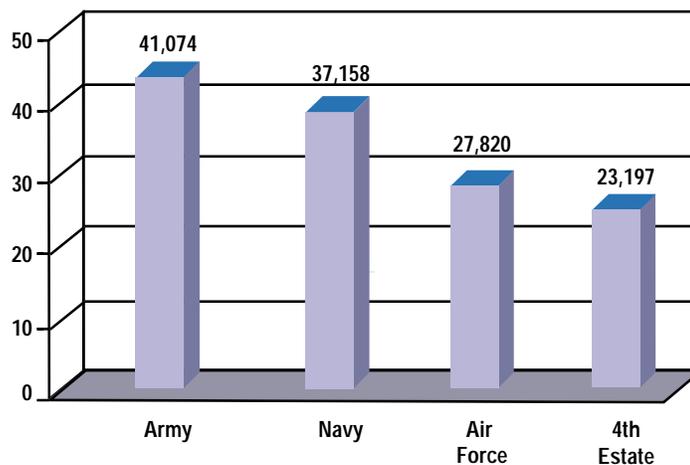
Acquisition Career Fields: Our Customers in the DoD AT&L Workforce

The DoD key AT&L workforce chart shown above is based on September 30, 2001, Defense Manpower Data Center (DMDC) data. The data provides an accurate description of the breadth and skills of the workforce that DAU trains and supports to successfully accomplish the DoD acquisition mission from a life cycle perspective. The total workforce is made up of 115,274 civilians and 13,975 military.

Currently, the data does not provide for the incorporation of three new career fields: (1) Facilities Engineering, (2) Science and Technology Management, and (3) Product Support Management.

AT&L Workforce

n = 129,249



Products

DAU coordinates and provides training and performance support for approximately 130,000 students worldwide. Through the use of a Performance Learning Model (discussed on Page 28 of this report), which responds to all aspects of our customers' learning and job performance needs, DAU products and services directly support the acquisition, technology, and logistics career fields.

DAWIA Certification Courses

Each career field has mandatory training requirements to support career and job skill needs. DAU has designed, implemented, and delivered multilevel certification courses to fulfill our customers' progressive job skill needs.

Assignment Specific Training

In addition to certification courses, DAU also offers assignment specific training to meet real-world problems and challenges encountered by our customers' specific assignments.

Distance Learning Courses and Continuous Learning Opportunities

In addition, DAU has developed continuous learning modules for enhancing job skills and has leveraged web technologies to provide our customers with access 24 hours a day, 7 days a week. We are also fully capitalizing on distance learning technologies to enhance the delivery of our certification and assignment specific training courses.

Performance Support

DAU expert faculty are actively helping our customers with on-the-job real-time performance support and consulting.

DoD Deskbook and Communities of Practice (CoPs)

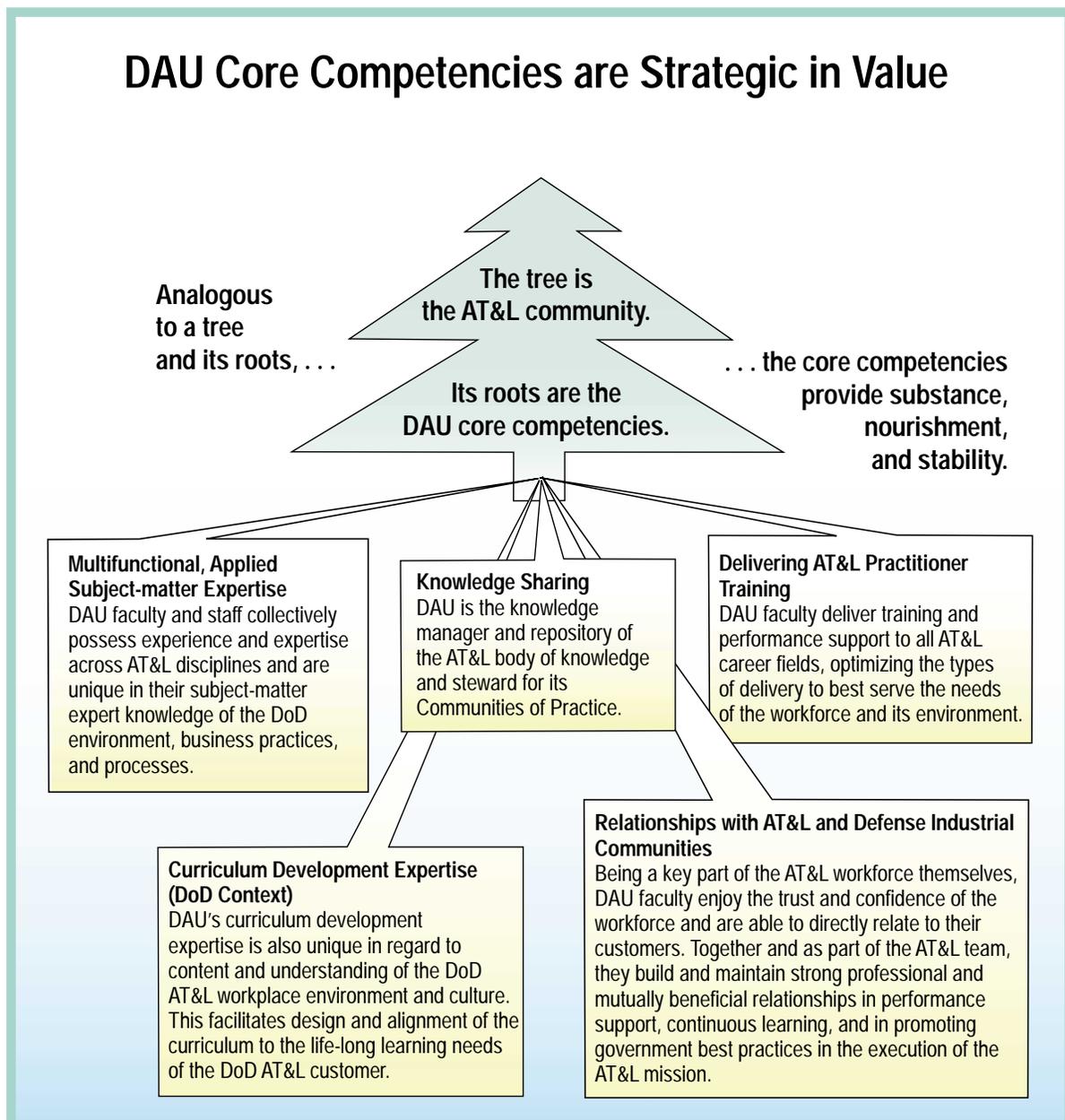
The DoD Deskbook is a centralized repository for formal acquisition policy as well as discretionary information helpful to the AT&L professional. The CoP concept was introduced at DAU to give the workforce a forum for the exchange of ideas, experiences, best practices, integrative discussions, and research opportunities.

AT&L Relevant Research

DAU faculty are expanding the DoD AT&L body of knowledge by providing job-targeted and usable research on problems, issues, and concerns as identified by the AT&L workforce.

Core Competencies

As a corporate university for the DoD acquisition, technology, and logistics community, DAU leverages core competencies to meet all our customers' total learning and performance support needs. These competencies, which are valuable strategic resources for DoD, provide critical thinkers who are capable of responding to the most complex DoD AT&L challenges. DAU's core competencies are listed below:



Challenge

OPTIMIZING TRAINING FOR SMART BUSINESS

The challenge for DAU is to smartly adapt to the changing and growing needs of the DoD AT&L workforce. DAU must provide the energy and creativity necessary to optimize training to support Smart Business decisions within the Department of Defense. Over time, this necessitates continuous tradeoffs between funding DAU's operational costs and maintaining the quality of its products and services.



- TIME (cost) away from workplace
- COST of training ... optimizing every dollar spent for acquisition training, performance support, and knowledge sharing
- QUALITY courses and an expanded learning environment

Performance Outcome: Mission-ready Workforce Making Smarter Business Decisions

DAU must lead in areas such as e-Learning, knowledge sharing, and case-based learning to both reduce the time students spend away from their jobs and family and expand the learning envelope. DAU must also partner with other activities that support the career development of DoD professionals — policy organizations, colleges, corporate universities, and industry. These efforts will expand our ability to quickly incorporate best practices, ideas, and initiatives from the Congress, private sector, and field acquisition organizations into our courses and learning products.

DAU's 2001 performance RESULTS highlight its transformation to meet the challenge of OPTIMIZING training for the AT&L workforce.

Section II

2001 Performance Results

1. Reorganizing to Become More Customer Centric

2. Creating a Powerful Learning Environment

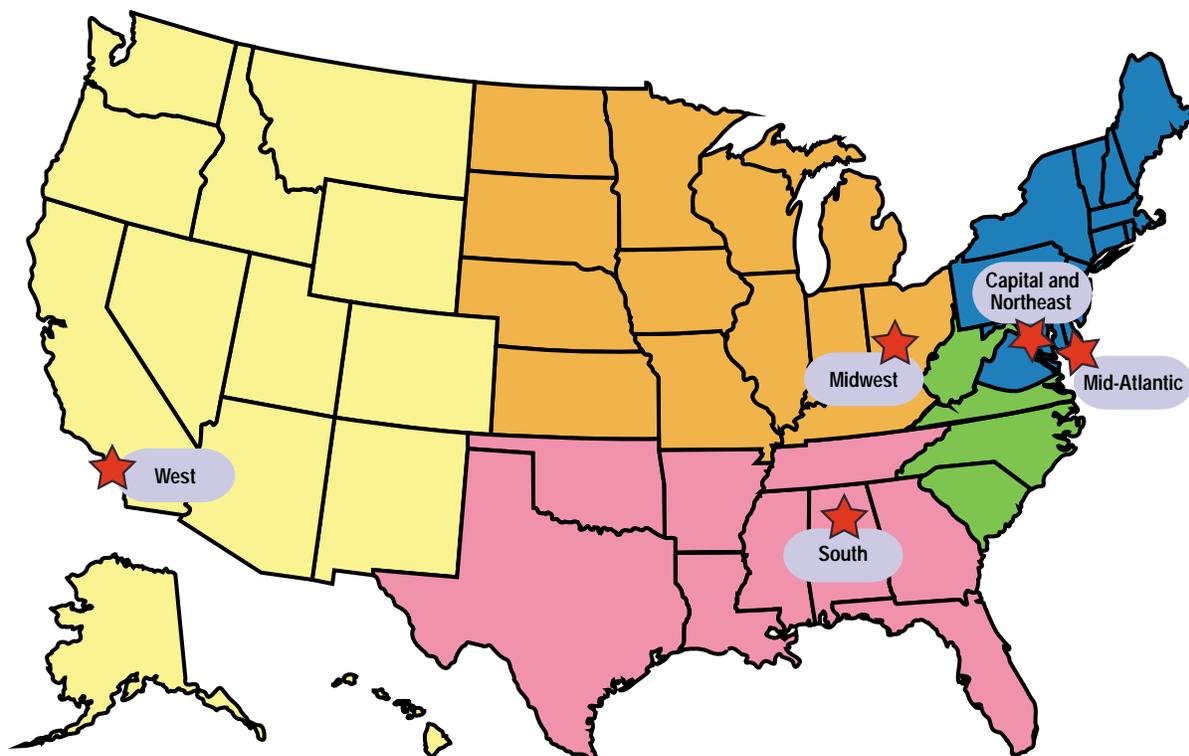
3. Leveraging Technology Successfully

4. Enhancing the Quality of DAU's Learning Products

Reorganizing to Become More Customer Centric

REGIONS

To promote a more customer-centric approach and improve efficiency during 2001, DAU implemented a complete realignment of its organizational structure. This new DAU organization resulted from an internal process action team and an external, senior-level review, approved on August 29, 2001, by the Honorable E.C. "Pete" Aldridge, Under Secretary of Defense (Acquisition, Technology and Logistics).



Creation of regionally focused centers located near major customers and significant student populations will promote more on-site training and increased performance support and continuous learning opportunities. The Fort Belvoir and Wright-Patterson locations were already established; the Huntsville site opens in February 2002; the Patuxent River site opens in April 2002; and the San Diego facility will be fully operational by FY 2003. At each of these locations, associate deans are charged with outreach and customer support; they will promote the most effective training and performance support solutions for regional customers.



Mr. Andrew Zaleski
Internal Process Action
Team Leader

Reorganizing to Become More Customer Centric

CURRICULA DEVELOPMENT AND SUPPORT CENTER

Another major change was the establishment of a centralized Curricula Development and Support Center (CDSC) at Fort Belvoir, Virginia. Bringing many new advantages to the DAU mission, the CDSC concept:

- Centralizes the development and maintenance of all course learning products,
- Centralizes the functional Program Directors (PDs) in Washington with Functional Advisors (FAs) and Functional Integrated Process Teams (FIPTs),
- Revitalizes acquisition research facilities,
- Facilitates a more robust performance support program, and
- Centralizes and integrates all products related to the Performance Learning Model, DAU's new learning construct.

CDSC Duties



Having a CDSC will promote greater SPEED and AGILITY in terms of meeting the learning needs of the DoD acquisition, technology, and logistics workforce.

Reorganizing to Become More Customer Centric

DSMC — SCHOOL OF PROGRAM MANAGERS

Located at the DAU Capital and Northeast Region campus, the Defense Systems Management College — School of Program Managers (DSMC-SPM) is chartered to provide executive-level and international acquisition management training, consulting, and research. Executive-level courses are tailored to the responsibilities and needs of an array of leadership positions within the Department of Defense (DoD) and in industry. International offerings include courses and seminars that promote excellence in the structuring, negotiating, and executing of international acquisition and support programs. The DSMC-SPM emphasizes critical thinking and innovation in integrated systems acquisition management. A faculty of former DoD and industry program managers and other senior acquisition practitioners, augmented by faculty assigned to the Curricula Development and Support Center (CDSC) and DAU regions, manages a dynamic curriculum and mentors course participants during their residency and beyond.



