Under Secretary of Defense for Acquisition and Technology

FINAL DRAFT

ASSIGNMENT-SPECIFIC TRAINING

Program and Policies

FINAL DRAFT

Defense Acquisition University

FOREWORD

This brochure documents the process for establishing new *assignment-specific* acquisition training courses. *Assignment-specific training* is one of three broad areas of education and training provided for the acquisition workforce. The other two areas are *certification education and training* and *continuing education.* The policy that governs assignment-specific training is in DoD 5000.52M.

Certification education and training: The Defense Acquisition Workforce Improvement Act (DAWIA) requires the Department of Defense (DoD) to take certain actions to promote the professionalism of its acquisition workforce. One of those actions was the establishment of a Certification Program through which a DoD Component determines that an employee meets certain professional standards. The Defense Acquisition University provides *certification education and training* to meet these standards.

Continuing acquisition education and training: *Continuing acquisition education and training* opportunities for acquisition workforce members enable them to maintain currency in their acquisition career fields or academic disciplines and enhance their professional development and growth. *Continuing education* includes a wide variety of activities such as academic coursework, various training programs and participation in acquisition-related seminars and conferences. The Department of Defense policy for the implementation of *continuing acquisition education and training* is pending.

Assignment-specific training: *Assignment-specific training* is training which is not normally required for general progression within a career field, but is needed for an individual to perform specific duties in a specific assignment or job. This training is approved by the Under Secretary of Defense for Acquisition and Technology and is provided by the Defense Acquisition University.

This brochure explains the process for establishing *assignment-specific training.*

Assignment-Specific Defense Acquisition University (DAU) Training

Assignment-specific courses are identified by the Under Secretary of Defense for Acquisition and Technology as integral to the education and training of acquisition workforce personnel. An assignment-specific course must be completed successfully in order for an employee to perform a specific set of duties or a specific assignment in a job, or the job itself. The requirement for this training can span several functional areas and is mandatory for selected individuals. DAU provides funds for course delivery and student travel in the same manner as its other courses.

Component heads are responsible for assigning military members and civilian employees to attend DAU assignment-specific courses. Assignment-specific training is intended to be completed before one begins the set of duties or job assignment. The SAE with assistance of the DACM shall prioritize attendance of acquisition workforce members at DAU courses to meet mission needs, to ensure that persons are qualified to perform the duties to which they are assigned, and to provide career development opportunities to the acquisition workforce.

The DAU maintains complete student records for its courses, but tracking student requirements and recording completion of these courses in employee personnel records are a Component responsibility.

Assignment-specific course descriptions are provided in the appendices of the DAU catalog. Instructions for registering for classes are provided in Chapter 2. Class schedules are maintained in ATRRS and should be available through local training offices. Registration will be accomplished through the Army Training Requirements and Resources System (ATRRS). Up-to-date class schedules are also made available for downloading from the DAU computer bulletin board or for viewing on the DAU World Wide Web homepage **http://www.acq.osd.mil/dau/**.