***New Home of the DSMC — School of Program Managers
(Building 226, Fort Belvoir, VA)***

Reorganizing to Become More Customer Centric

DAU HEADQUARTERS

In 2001, the Honorable E.C. “Pete” Aldridge, USD (AT&L), approved the recommendation made by the Deputy Secretary of Defense to change DAU’s structure from a consortium of schools, managed by other DoD educational institutions, to an integrated University with a dedicated DAU faculty and multiple campuses (DAU Fast-Track I Initiative). The results of this decision have been far-reaching. The DAU headquarters relocated from Alexandria, Virginia, to Fort Belvoir, Virginia. In 2001, the DAU Fast-Track II Initiative integrated much of the staff of the Defense Systems Management College with the staff of DAU to foster a more efficient and effective University administration. As a result of the overall reengineering initiative, some staff positions were moved from overhead support to direct faculty/curriculum development positions responsible for developing performance-based learning. Other positions are being moved to field locations collocated with major customer organizations. These changes are already improving DAU’s productivity and effectiveness and have a positive impact on the overall quality of DoD’s acquisition, technology, and logistics training.

| Position Category | Before Reorganization | Reorganization | Transformation Impact |
|------------------------------|-----------------------|----------------|-----------------------|
| Full-Time Equivalents (FTEs) | 264 | 292 | ↑ 11% |
| Teaching Faculty | 305 | 320 | ↑ 5% |
| Mission | | | |
| Direct | 346 | 398 | ↑ 15% |
| Indirect | 76 | 104 | ↓ 30% |
| HQ/Staff | 126 | 38 | |
| | <u>548</u> | <u>540</u> | |

Increase productivity, service, and training products through organization and workforce realignment.

Reorganizing to Become More Customer Centric

ACQUISITION INITIATIVES

On July 20, 2001, the Honorable E.C. “Pete” Aldridge, Under Secretary of Defense for Acquisition, Technology and Logistics, designated Mrs. Donna Richbourg the Director, Acquisition Initiatives (Dir, AI). The primary mission of the new AI office is to identify and define acquisition initiatives that provide the DoD AT&L workforce with awareness, knowledge, and skills to implement new management tools for achieving excellence in the 21st century. Because DAU plays a major role in the implementation of that mission, the Director, AI, and the President of DAU created an AI-DAU Liaison position to enhance integration of the two organizations.



The AI-DAU Liaison’s first major duty was coordinating the DAU Fast-Track Initiatives and the AI initiatives under the AT&L goal: “Revitalize the quality and morale of the DoD Acquisition, Technology, and Logistics Workforce.” Another major duty was to establish Outreach and Communications (O&C) strategies to create, among the DoD-wide AT&L workforce and its stakeholders, faster and better awareness of all acquisition initiatives.

AI and DAU are, together, utilizing the information technology infrastructure to provide centralized design and production, review and clearance, and distribution of messages and information regarding acquisition initiatives. DAU is also revising existing communications methods and media to target the right audience with the right message and coordinate the development of communications plans for all acquisition initiative teams.

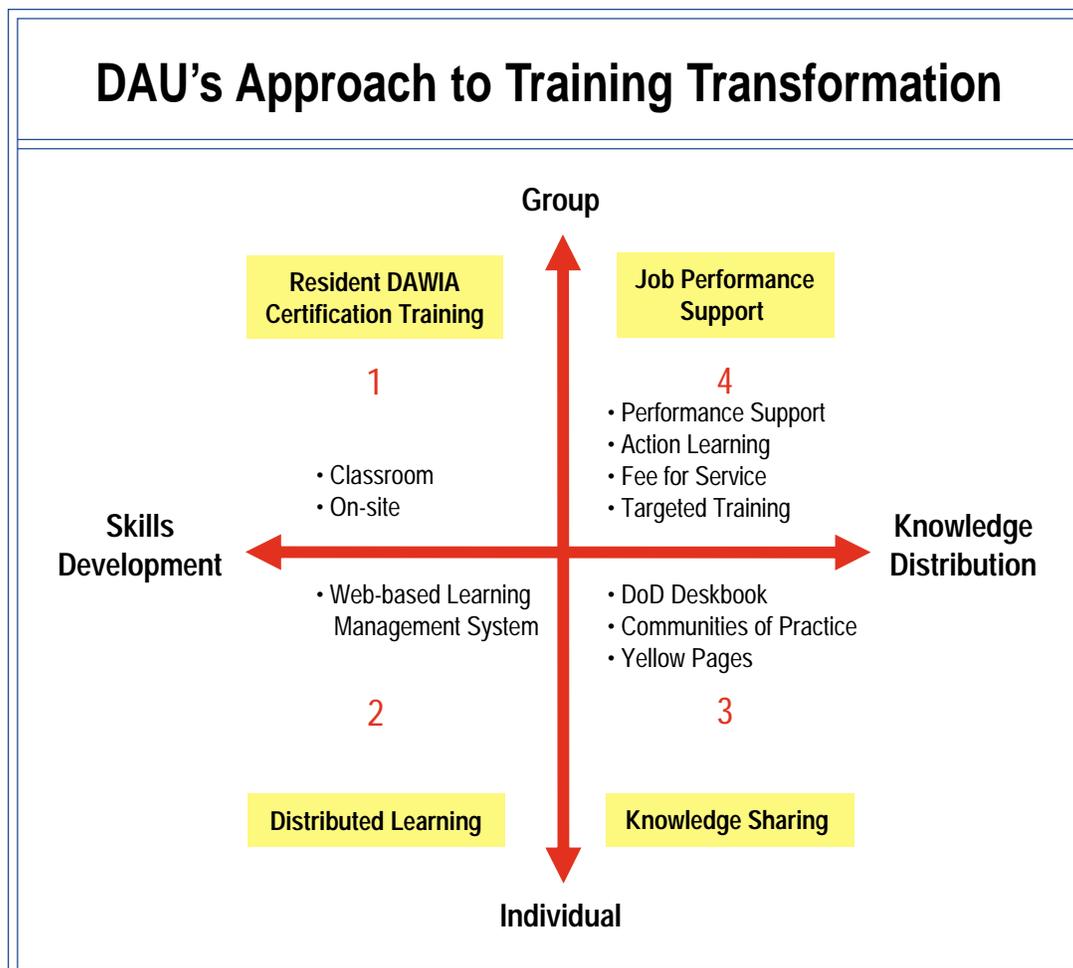
Through teamwork, AI and DAU enhance the transformation from reform to excellence and cultivate a highly skilled and talented workforce to conceive, design, develop, implement, and operate the acquisition infrastructure to meet the challenges of the 21st century.

AI and DAU Team for EXCELLENCE.

Creating a Powerful Learning Environment

THE TRAINING/LEARNING CONTINUUM

The next major result of transformation in 2001 was DAU's initial success in transforming training to a more powerful learning environment. DAU's approach (see chart below) was to build upon resident Defense Acquisition Workforce Improvement Act (DAWIA) certification training (Quadrant 1) by adding more distance learning, knowledge sharing, and performance support (Quadrants 2, 3, and 4), and reengineering the existing resident programs.



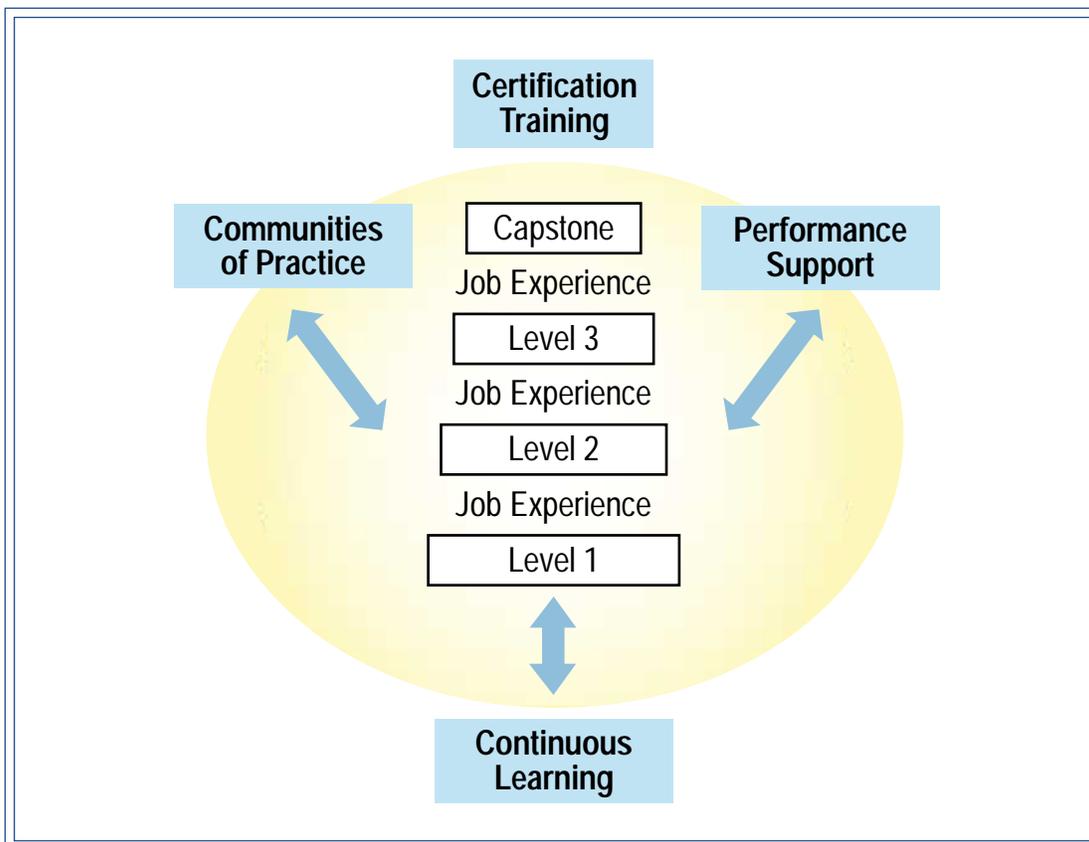
***DAU's Fast-Track Initiatives
promote the transformation toward a more
powerful learning environment.***

Creating a Powerful Learning Environment

THE PERFORMANCE LEARNING MODEL

The centerpiece of DAU’s new learning construct is its “Performance Learning Model.” The model includes four main thrusts, commensurate with the DAU mission: Certification training, continuous learning, knowledge sharing/communities of practice, and performance support. DAU is building a new learning environment that will provide lifetime (24 hours a day, 7 days a week) performance support and empower DoD AT&L workforce members to identify and achieve their learning requirements.

Performance Learning Model (New Learning Construct)



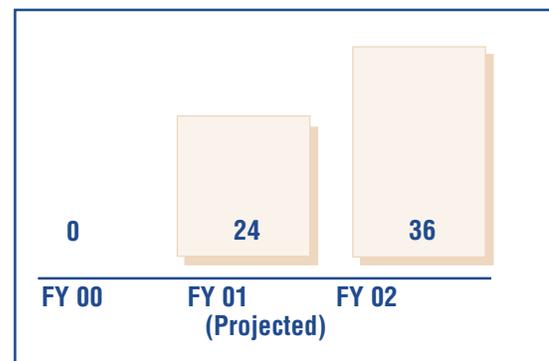
Modernizing Acquisition Training — The Performance Learning Model (PLM)

Creating a Powerful Learning Environment

CONTINUOUS LEARNING MODULES

The year 2001 was the beginning of the “Continuous Learning Era” at DAU. The chart below depicts that 24 modules are now available, and more are planned for FY 02. Continuous learning opportunities, a critical thrust under DAU’s Performance Learning Model, differ from the traditional model of certification or assignment specific courses. DAU now offers a wide variety of topics (see examples below), 24 hours a day, 7 days a week, from our Continuous Learning Center (CLC) Web site at <http://clc.dau.mil>.

- Acquisition Reform Training for Contract Specialists
- Activity-Based Costing (ABC)
- Administering Contracts for Commercial Items
- Army Managerial Costing Training Material
- Commercial Off-The-Shelf (COTS) Acquisitions for Program Managers
- DoD 5000 Tutorial
- Earned Value Management System
- Equal Employment Opportunity (EEO) Block Training
- Financial Management
- Fiscal Law Tutorial
- Fundamentals of the Integrated Product Teams
- GSA SmartPay — Purchase Card Program
- Information Assurance Block Training
- Integrating Commercial Practices through Government Practices
- Long-Term Contracting
- Market Research Training Modules
- Performance-Based Service Acquisition
- Requirements Generation
- Risk Management
- Scheduling
- Security Block Training
- Simplified Acquisition Procedures
- Systems Design & Operational Effectiveness (SDOE)
- Vendor Payments



Continuous Learning Modules Available (Totals)

Creating a Powerful Learning Environment

KNOWLEDGE MANAGEMENT/COMMUNITIES OF PRACTICE

DAU, in partnership with the Navy's Acquisition Reform Office and sponsored by OSD and Service leadership, developed the Program Management Community of Practice (PM CoP) and supporting Web portal. Launched at the fall 2001 Program Executive Office/Systems Command (PEO/SYSCOM) Commanders' Conference, the PM CoP provides comprehensive online knowledge and expertise to support the program office team.

The screenshot displays the PM CoP website interface. At the top, there is a navigation bar with the PM CoP logo and the tagline "Where the Acquisition Community Meets to Share Knowledge". Below the logo, there are sections for "Who Have We Helped?" and "In the Spotlight". The "Who Have We Helped?" section features a quote from a community member. The "In the Spotlight" section highlights a mandate from OSD regarding new weapons systems and the implementation of Performance Based Logistics (PBL). To the right, there is a search bar and a login section with fields for "Username:" and "Password:", a "Sign In" button, and a "Forgot your password?" link. Below the login section, there is a "Join a Discussion" section with a "Join +>" button. The main content area is titled "Participate in a Community" and includes a "What is a Community of Practice?" link. Underneath, there is a "Program Management" section with a "Watch Us Grow: 1592 members, 1758 contributions" and a "Special Announcements" section with three bullet points. The bottom of the page features a "Join a Discussion" section with a "Join +>" button.

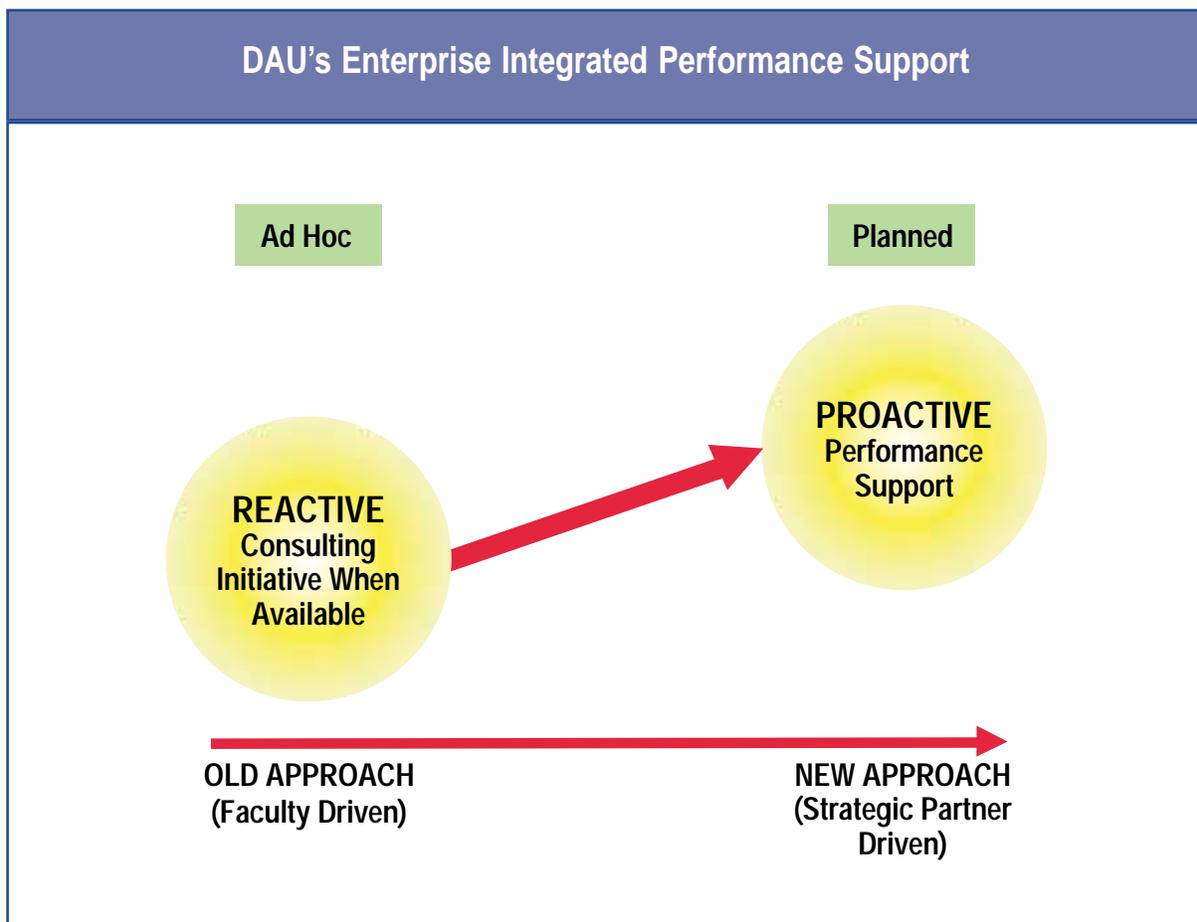
Further, DAU has been authorized to develop CoPs similar to the PM CoP for all acquisition career fields supported by the Defense Acquisition Workforce Improvement Act (DAWIA) structure. In 2001 work began on four additional focus areas: Contract Management, Systems Engineering, Total Ownership Costs, and Risk Management. The stand-up and development of career field communities of practice is focused on capturing the experiential knowledge of subject-matter experts and providing performance support tools and contacts for all careerists, and particularly young apprentices.

POC for Knowledge Management: Mr. John Hickok at john.hickok@dau.mil

Creating a Powerful Learning Environment

PERFORMANCE SUPPORT

In 2001 we improved our capability to provide performance support by transitioning from providing reactive, ad hoc consulting services (based on availability of faculty at each campus) to DAU enterprise-wide, proactive, performance support services (based on customer need).



DAU's performance support services enrich and add value by providing real solutions for our customers to accelerate learning and business impact. DAU provides experience, just-in-time expertise, analysis, advice, knowledge, and information in the form of targeted training, facilitating, consulting, mentoring, and process and performance consulting to the acquisition community.

POC for Performance Support: Mr. Randall Burdette at randall.burdette@dau.mil

Creating a Powerful Learning Environment

PERFORMANCE SUPPORT

DAU's performance support activities impacted a myriad of customers.



Some of the specific customers/programs that DAU provided performance support services to include the Navy's H-1 Helicopter Upgrade; the Navy's Tactical Tomahawk Program; the Marine's Joint Service Light, NBC Reconnaissance System; the Air Force's Joint Helmet Program; the Coast Guard's Deepwater Program; the Federal Aviation Administration's Air Traffic Modernization System; and the Office of Personnel Management's Employee Benefits System. DAU also provided various types of performance support and targeted training to the following agencies: The Defense Information Systems Agency, the National Reconnaissance Office, the Defense Finance and Accounting Office, the Environmental Protection Agency, the Office of the White House, the Office of Personnel Management, the Health Care Finance Administration, and the City of St. Louis.

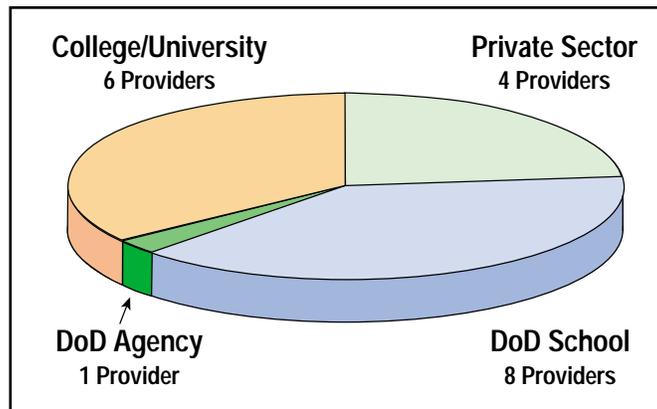
Providing Enterprise Performance Support — Changing and Improving Project and Organizational Performance

Creating a Powerful Learning Environment

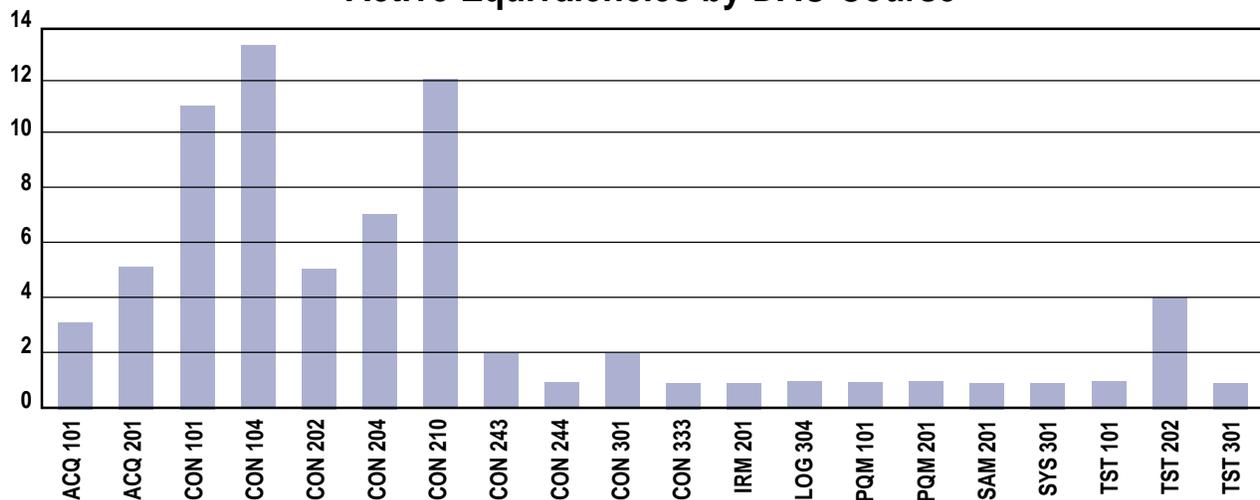
EQUIVALENCIES

Many courses offered by other learning institutions, government agencies, and commercial vendors are deemed “equivalent” to DAU courses. Through equivalency agreements with these other organizations, DAU expands the learning envelope for its students. The following charts depict the number and types of equivalencies DAU currently has with various providers:

Active Training Providers Offering DAU Equivalent Courses



Active Equivalencies by DAU Course



POC for Equivalencies: Ms. Lisa Johnson at lisa.johnson@dau.mil

Creating a Powerful Learning Environment

STRATEGIC PARTNERSHIPS

Our Strategic Partnerships initiative provides a unique opportunity for DAU to team with external organizations, i.e., academic institutions, industry, and other government agencies, to create new value-added learning solutions (see examples below). One example is our partnership with ESI, International and The George Washington School of Business and Public Management. This partnership was one of the first of its kind in the Department of Defense.

We developed a customized learning program with GWU/ESI wherein DAU graduates may apply credit for DAU certification training toward a joint master's certificate in four functional areas: Project Management, Contracting, Information Technology, and

NORTHROP GRUMMAN



Department of the Navy Acquisition Reform Office
Office of the Assistant Secretary of the Navy
(Research, Development and Acquisition)



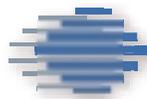
POC for Strategic Partnerships: Mr. Wayne Glass at wayne.glass@dau.mil.

Creating a Powerful Learning Environment

Commercial Contracting. Fifteen participants have graduated from this program, and over 75 students are currently enrolled.

Similarly, an agreement with the University of Phoenix facilitates the transfer of credits earned by DoD-wide Acquisition, Technology and Logistics workforce members into a Bachelor of Science in Management degree program in one of these four tracks: Information Systems Acquisition, Financial Management/Cost Estimating, Contract Management, or an interdisciplinary focus in Acquisition Management.

Shown here are several of our partners, each with a unique agreement with DAU.



Carnegie Mellon
Software Engineering Institute

Improving
business
performance



Creating a Powerful Learning Environment

CONFERENCES

Because of its central location and its state-of-the-art technology and facilities, DAU continued, in 2001, to conduct and host numerous conferences and events in support of the DoD AT&L workforce.



The President of DAU, Mr. Frank Anderson, Jr., tours the M1A1 Battle Tank during Acquisition and Logistics Excellence Week, 10 September 2001.

Acquisition and Logistics Excellence Week

The Annual Acquisition and Logistics Excellence Week is an opportunity for Defense activities at all levels to focus on lessons learned in acquisition, new initiatives, and challenges that lie ahead. The week commences with a Kick-Off Ceremony, including the presentation of the David S. Packard awards for Excellence in Acquisition, keynote speeches from senior Defense leadership, and breakout sessions on contemporary topics. (Date: Sept. 10, 2001)

Business Managers' Conference

The Business Manager's Conference brings together senior Defense acquisition and comptroller executives, PEO/PM/SYSCOM Business Managers/Program Control Chiefs, and Service Headquarters business staff and provides an exchange of best practices and processes used within the acquisition and comptroller community. The conference also provides a forum for updates/discussions on acquisition, financial management, and legislative initiatives. (Date: June 12–13, 2001)



Certification panel (from left): Joni Forman, OSD Acquisition Resources and Analysis; Willett Bunton, Program Manager — Comptroller Propensity Office, Office of the ASA (Financial Management); Thomas Steinberg, Director, Naval Financial Management Career Center; Debbie Eschmann, Acting Director for Professional Development, Office of the ASAF, Comptroller Support (Financial Operations); and Frank Arcari, Associate Director for Certification, American Society of Military Comptrollers.

Creating a Powerful Learning Environment

Program Executive Office/Systems Command (PEO/SYSCOM) Conferences

Semiannual PEO/SYSCOM Conferences provide senior DoD leaders opportunities to meet informally with Program Executive Officers, Program Managers, and Systems Commanders to discuss current acquisition and program issues and initiatives. (May 1–3 and Oct. 11–13, 2001)



The Honorable E.C. "Pete" Aldridge, Jr., Under Secretary of Defense (Acquisition, Technology and Logistics), addresses PEO/SYSCOM attendees.



Ms. Toni Ungaretti addresses the 2001 WACUC Strategic Learning Symposium held at the DAU Capital and Northeast Campus, Fort Belvoir, VA.