LIST of DAU Courses Available for Assignment-Specific Training

Refer to DAU Catalog for Up-To-Date Listings

ACQUISITION LOGISTICS

LOG 221 Logistics Engineering

BUSINESS, COST ESTIMATING AND FINANCIAL MANAGEMENT

BFM 101 Fundamentals of Earned Value Management

BFM 201 Intermediate Earned Value Management

BFM 209 Selected Acquisition Report

BFM 211 Acquisition Business Management

CONTRACTING

ACQ 201 Intermediate Systems Acquisition

CON 232 Overhead Management of Defense Contracts

CON 233 Cost Estimating Standards Workshop

CON 234 Contingency Contracting

CON 235 Advanced Contract Pricing

CON 236 Contractual Aspects of Value Engineering

CON 237 Simplified Acquisition Procedures

CON 241 Information Technology Contracting

GRT 201 Grants Management

MANUFACTURING, PRODUCTION, AND QUALITY ASSURANCE

PQM 103 Defense Specification Management

PQM 104 Specification Selection and Application

PQM 202 Commercial and Nondevelopmental Item Acquisition

PQM 203 Market Research and Commercial Item Descriptions

PQM 211 Variability Reduction Techniques

PROGRAM MANAGEMENT

PMT 202 Multinational Program Management Course

PMT 203 International Security & Technology Transfer/Control

PMT 303 Executive Program Manager's Course

PMT 304 Advanced International Management Workshop

PMT 305 Program Manager's Skills Course

SOFTWARE ACQUISITION MANAGEMENT

SAM 101 Basic Software Acquisition Management

SAM 201 Intermediate Software Acquisition Management

SAM 301 Advanced Software Acquisition Management

SPRDE

SYS 211 Integrated Product and Process Development

Establishing Assignment-Specific DAU Training

PURPOSE: An assignment-specific course must be completed successfully in order for an employee to perform a specific set of duties or a specific assignment in a job, or the job itself. Those duties or that assignment are not necessarily keyed to a single job series or to a single career field. Example: Grants Management; Software Acquisition Management; Contingency Contracting. The training and education these courses address cover many duties and work assignments across many career fields.

HOW: When a proponent* determines that certain training is mandatory for an acquisition workforce member to perform a specific set of duties or a specific work assignment and that training is not available within DoD, the proponent should propose a new assignment-specific course using the procedures outlined on the following pages.

* Proponent:

- Any DoD organization
- Service Acquisition Executives
- Director of Acquisition Career Management
- Functional Boards
- DAU and Consortium members
- Private industry
- Any other interested parties

RESPONSIBILITIES: Upon approval by the Director of Acquisition Education, Training, and Career Development (AET&CD), DAU initiates development of the new assignment-specific course. The Director, AET&CD publishes an "approved acquisition education" letter annually that establishes the curriculum for the next fiscal year DAU catalog. This letter includes assignment-specific training. With the publication of this letter, new assignment-specific courses becomes mandatory. DAU publishes the assignment-specific courses identified in the letter in the next catalog. Component heads identify and schedule the appropriate military and members for the mandatory assignment-specific training.

DOCUMENTATION: Assignment-specific courses and the specific set of duties or specific work assignments are described in the DAU catalog, internet address: **http://www.acq.osd.mil/dau/.**

Key Steps in Creating Assignment-Specific DAU Training

Step 1: Request

Proponent: The need for an assignment-specific course normally results from legislation, executive orders, DoD directives, OMB Circulars, IG investigations, new technology, new management approaches and special studies or reports. A proponent* determines that certain training is mandatory for an acquisition workforce member to perform a specific set of duties or a specific work assignment. The proponent, who detects a need, submits a request to the Director, AET&CD for the new course using the template on page 16. An example of a request memorandum is on page 17 and an example of optional supporting documentation is on page 18.

* Typical Proponent:
- Any DoD organization
- Service Acquisition Executives
- Director of Acquisition Career Management
- Functional Boards
- DAU Consortium Members
- Private industry
- Any other interested parties

The request should include:

- a proposed name for the course being requested,
- course description,
- the specific set of duties or specific work assignments that require this training must be clearly and unambiguously defined,
- a clear description of the targeted audience so that those who require the assignment-specific training can be easily identified, and
- rationale for the new course.

Step 2: Initiation of Approval Process

Director of Acquisition Education, Training and Career Development: The Director, AET&CD reviews the proponent's request to determine if the information is complete, if the requested training applies to activities within the acquisition domain, and if the course would provide knowledge and skill necessary to perform a specific set of duties or a specific assignment. The Director shall confirm that no existing course could meet the requester's needs and then he/she forwards the request to two offices for review and comment:

a. Applicable functional board(s)

b. DACMs

Step 3: Review and Comment

Functional Boards and Directors of Acquisition Career Management: The Functional Boards and the Directors of Acquisition Career Management (DACM) review the proposal and provide comments to the Director, AET&CD.

Functional Board(s):
1. Review the proposal and comment on the value of the training to the acquisition process and the necessity of the training to meet particular functional requirements.
2. Determine which specific Functional Board has responsibility for the oversight of the training if more than one Functional Board is involved.
3. Determine if the subject matter is appropriately within the acquisition body of knowledge.
4. Identify the competencies required and determine their relevancy and necessity for the specific set of duties or specific work assignments.
5. Review and comment on the description of the set of duties, activities or job assignments that require the proposed assignment-specific training; if necessary, suggest a revision to the description of the target audience.
6. Recommends approval or disapproval.

Directors of Acquisition Career Management:
1. Comment on the relative value of the proposed assignment-specific training to the Component's acquisition process.
2. Determine if the description of the specific set of duties or specific assignment in a job, or the job itself is sufficient to identify those who require training.
3. Identify those requiring the training in their respective service or agency.

Step 4: Decision to Continue Course Development

Director of Acquisition Education, Training and Career Development: After the responsible Function Board has recommended approval and after receiving the comments and recommendations of the DACMs and Functional Boards, the Director of Acquisition Education, Training and Career Development reviews their comments and decides whether to continue with course development.

Continue with course development: If the new training course is approved, the Director, AET&CD requests DAU to continue with course development and perform a preliminary analysis.

Disapproval: If the new training course is disapproved at this point, the Director, AET&CD notifies the proponent with the rationale, such as: already have a course, insufficient funding, inadequate descriptions of target audience, not part of the acquisition body of knowledge, etc.

Step 5: Preliminary Analyses

Functional Board(s):
Work with DAU to provide competency or competencies (performance outcomes) for the assignment-specific training course.

Defense Acquisition University:
1. After obtaining statement of competencies from the functional boards, conducts preliminary analysis to estimate the resources available to provide the proposed training and describes the consequences in terms of resources and course structure if the training is approved.
2. Develops or identifies possible alternative methods of conducting the training to include,
    (1) an identification of the optimal method of course delivery,
    (2) the number of offerings required, and
    (3) the number of students for each offering.
3. Provides comments and recommendation to the Director, AET&CD.

Step 6: Approval of Training Course

Director of Acquisition Education, Training and Career Development: Reviews preliminary analysis and comments from DAU; synthesizes the different perspectives; conducts additional meetings and discussions (as required); and makes a judgment on behalf of the Under Secretary of Defense (Acquisition and Technology) regarding priorities, value, resources, merit and other criteria.

Step 7: Development of Training Course

Defense Acquisition University: The Defense Acquisition University acts as an integrator and coordinator for the DACMs, Functional Boards, and Director, AET&CD as it proceeds with the development of the assignment-specific acquisition course.

Step 8: Final Coordination of Curriculum

Director, AET&CD: The Director of AET&CD obtains coordination on the annual policy letter that describes all assignment-specific training standards and certification and education and training program standards and checklists.

Functional Boards: Comment and coordinate on annual policy letter. Make recommendations on the disestablishment of mandatory courses.

Defense Acquisition University: Comment and coordinate on annual policy letter.

DACMs: Comment and coordinate on annual policy letter.