Washington Area Corporate University Consortium (WACUC) Strategic Learning Conference

The Washington Area Corporate University Consortium (WACUC) Strategic Learning Conference brings together professionals and practitioners to promote the Corporate University's designs and processes for workforce development. (Date: Nov. 8, 2001)

Signing of Strategic Partnership Agreements

Strategic partnerships promote and facilitate synergy in acquisition education and practitioner training for the DoD acquisition, technology, and logistics workforce and defense industry. The first agreement was with The George Washington University/ESI, Intl. See pages 34–35 for more information on DAU's partnerships.



Seated from left: J. LeRoy Ward, Senior Vice President of Client Programs, ESI, Intl.; Chris Stelloh-Garner, Functional Advisor, Acquisition Management; Frank Anderson, Jr., President, DAU; and former DUSD(AR) Stan Soloway. Standing from left: Paul McMahon, Director, Strategic Partnerships, DAU; Charles W. Clark, Vice President Contracts Programs, ESI, Intl.; Kimberly A. Elibuyuk, Business Development Manager — Government Markets, ESI, Intl.; and Karen Barley, Vice President, Corporate University Enterprise, Inc.

POC for Conference Support: Ms. Donna Mandley at donna.mandley@dau.mil

Creating a Powerful Learning Environment

RESEARCH/HANDBOOKS/PUBLICATIONS

The DAU Press offers a wide range of publications to the acquisition community. Among these are the bimonthly *Program Manager* magazine, the refereed *Acquisition Review Quarterly* journal, and a large number of acquisition-related guidebooks and specialty publications.



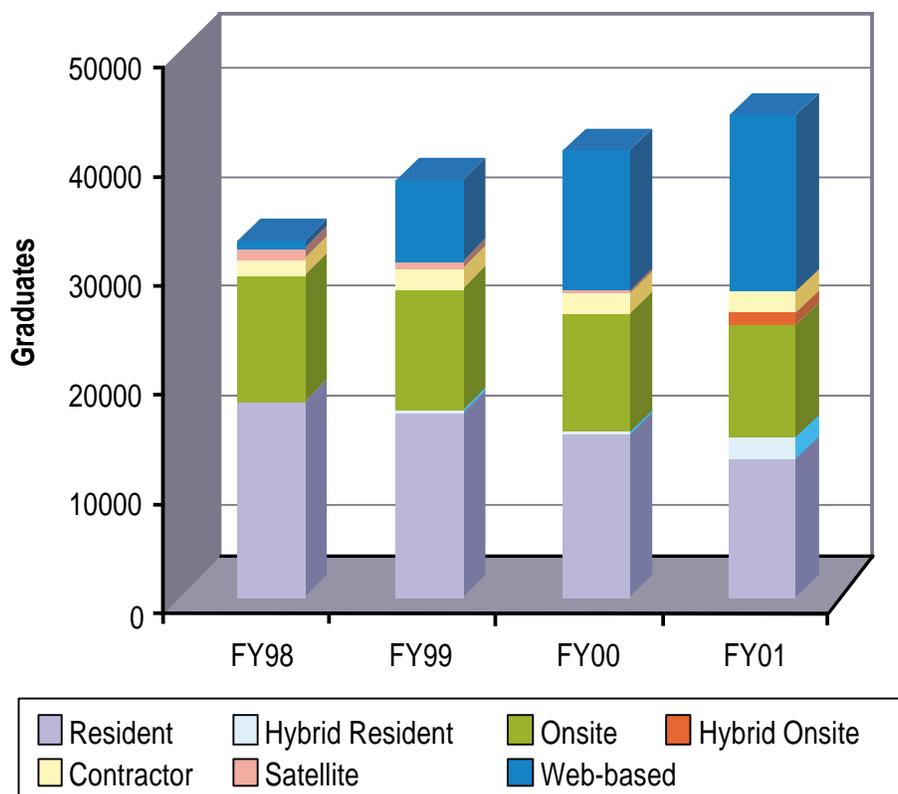
On GPO's Top Ten Best Seller List for Four Months in 2001

Information on how to obtain these publications can be found at <http://www.dau.mil> under "Publications."

Leveraging Technology Successfully

e-LEARNING — DAU GRADUATES

In terms of its historical “bread-and-butter” mission area, DAU continues to expand the numbers of graduates completing certification training. The demand for certification training is forecasted to grow in importance, given that 50 percent or more of the DoD AT&L workforce may retire by 2005.



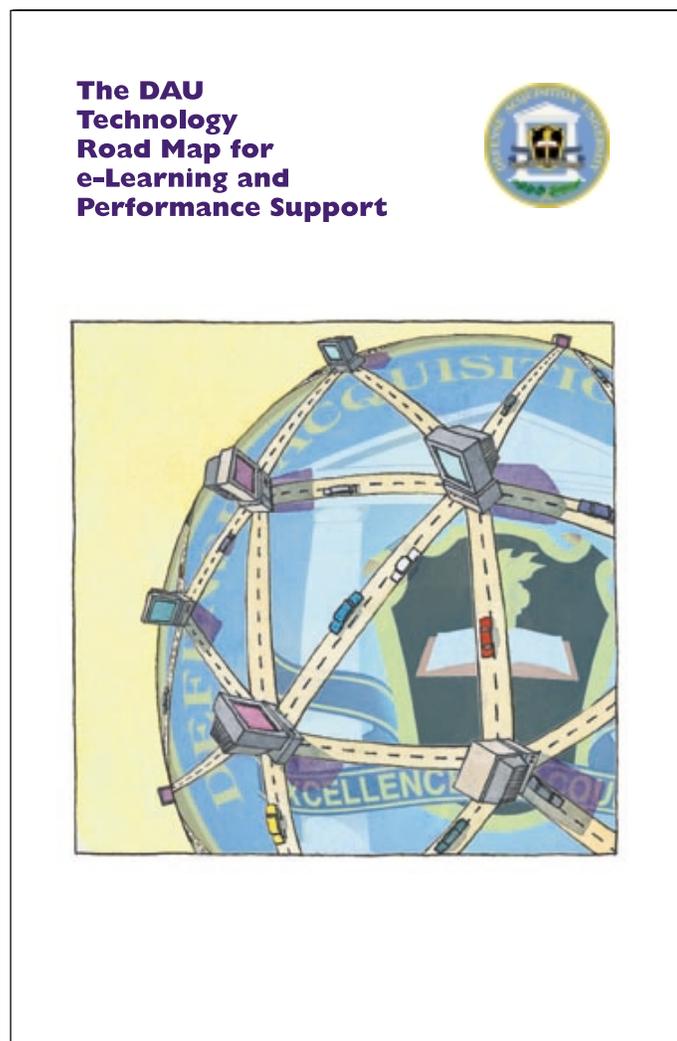
The above graph illustrates how DAU is expanding its **REACH** through e-Learning training. In 1998 only 2 percent of DAU graduates attended online training courses. By the end of 2001, that number was approximately 40 percent. The number of DAU graduates participating in online training increases to approximately 60 percent when we include hybrid courses (Part A – online, Part B – in residence).

POC for e-Learning: Mr. Hans Jerrell at hans.jerrell@dau.mil

Leveraging Technology Successfully

e-LEARNING — CREATING A POWERFUL LEARNING ENVIRONMENT

To keep pace with the future learning needs of the DoD AT&L workforce, DAU built a Technology Road Map highlighting its strategies, indicators of success, and ways of measuring progress at regular intervals. This Road Map supports the DAU e-Learning strategy and is revisited continuously.



The Road Map's strategies focus on learner-centered services, the development of digital knowledge repositories, and the technical infrastructure to support students, faculty, and other stakeholders.

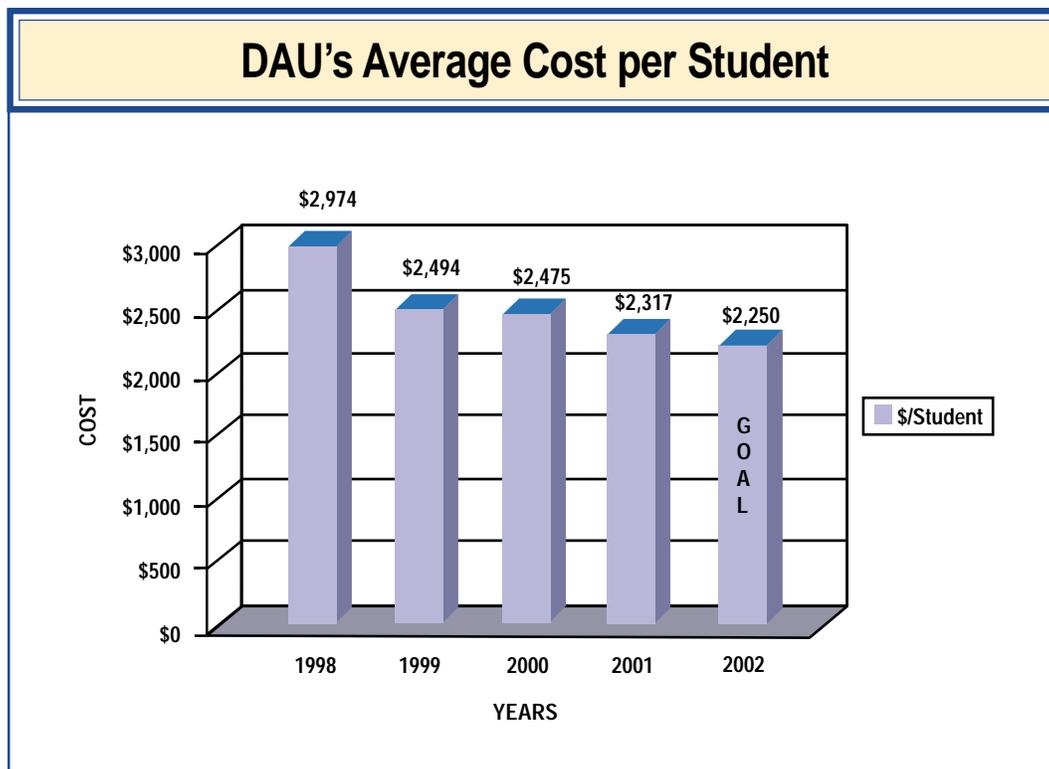
POC for e-Learning Road Map: Mr. Christopher St. John at chris.stjohn@dau.mil

Leveraging Technology Successfully

e-LEARNING — INTERNAL AND EXTERNAL INITIATIVES

Our e-Learning strategy involves both internal and external initiatives. Internally, we are leveraging technology and electronically linking faculty and staff across all locations. Cross-campus collaboration will powerfully improve our ability to add **SPEED**, **AGILITY**, and **QUALITY** into all our products and services.

Our external e-Learning initiatives are expanding the **REACH** of our training products, driving down the cost of training, and improving the overall quality of learning experiences. Our e-Learning philosophy goes beyond training to include the delivery of information and tools that improve performance and build virtual communities of practice.



The above chart illustrates DAU's current trend in driving down its cost per student and highlights the current, near-term goal. This downward trend has been achieved primarily through expanded e-Learning initiatives.

Leveraging Technology Successfully

e-LEARNING — DAU SUCCESS EXAMPLE

DAU's declining average cost per student is only one of the key results emanating from leveraging e-Learning. The "DAU Success Example — ACQ 101" highlights other key results:

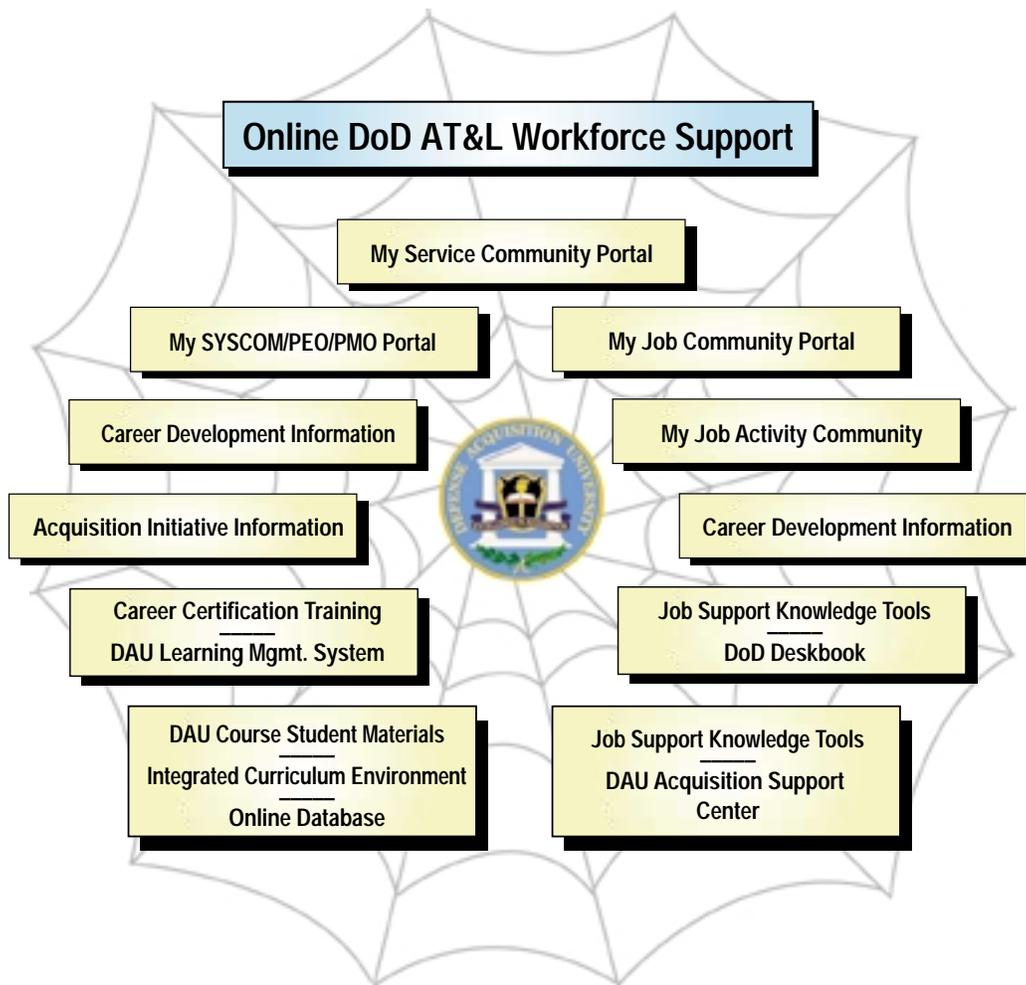
| DAU Success Example — ACQ 101 | | |
|--------------------------------------|-----------------------------------------------------|---------------------------------------------------------------------------------|
| BEFORE | AFTER | FY 01 RESULTS |
| 9 Days in Class 2 Travel Days | 25 Online Hours (FY 01) | 157 Work Years Returned to the Workforce (112 Work Years in FY 00) |
| 3,700 Graduates per Year | 10,344 Graduates (FY 01) (8,750 in FY 00) | 6,644 Additional Graduates (5,050 in FY 00) |
| 22 Faculty Members | 16 Faculty Members (Others Reassigned) | Each Faculty Member Works with Approximately 150 Students on a Continuing Basis |
| | <u>Onetime Conversion Cost</u> (\$500K in FY 99) | <u>Returned Productivity:</u> \$9,900,000 (\$5,800,000 in FY 00) |

Expanding our REACH via e-Learning is a SMART BUSINESS PRACTICE that provides a greater return for the training business dollar.