Step 9: Policy Letter

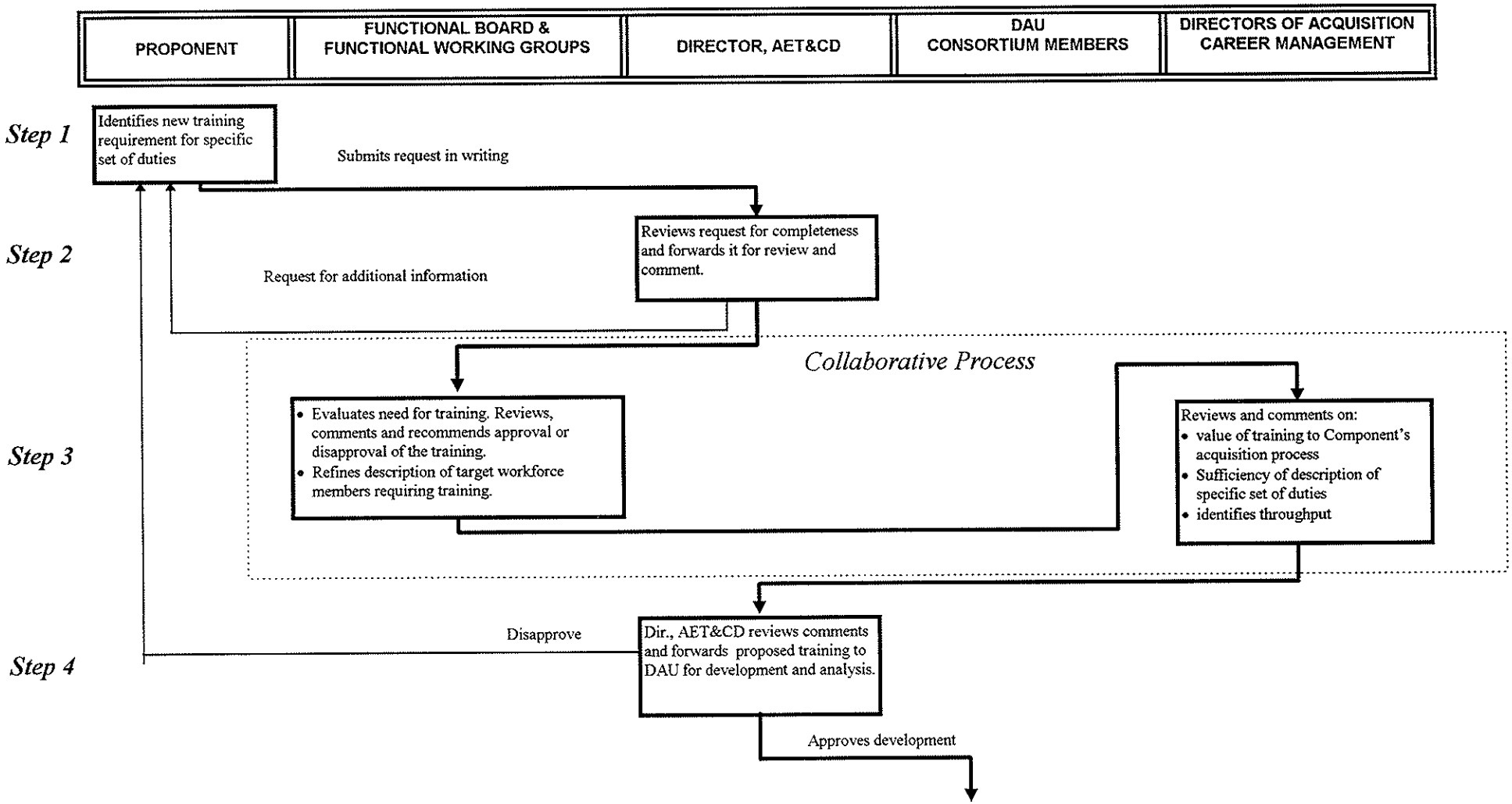
Director of AET&CD: The Director, AET&CD signs the policy letter that has been coordinated previously with the Components and Functional Boards. This letter officially establishes the approved acquisition education and training curriculum and the experience, education, and training standards. The letter is sent to the DAU, Functional Boards and DACMs. With publication of this letter the new assignment-specific training becomes mandatory for the next fiscal year.

Defense Acquisition University: Upon receipt of the policy letter from the Director, AET&CD, DAU publishes the catalog for the next fiscal year.