Leveraging Technology Successfully

e-LEARNING — DIGITAL REPOSITORY

The year 2001 served as a foundation year as DAU began its development and maintenance of a digital repository of knowledge objects and products to support certification courses, continuous learning, communities of practice, and performance support.



Sharable-Content Object Reference Model (SCORM). DAU fully supports the Advanced Distributed Learning (ADL) SCORM initiative. Existing and new courses are being developed and/or redesigned into multiple Sharable-Content Object (SCO) elements suitable for placement in searchable, modular Knowledge Management (KM) digital repositories. DAU continues to deploy certification courses and continuous learning modules that meet the latest approved SCORM specifications. As of 2001, DoD was a leader in SCORM compliance among top implementors in e-Learning.

Leveraging Technology Successfully

e-LEARNING — PROGRAM MANAGEMENT COMMUNITY OF PRACTICE (PM CoP)

The Department of Navy Acquisition Reform Office (DON ARO) and DAU formed a partnership to develop a performance support community of practice network for program managers and their executive teams. It provides anywhere, anytime program management support through a Web portal.

Contract Management Contacts

DAU
Chip Summers
chip.summers@dau.mil
(703) 805-5151

DON ARO
Deborah Aceto-Milton
dmilton@ar.navy.mil
(703) 602-2300 x128



Systems Engineering Contacts

DAU
David P. Brown
dave.brown@dau.mil
(703) 805-5265

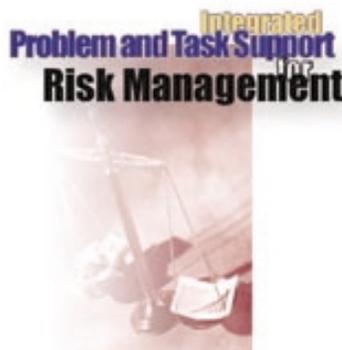
DON ARO
Thomas Junor, III
tjunor@ar.navy.mil
(703) 602-2300 x147



Risk Management Contacts

DAU
Bill Bahnmaier
bill.bahnmaier@dau.mil
(703) 805-4980

DON ARO
Noel Dickover
ndickover@ar.navy.mil
(703) 602-2300 x151



Total Ownership Cost (TOC) Contacts

DAU
Larry Heller
larry.heller@dau.mil
(703) 805-4657

DON ARO
Robert J. Houser
rhouser@ar.navy.mil
(703) 602-2300 x149



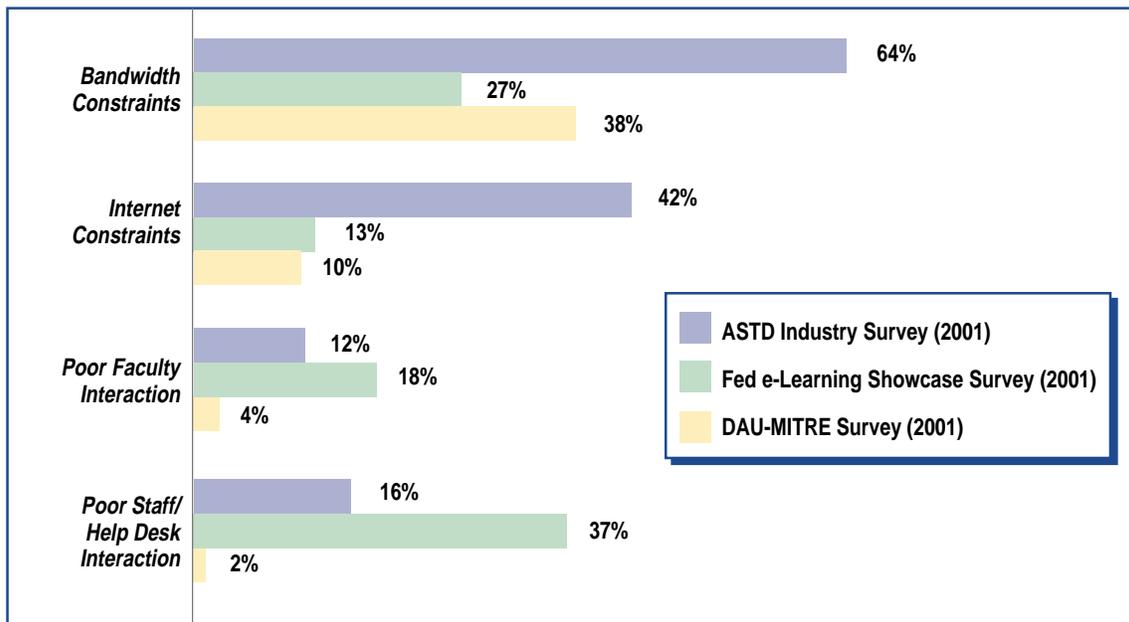
PM CoP is as near as one's browser; just go to www.pmcop.dau.mil.

Leveraging Technology Successfully

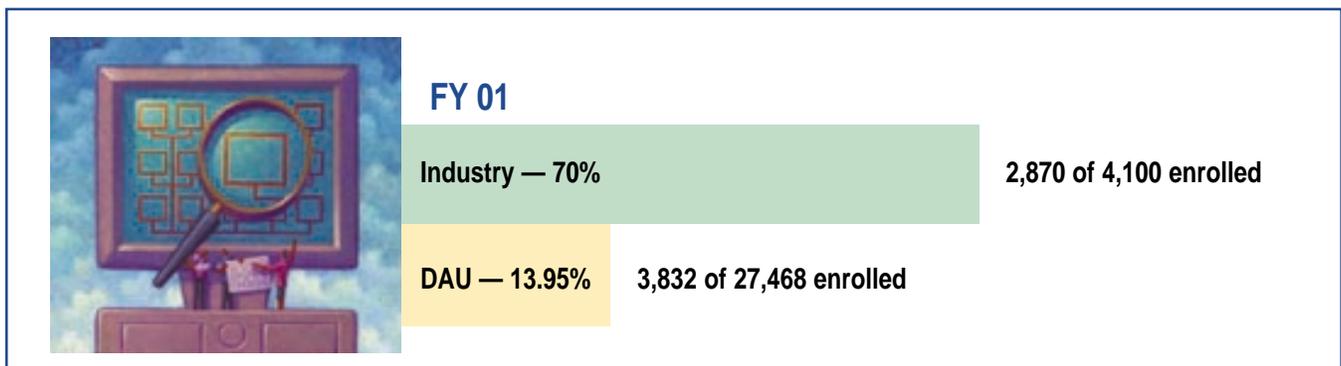
E-LEARNING — HOW DAU STACKS UP

Surveys conducted by the American Society for Training & Development (ASTD), *e-Learning Magazine*, and MITRE Corporation (for DAU) asked respondents to identify major problems with their e-Learning programs. All three surveys identified these four common problems: Bandwidth Constraints, Internet Constraints, Poor Faculty Interaction, and Poor Staff/Help Desk Interaction. The following graph demonstrates how DAU compares to industry as well as to federal civilian e-Learning activities.

How DAU Stacks Up Against Industry/Other Federal Agencies



DAU Has a Lower Incompletion Rate as Shown in Recent Industry Study**

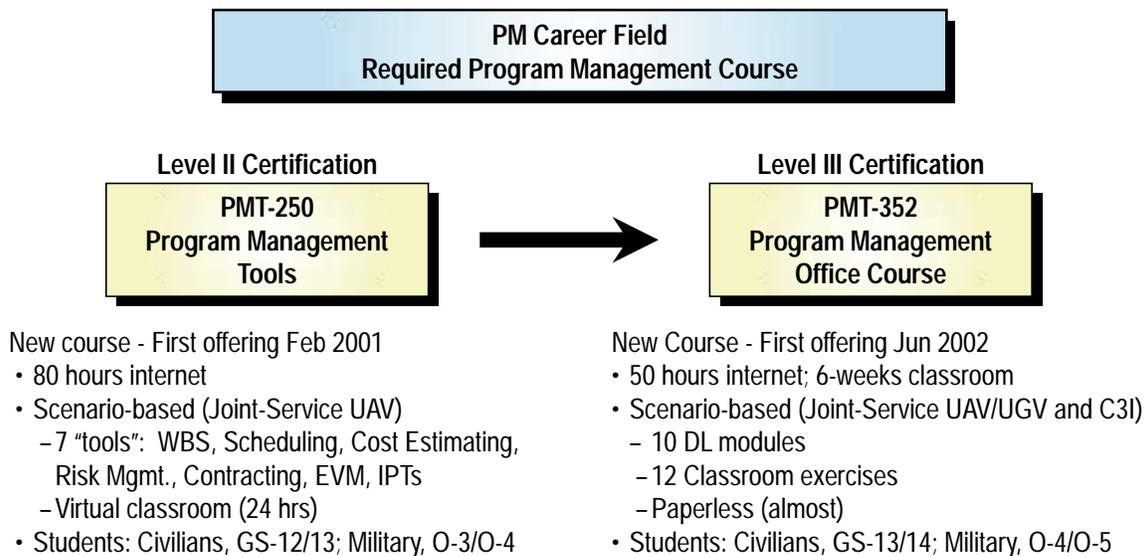
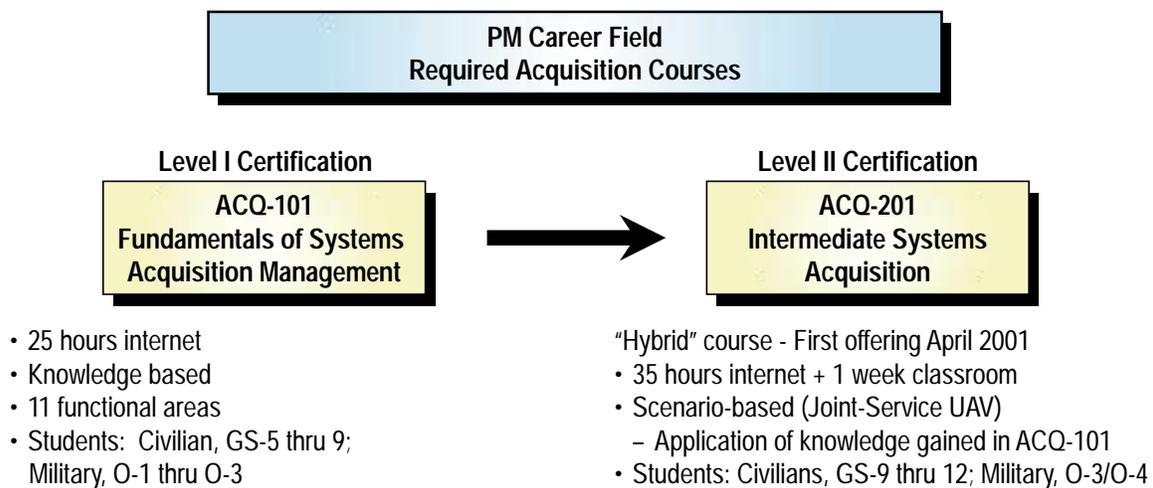


**Source Corp Univ Xchange Survey (4100 learners) (Mar 2002)

Enhancing the Quality of DAU's Learning Products

PROGRAM MANAGEMENT CAREER TRACK

DAU's Strategic Plan includes modernizing the learning products in all of the DAWIA career tracks over the next five years. During 2001, the Fast-Track I and II Initiatives (see page 14) focused on the Program Management and Contracting career tracks. The first major modernization effort was to devise the new learning construct for the Program Management career track. The new/revised DAWIA courses follow:

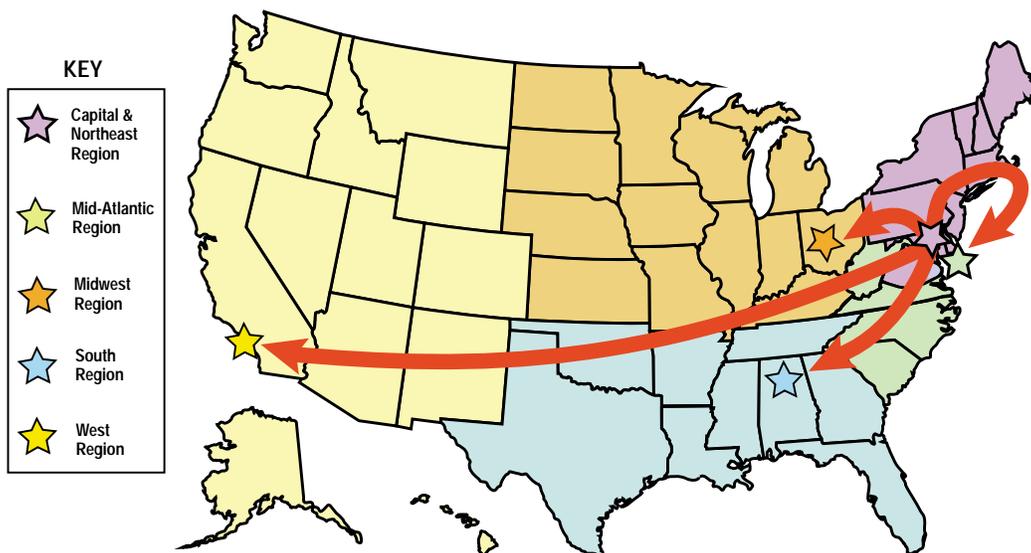
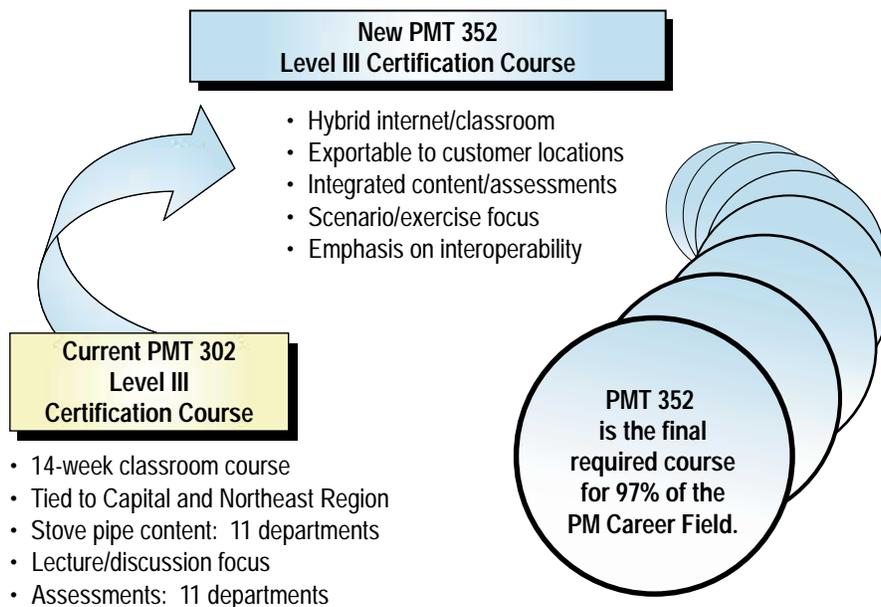


| | |
|---------------------------------------------------------|---------------------------------|
| C3I - Command, Control, Communications and Intelligence | IPTs - Integrated Process Teams |
| DL - Distance Learning | UAV - Unmanned Aerial Vehicle |
| EVM - Earned Value Management | UGV - Unmanned Ground Vehicle |
| | WBS - Work Breakdown Structure |

Enhancing the Quality of DAU's Learning Products

PROGRAM MANAGEMENT CAREER TRACK

The Program Management Level III Certification Course has undergone major changes aimed at improving the quality of instruction, reducing the required classroom time (14 weeks to 6 weeks), and making it available at all regions. (It was previously offered only at Fort Belvoir, Virginia.)



PMT 352 is now exportable to ALL regions.

Enhancing the Quality of DAU's Learning Products

PROGRAM MANAGEMENT CAREER TRACK

The modernization of the Program Management Career Track culminates with a design of the highest level of learning curriculum ever attempted at DAU. The new PMT 401 Program Manager's Course — designed to be a case-based, critical-thinking course — creates a rigorous 10-week learning experience that puts Program Managers/Deputy Program Managers (PMs/Deputy PMs) into real-world program management dilemmas that were derived from recent actual cases of DoD programs.

PM Career Field
 Required Courses (Title 10 U.S. Code)
 Program Managers and Deputy Program Managers*

PMT-401
The Program Manager's Course

New executive course for potential PM/Deputy PM and other Acquisition Corps professionals and industry representatives

- 10 weeks classroom
- Case-based (real-world PM dilemmas)
 - Protagonist (actual PM) participation
 - 8 programmatic themes
- Students: Civilians, GS-14; Military, O-5

PMT-402
Executive Program Manager's Course

Executive course for selected PM/Deputy PM

- Field assessments and 4 weeks classroom
- Curriculum tailored to each student
- Students: Civilians, GS-15/SES; Military, O-5/O-6

*PMs & Deputy PMs of ACAT I & II Programs

Major Themes and Threads of PMT 401

Themes

- Leading through Change
- Excellent Customer Relations
- Leading PMO Operations
- Tools for the New Information Environment
- Working with Higher Headquarters
- Working with External Organizations
- Working with Industry
- Leading Joint and International Programs

Threads

- Critical Thinking and Analytical Decision Making
- Personal Interactions
- Win-Win/"Getting to Yes"
- Ethics

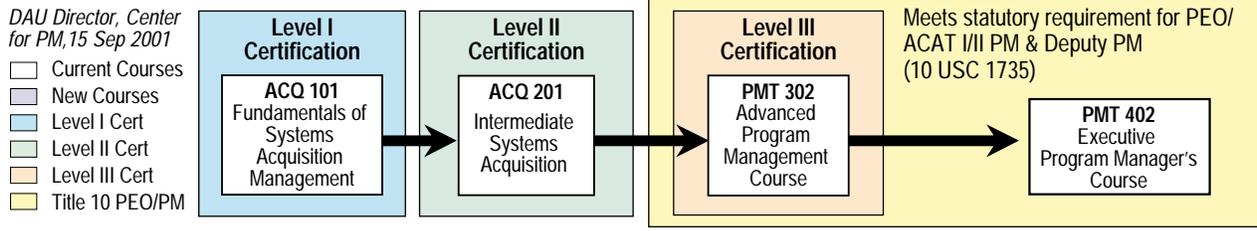
The Harvard Business School case-study approach is used to ensure maximum learning takes place.

Enhancing the Quality of DAU's Learning Products

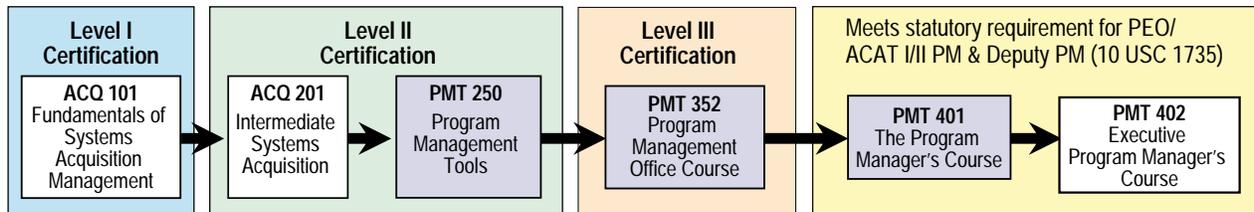
PROGRAM MANAGEMENT CAREER TRACK

Program Management (PM) Career Track Restructure Summary

Program Management Career Track (FY 01)



Program Management Career Track (FY 02/03) - Restructured



Result: Restructured ACQ/PMT Savings "Resident Training Weeks / (Total Course Hours)"

| Course | Before | | | After | | |
|----------------------------|-----------------|--------------|-------------------------------|--------------------|--------------|-------------------------------|
| | Number Weeks | Annual Grads | Total Resident Training Weeks | Number Weeks | Annual Grads | Total Resident Training Weeks |
| ACQ 101 | 1.6 (64) | 3,000 | 4,500 | 0 (24) | 9,000+ | 0 |
| ACQ 201 | 3 (120) | 5,000 | 15,000 | 1 (75) | 5,000 | 5,000 |
| PMT 250 | - | - | - | 0 (80) | 576 | 0 |
| PMT 302 | 14 (560) | 960 | 13,440 | - | - | - |
| PMT 352 | - | - | - | 6 (280) | 720 | 4,320 |
| Level III PM Certification | 19 (760) | - | 32,940 | 7 (459) | | 9,320 |
| PMT 401 | | | | 10 (400) | 180 | 1,800 |
| PMT 402 | 4 (160) | 120 | 480 | 4 (160) | 120 | 480 |
| Total Through PM | 23 (920) | | 33,420 | 21 (1,019)* | | 11,600 |

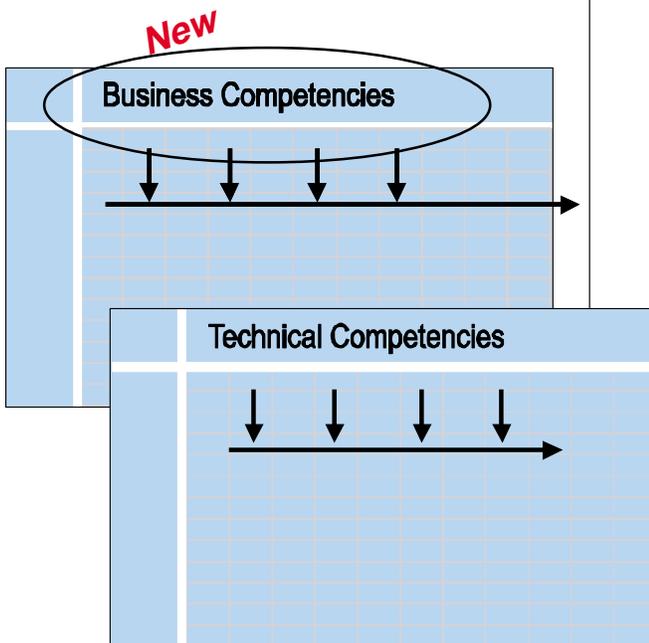
*With PMT401/402

This first major restructure since the inception of Defense Acquisition Workforce Improvement Act (DAWIA) returned approximately 275 work years to the workforce annually.

Enhancing the Quality of DAU's Learning Products

CONTRACTING CAREER PATH

In 2001 the Director of Defense Procurement, Ms. Diedre Lee, asked the Contracting Functional Integrated Process Team (FIPT) to assess the training requirements of the contracting community. This evaluation was based on current and emerging needs of the workforce and considered the need for an updated learning environment that includes core plus targeted training, continuous learning, and performance support resources.





ADJUTANT
GENERAL
TECHNOLOGY
AND LOGISTICS

OFFICE OF THE UNDER SECRETARY OF DEFENSE
3000 DEFENSE PENTAGON
WASHINGTON DC 20301-3000

August 29, 2001 **Aug 2001**

DP/CPA

MEMORANDUM FOR THE PRESIDENT, DEFENSE ACQUISITION UNIVERSITY

SUBJECT: Contracting Workforce Training

As you know, I recently tasked the Contracting Functional Integrated Process Team (FIPT) to assess the current training needs of the workforce, considering such factors as the impact of significant changes that have occurred in our environment, buying trends, processes, practices, and leadership goals. I asked that they especially consider the need for an updated learning environment that includes core plus targeted training, continuous learning, and performance support resources.

In response, the FIPT has provided the attached matrix that identifies desired performance attributes associated with career levels. There are two categories of performance attributes: (1) general professional business skills, and (2) technical policy and process competencies.

Please provide your recommendations for future training based upon the attached contracting workforce performance requirements, and considering the following:

- Methods for obtaining independent review and assessment of all available training courses;
- Approaches to enhance workforce access to training opportunities, including multiple sources; and
- Improved training reciprocity among federal agencies.

Our partnership in this effort has been highly successful – this is the next step in creating a learning environment for the contracting workforce and I look forward to working closely with you on this endeavor. Mrs. Linda Neilson, (703) 695-8571 or linda.neilson@osd.mil, is available to answer any questions and provide any necessary assistance.