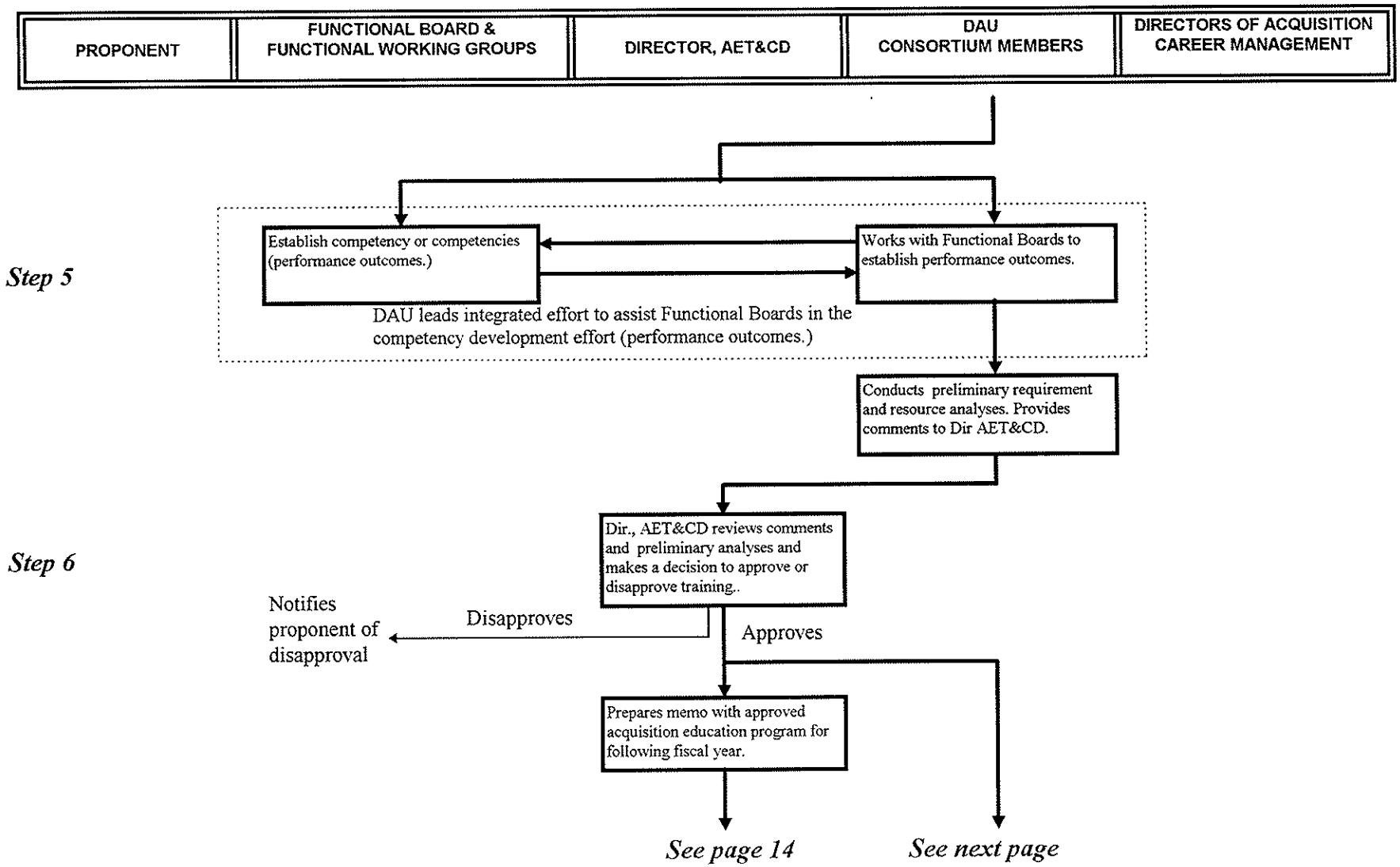
Directors of Acquisition Career Management: New assignment-specific training becomes mandatory for Components. DACMs assign military members and civilian employees to attend DAU Courses. They prioritize the attendance of acquisition workforce members at DAU courses to meet mission needs, to ensure that persons are qualified to perform the duties to which they are assigned, and to provide career development opportunities to the acquisition workforce.

Functional Board: The Board with primary oversight, as assigned by the Director, AET&CD. for the new assignment-specific training will certify annually to the USD(A&T) that the curriculum content and quality of the assignment-specific training course is current and complete. Since the assignment-specific training requirement can span several functional areas, the Board with primary oversight will coordinate its activities with any other Board whose respective functional area career management program includes workforce members who require this mandatory assignment-specific training.