Deidre A. Lee
Director, Defense Procurement

Attachment:
As stated



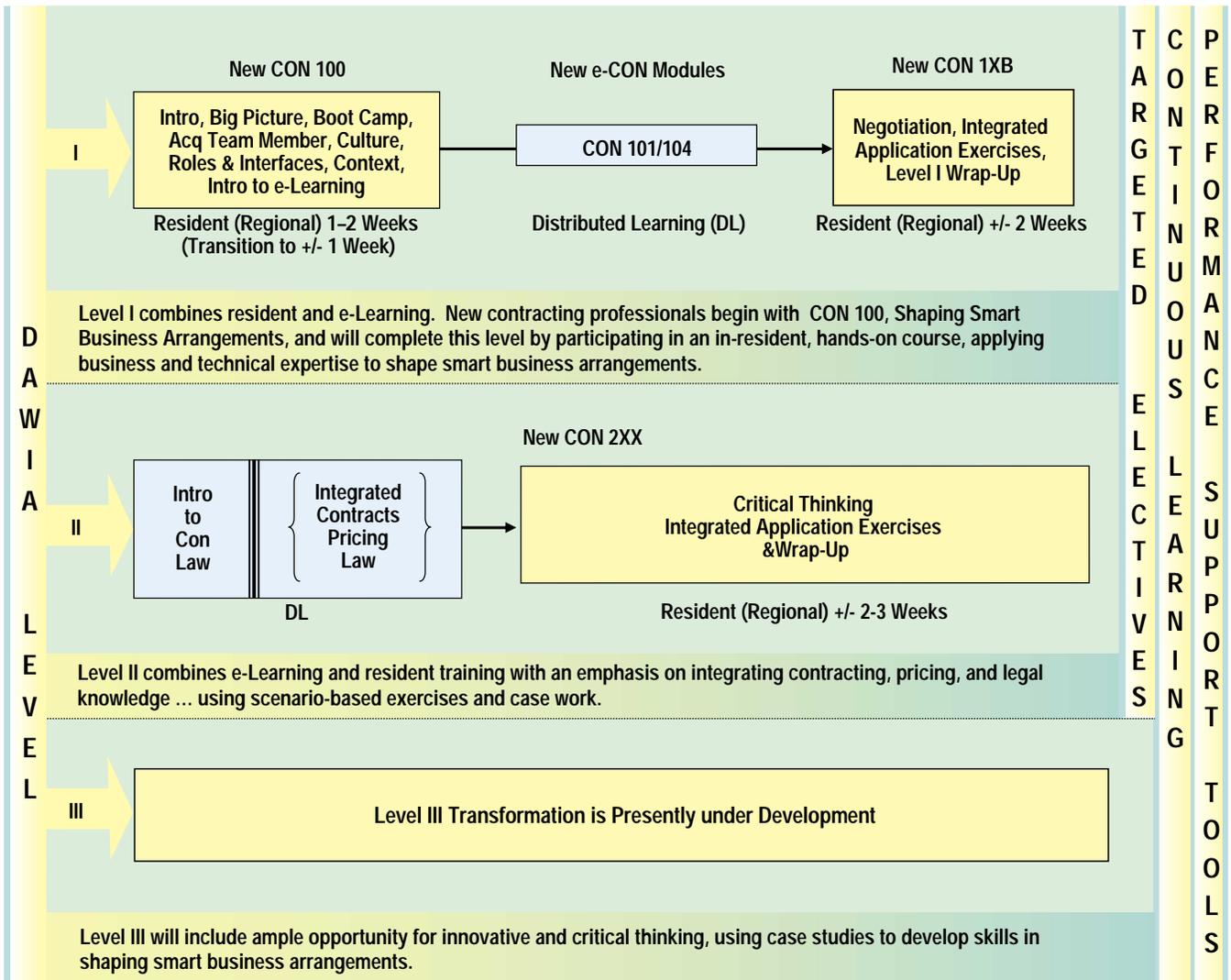
**Director,
Defense Procurement**

These business skills, coupled with our technical expertise, represent the updated set of competencies needed by today's contracting professionals.

Enhancing the Quality of DAU's Learning Products

CONTRACTING CAREER PATH

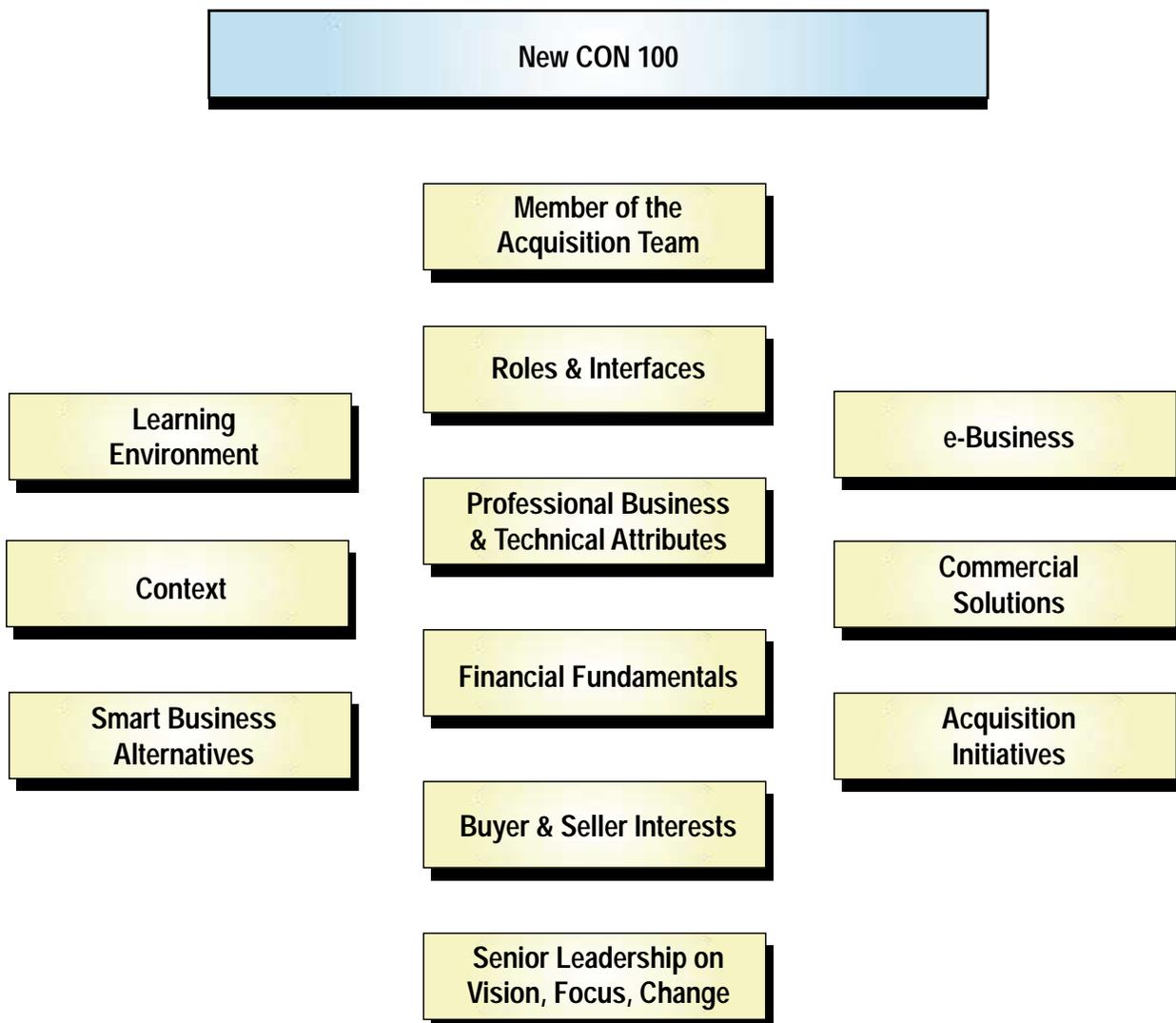
CON Functional Integrated Process Team (FIPT) Concept



Enhancing the Quality of DAU's Learning Products

CONTRACTING CAREER PATH

A new introductory course, CON 100, orients new contracting professionals to their role as effective members of the acquisition team. This new course will provide a foundation for technical training, emphasizing the use of business and technical skills to shape smart business arrangements.



Section III

Support for the DAU Transformation

1. Contributors 2001 . . . “Leading the Team”

2. Expanding and Renewing the DAU Workforce Team

3. 2001 USDLA Award

4. Board of Visitors’ Endorsement

5. Federal Times Article

Contributors 2001 . . . “Leading the Team”

The faculty, staff, and leadership of DAU are a dedicated group of hard-working individuals that, together, make a powerful team. Throughout the transformation of DAU, its associates have demonstrated the flexibility and adaptability necessary to implement the important changes that make DAU a premier learning institution. With mission accomplishment first in mind at all times, their hard work and dedication provide the best possible learning experience for our students. The following individuals are just a few examples of the University’s outstanding performers:



Mr. Bill Bahnmaier

Mr. Bill Bahnmaier served as the Course Manager for the development of PMT 250, a new course designed to provide Program Managers the “tools” they need to be more proficient. He is now the Course Manager for the development of PMT 352, which will be the Level III certification course for the Program Management career field.

Providing the “Tools” Students Need for Proficiency



IC1 Rhoni Booth, USN

IC1 Rhoni Booth, Enlisted Person of the Year, is an invaluable member of the Video Services team. She developed standard operating procedures for video technicians; served as primary technician for two major video systems installations; and volunteered much of her time to community efforts supported by DAU.



Ms. Andrea Carey

Ms. Andrea Carey served as the Course Manager for the conversion of ACQ 201 from a 3-week classroom course to the new hybrid course format. The new course consists of an intense distance learning portion followed by a 1-week classroom integrated product team-based exercise. Ms Carey is now the Department Chair, Program Management Department, Capital and Northeast Region.

Contributors 2001 . . . “Leading the Team”



Mr. John Hickok

Mr. John Hickok recognizes that learners regard learning as dynamic. He instituted the idea of dynamic interchange arenas — Communities of Practice (CoPs). He developed and nurtured the first DAU-based CoP in Program Management and continues his quest with similar CoPs for Contracting and Logistics. Mr. Hickok serves DAU now as the Knowledge Management Officer.



Mr. Stephen Israel

Mr. Stephen Israel led the development of the new 10-week, case-based Program Manager’s Course, PMT 401. The course, modeled after the world-class program at Harvard Business School, will train future program management executives and other acquisition officials.

Ensuring Rapid DAU Responses to the DoD AT&L Workforce



Ms. Lisa Johnson

Ms. Lisa Johnson worked closely with private sector providers, colleges and universities, and DoD schools and agencies to both expand and streamline the DAU course equivalency program. Equivalencies provide additional training opportunities for the acquisition, technology and logistics workforce and for non-DoD federal and industry employees.



Mr. Paul McMahon

Mr. Paul McMahon provided exceptional service as the University’s first liaison with the Office of the Director, Acquisition Initiatives (AI), Under Secretary of Defense (Acquisition, Technology & Logistics) (USD (AT&L)). In this role he ensured rapid DAU response to AT&L requirements, produced the first AI Outreach and Communications plan, and established the DAU Strategic Partnership program.

Contributors 2001 . . . “Leading the Team”



Ms. Iris Metcalf

Ms. Iris Metcalf was involved in the conversion of ACQ 201 from a 3-week classroom version to a hybrid course. While fulfilling all duties as the Acquisition Department Chair for the DAU Norfolk site, she attended several pilot offerings ensuring the Norfolk site was in complete compliance with the new course requirements. Ms. Metcalf performed as an exceptional campus liaison working closely with the Project Manager.



Mr. George Prosnik

Mr. Prosnik is a Level III DoD acquisition professional in the career fields of Program Management, Systems Engineering, and Information Technology Management. Additionally, he has been certified as a Project Management Professional by the Program Manager’s Institute (PMI). His current interests include identification of leverage points for managing software development, process and management metrics, open system and domain-specific computer architectures, and of virtual software acquisition management simulation environments.

Using Creativity to Transform DAU into a Corporate University



Mr. Garry Shafovaloff

Mr. Garry Shafovaloff played a key role in planning the DAU transformation, improving partnerships with customers and civilian agencies, and planning the 21st century contracting learning environment. He worked closely with the military departments and civilian agencies to update workforce competencies and plan the new core and targeted training, emphasizing mission/customer support and smart business alternatives.



Mr. Chris St. John

Mr. Chris St. John was a leader and key player in the development of *The DAU Technology Road Map for e-Learning and Performance Support* that captured creative ideas, emerging technologies, and innovative learning models to assist in the transformation of the University to the AT&L Corporate University.

Expanding and Renewing the DAU Workforce Team

As the University reorganized and defined its new direction through initiatives such as curriculum redesign, e-Learning, knowledge sharing, and strategic partnerships, new talent and fresh perspectives were critical to successful implementation of our transformation efforts. The following are a few of the individuals who joined DAU during 2001 to affect the changes in the University's structure and initiatives:



Mr. Kevin R. Carman
Associate Dean for Outreach
and Performance Support,
DAU West

Mr. Carman has over 25 years of experience in acquisition and contract management, financial management, program management, and quantitative methods. His teaching emphasizes the practical aspects of modern contract and acquisition management, proposal preparation and analysis, and corporate financing. Mr. Carman has served as the Commander, Defense Finance and Accounting Service, San Diego and Oakland, California, and as the Commanding Officer, Office of Special Projects, Washington, DC.

Enhancing the Quality of Our Workforce



Mr. Larry "Scoop" Cooper
Director, International
Programs, DSMC — School
of Program Managers

Mr. Cooper brings an extensive portfolio of experience gained through leadership of the Air Force's F-16 program and Foreign Military Sales and support of the F-16 to 25 countries. He also led the Air Force's Reduction in Total Ownership Cost initiative and managed the development of commercial software business and decision tool-sets. Mr. Cooper currently serves at DAU as International Department Lead and instructs at the DSMC — School of Program Managers.



Mr. Gerald Emke
Dean, DAU Midwest Region

Mr. Emke comes to DAU with over 20 years' experience with the Defense Contract Management Agency (DCMA) and the US Air Force. Most recently, he served as the Deputy Commander of DCMA West, overseeing programs with both the Department of Defense and the National Aeronautics and Space Administration. Among other awards, Mr. Emke received the DCMA Meritorious Civilian Service Award for leading the transformation of three major DCMA organizations.

Expanding and Renewing the DAU Workforce Team



Mr. David Fitch, Dean, DSMC —
School of Program Managers

Mr. Fitch has held acquisition positions in the Navy and industry, including management of science and technology, research and development, manufacturing, and test and evaluation projects. As an ACAT 1D Program Manager, he led the joint and international Multifunctional Information Distribution System (MIDS) program. Mr. Fitch also led the establishment of DAU's Curricula Development and Support Center and served as its first Executive Director.



Ms. Joni Forman, Deputy
Executive Director, CDSC

Ms. Forman brings over 13 years of OSD(AT&L) experience in acquisition policy and program integration and serves as the Executive Secretary for the Business, Cost Estimating and Financial Management (BCEFM) Functional Integrated Process Team, which identifies education, training, and experience requirements and assists in BCEFM training development. Ms. Forman also served as the Deputy Project Manager for PM Night Vision/Reconnaissance Surveillance and Target Acquisition.



Mr. Randy Fowler, Dir., Center
for Logistics and Sustainment

Mr. Fowler has 24 years of experience in weapon systems program management, acquisition logistics, logistics reengineering, and supply management policy. As a Senior Program Analyst, Office of the Deputy Under Secretary of Defense (Logistics and Materiel Readiness), he was responsible for implementation of logistics reform and acquisition-logistics integration strategies for military departments and Defense agencies.



Mr. Wayne Glass
Dir., Strategic Partnerships

Mr. Glass brings over 30 years of experience in defense weapons system acquisition, including program management; test and evaluation; congressional issue analysis and response; systems engineering; risk assessment and environmental analysis; and integrated logistics support, simulation, and instructional systems development. Mr. Glass has extensive experience in multi- and Joint-Service program management as a member of both the DoD and defense industry acquisition workforce.



Dr. Christopher Hardy
Strategic Planning Office

Dr. Hardy comes to DAU from private industry, where he was a Vice President with INNOLOG, Inc., a global supply-chain logistics company. As a corporate officer responsible for strategic planning, he helped lead INNOLOG by setting corporate priorities to target emerging technologies and business opportunities with a goal to expand market share and develop new product lines.

Expanding and Renewing the DAU Workforce Team



Mr. Hans Jerrell, Deputy
Director, Center for e-Learning

Mr. Jerrell brings to DAU acquisition experience at the installation, depot, major command, and Headquarters levels. At Headquarters, he led the Defense Acquisition Regulation Council's Services Committee in developing and implementing performance-based services. He introduced Knowledge Management into the Air Force contracting community's lexicon. He is a former DSMC Military Research Fellow and a graduate of the Air Force Material Command Logistics Rotational Training Program.



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

Mr. McCullough comes to DAU with corporate experience as President and Chief Operating Officer for E-OIR Measurements, Inc., and as Corporate Vice President of Nichols Research Corporation, where he directed the Joint Test and Evaluation Program and led the Business Unit of Defense Systems Integration. He is a retired Army Colonel with a breadth of experience in weapon systems.



Mrs. Linda Neilson
Director, Center for Contracting

Mrs. Neilson has over 20 years of contracting experience supporting the Army, Navy, Air Force, Defense Logistics Agency, and the Secretary of Defense in areas including major weapons systems, research and development, services, and contract administration. While on the Defense Procurement staff, she developed federal procurement policy and legislation. As Deputy Director, Defense Acquisition Regulations Council, Mrs. Neilson managed the development and publication of contracting regulations.



LTC Richard Shipe, USA
Professor, Systems Engineering

LTC Shipe most recently served in the Office of the Deputy Secretary of the Army for Research and Technology. He has applied his acquisition experience in Army, Navy, and Marine Corps transportation programs as a theme manager and professor in the new PMT 401 Program Manager's Course. LTC Shipe is a graduate of the Air Command and Staff College and holds a Doctorate in Economics from the University of Virginia.



Ms. Barbara Smith
Dean, DAU Mid-Atlantic Region

Ms. Smith brings a wealth of experience to DAU from her past positions with Sikorsky Aircraft Company and with the Naval Air Systems Command (NAVAIR). At Sikorsky, she was instrumental in developing the Light Airborne Multipurpose System (LAMPS) Mark III Life Cycle Cost program; and at NAVAIR, she served as the Deputy Program Manager for the V-22 Osprey Program.

2001 USDLA Award



On April 19, 2001, the Defense Acquisition University became the proud recipient of ELLI — the e-Learning Industry Award. Sponsored by the U.S. Distance Learning Association (USDLA), the ELLI is the “Oscar” of electronic (distance) learning, or e-Learning, and honors outstanding achievements in distance learning.

The USDLA Awards Program was created to acknowledge major accomplishments in distance learning and to highlight those instructors, programs, and distance learning professionals who have achieved excellence in the field.

DAU took its first steps into the uncharted territory of distance learning beginning in June 1997 with a trial run of video TeleTeaching (VTT) at its Fort Belvoir, VA, campus. By October 2000, the University had launched the DAU Virtual Campus, with eight Web-enabled courses, and continues to add new courses and enhancements to provide the learner with the very best training experience.



Board of Visitors' Endorsement

J. Ronald Fox

Tiampo Professor of Business Administration, Emeritus
Harvard Business School, Cumnock Hall 300
Boston, Massachusetts 02163

Tel: (315) 655-4694; Fax: (315) 655-4673, E-mail: rfox@hbs.harvard.edu

April 26, 2002

Honorable Michael W. Wynne
Principal Deputy Under Secretary of Defense
for Acquisition, Technology and Logistics
Pentagon 3E1006
Washington, D.C. 20301-3000

Subject: Defense Acquisition University, Board of Visitors' Report

Dear Mr. Wynne,

It is my honor to serve as chair of the Defense Acquisition University Board of Visitors (BOV). As required by the OSD charter for the BOV, I am submitting an assessment and recommendations by the Board of Visitors for the current quarter. Because this is the first assessment prepared for you, I will include at the end of this report the names of members of the BOV. [See list of members on Page 11 of this Report.]

The BOV meets quarterly, first in open session in the morning, then in executive session in the afternoon. Our discussions with DAU personnel are candid, covering the range of activities within their purview. The Board is pleased with the performance of DAU and its current leadership under DAU president Frank Anderson.

Unless you advise us differently, our quarterly reports will not attempt to cover the entire range of DAU activities but will strive to update you on the subset of matters currently being considered and discussed by the BOV.

Distance Learning This report would be deficient if it did not begin with an assessment statement that DAU has made significant strides in developing and implementing distance learning courses. Indeed, DAU appears to hold a leadership position in distance learning. Where the technology of distance learning fails to provide the learning environment and mechanisms required for the desired training, DAU has been resourceful in creating hybrid courses that entail some distance learning and some in-residence learning. The reports we receive on these courses are positive. **We recommend that DAU continue to explore and develop distance learning techniques that provide high quality training, exploit interactive learning possibilities, and reduce the cost of training the acquisition workforce.**

Program Manager's Course We are pleased to report on a new DAU senior management course (formerly called the Advanced Program Management Course—APMC,

Board of Visitors' Endorsement

now called the Program Manager's Course—PMT 401). The course includes more than 50 new case studies, most of which are at or near completion, reflecting the common-place challenges and problems encountered in managing defense acquisition programs. The new course has been under development at DAU for nearly two years, is composed largely of field case studies created specifically for the course, and is ten weeks in length. In developing this course, DAU faculty surveyed and interviewed tens of DoD program offices and systems commands, identifying specific case examples of common-place challenges and problems. The course has been patterned along the lines of leading executive training programs and is now in its initial pilot test with 24 students. **We recommend that DAU gain as much insight from the current pilot test as possible, highlighting specific course material to be improved, and then moving aggressively to implement the improvements prior to the second pilot test scheduled for the end of this calendar year. If DAU accomplishes the objective it has set for this practical course (which we believe it will) it will have produced a practical, senior level course for which DoD can be proud.**

It appears that your direct assistance will be needed with the Army, Navy, Air Force and Marine Corps to insure that officers and civilians sent to this course meet the course prerequisites—a goal that has only partially been achieved for the current pilot test. If students in the course do not have prior experience in program offices and cannot contribute productively to the classroom discussions, they will substantially curtail the value of the course for themselves and for their student colleagues.

Contracting Course DAU is restructuring its senior contracting course to adopt a case-approach similar to that described above. This course will benefit from the case developmental and case teaching experiences developed for the new program manager's course. As such it will bring contracting officers in touch with the challenges they will encounter in the field and the views of those from other functions with whom they will work. We applaud this course development effort and recommend that DAU proceed expeditiously.

Performance Support DAU is expanding its efforts to provide performance support to DoD acquisition field units. The BOV believes that performing this support may be a useful mechanism for building and maintaining faculty capabilities, as long as it does not distract the most capable faculty from developing and maintaining course materials describing current challenges and lessons learned. **The BOV has recommended that DAU establish effective safeguards to insure that demands on high-quality faculty (a limited resource) to perform field support does not side track these faculty away from teaching assignments and course development, relegating those assignments to new or inexperienced faculty. The BOV sees teaching and course development as the central part of the DAU mission.**

Lessons Learned DAU is in the planning stage of designing and developing an acquisition lessons-learned system. The BOV has endorsed DAU efforts to pursue this project because it believes such a system could be useful to DAU training programs, to developing the DAU faculty, and to assisting DoD acquisition managers in the field. Al-

Board of Visitors' Endorsement

though various organizations within DoD have previously attempted to develop lessons-learned systems, their efforts appear not to have endured either because of deficiencies in the system design or because of funding limitations in declining defense budgets. **The BOV recommends your encouragement and support of efforts to establish a useful acquisition lessons-learned system.**

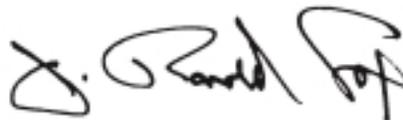
DAU Field Offices In the interest of improving managerial accountability and responsiveness to acquisition systems commands, DAU has established five regional offices located at selected Army/Navy/Air Force/acquisition bases. By doing so, DAU expects to reduce student travel time and connect selected members of the faculty with field locations. DAU representatives at these locations will seek to improve access to acquisition programs, thereby providing additional sources of classroom materials and lessons learned. **We commend these actions and recommend that DAU maintain records to ensure that field offices achieve their objectives.**

DAU Research Activities The DAU President has directed a review of the results produced by research funds consumed in house, contracted, or granted by DAU during the past five years. As a result of that review, the DAU President is establishing a clear policy to insure that research projects are selected and directed toward applied research that produces specific near-term products needed by DAU courses and/or by the DoD acquisition workforce. **The BOV applauds this policy and recommends your endorsement and support.**

Financial Management The BOV finds that DAU has taken impressive actions during the past two years to improve its financial management. The foundation has been laid for a cost accounting system; however additional work is required in this area. Useful initiatives are currently in place, but continued emphasis is required to assure a more structured cost management system with appropriately delegated responsibilities. **We recommend your encouragement and support of these efforts.**

The BOV welcomes any comments and suggestions that you may have.

Sincerely,



BOV Chair

Attachment

Cc: Donna Richbourg
Frank Anderson

Federal Times Article

“... one of the more exciting things [DAU] is doing is putting emphasis on case studies, very much like Harvard Business School. ... the end result will be smarter buyers.”

— “DoD School Teaches Changes in Acquisition Field,” quote by William Tuttle, CEO of the Logistics Management Institute in McLean, Virginia, Vol. 38, No. 16, *Federal Times*, December 24, 2001. (Used with permission of *Federal Times*.)



Photo by Jill DiPasquale/*Federal Times*

William Tuttle Jr., GEN, USA (Retired), “Acquisition Reformer Says Training is Key,” *Federal Times*, Vol. 38, No. 16, May 20, 2002. (Used with permission of *Federal Times*.)

The December 24, 2001, edition of *Federal Times* featured an article entitled, “DoD School Teaches Changes in Acquisition Field.” In summary, the article described how the Department of Defense is overhauling training programs for practitioners of its acquisition workforce in an effort to better prepare them to apply modern business practices in their work.

William Tuttle, CEO of the Logistics Management Institute in McLean, Virginia, feels that, “one of the more exciting things [DAU] is doing is putting emphasis on case studies, very much like Harvard Business School. Students will learn to exercise good judgment by exercising good judgment. Over time they will better understand industry and business, and the end result will be smarter buyers.”

David Litman, Senior Procurement Executive of the Transportation Department and a member of the interagency Procurement Executive Council, told *Federal Times* that, “encouraging contract officers to make the transition from enforcers of federal rules and regulations to business advisers and managers is the only way to take advantage of the new tools that procurement reforms have made available.” He adds that “DAU is now the best of what we in acquisition have to offer.”

DAU is now the best of what we in acquisition have to offer.

— “DoD School Teaches Changes in Acquisition Field,” quote by David Litman, Senior Procurement Executive of the Transportation Department, *Federal Times*, December 24, 2001. (Used with permission of *Federal Times*.)

Leadership Perspectives

“I was impressed with the briefing I just heard from Frank Anderson [DAU President]. I think that DAU/DSMC can contribute to these goals. Together, DAU and DSMC are the cornerstone of our training and education of the AT&L workforce. ...



But I also know that you're not resting on your past; you're making great strides in the modernization of the acquisition process to meet the needs of the future. And I'm very impressed with these initiatives. I particularly was impressed with the strategy-driven customer focus; training concept; expansion of e-Learning, which is consistent with the direction of e-Business; case-based training; and, of course, the strategic alliances that you've cultivated across all the universities, industry, and elsewhere.”

Mr. E.C. “Pete” Aldridge, Jr.
Under Secretary of Defense (AT&L)
5 June 2001

“Fundamentally, DAU is on sound ground and winning awards for its curricula and outreach programs. DSMC is also sound, and the case studies have raised the level of interest within the system.”



Mr. Michael W. Wynne
Principal Deputy USD (AT&L)
1 August 2001

Defense Acquisition University
9820 Belvoir Road
Fort Belvoir, Virginia 22060-5565