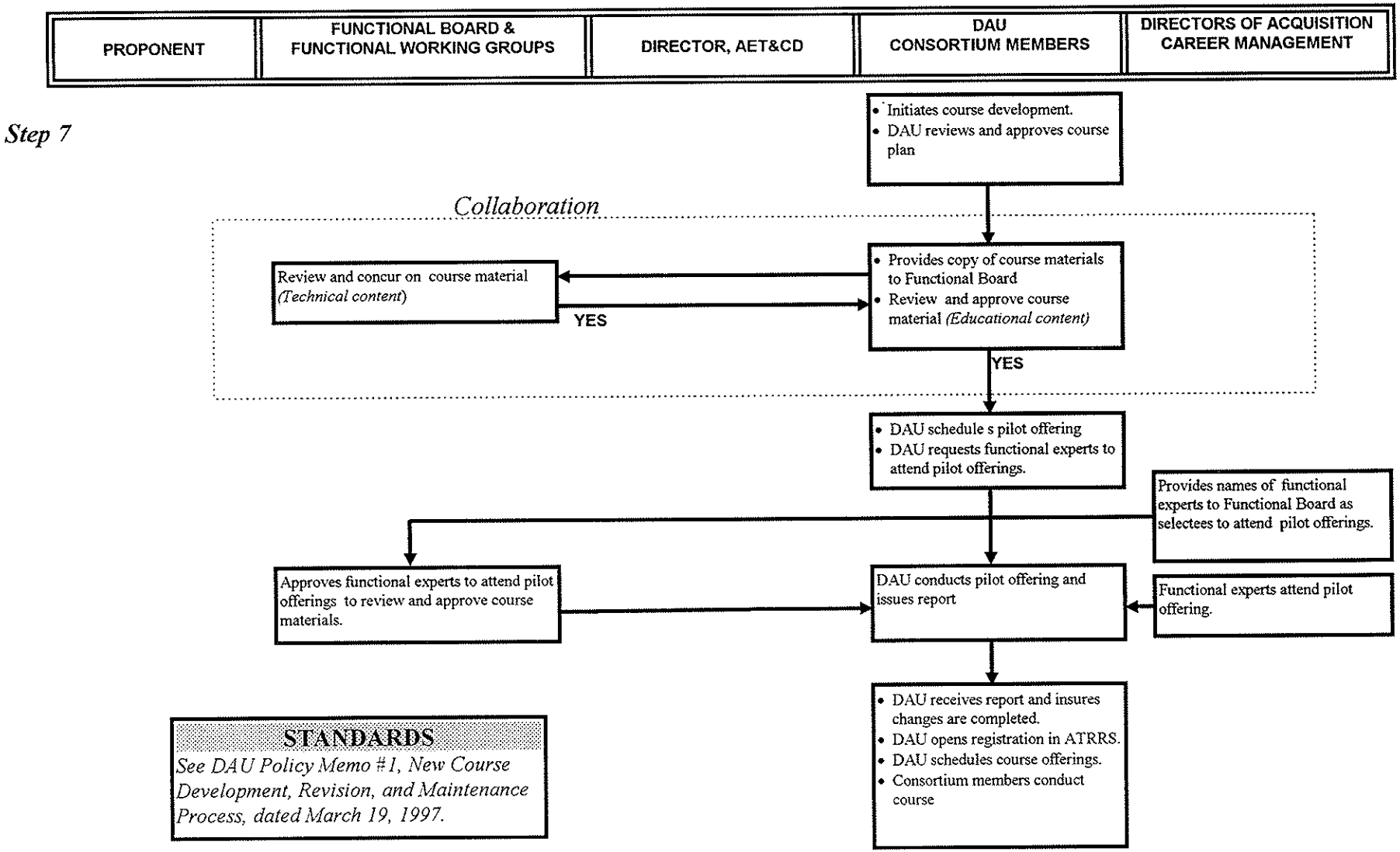
PROCESS FOR CREATING NEW ASSIGNMENT-SPECIFIC TRAINING



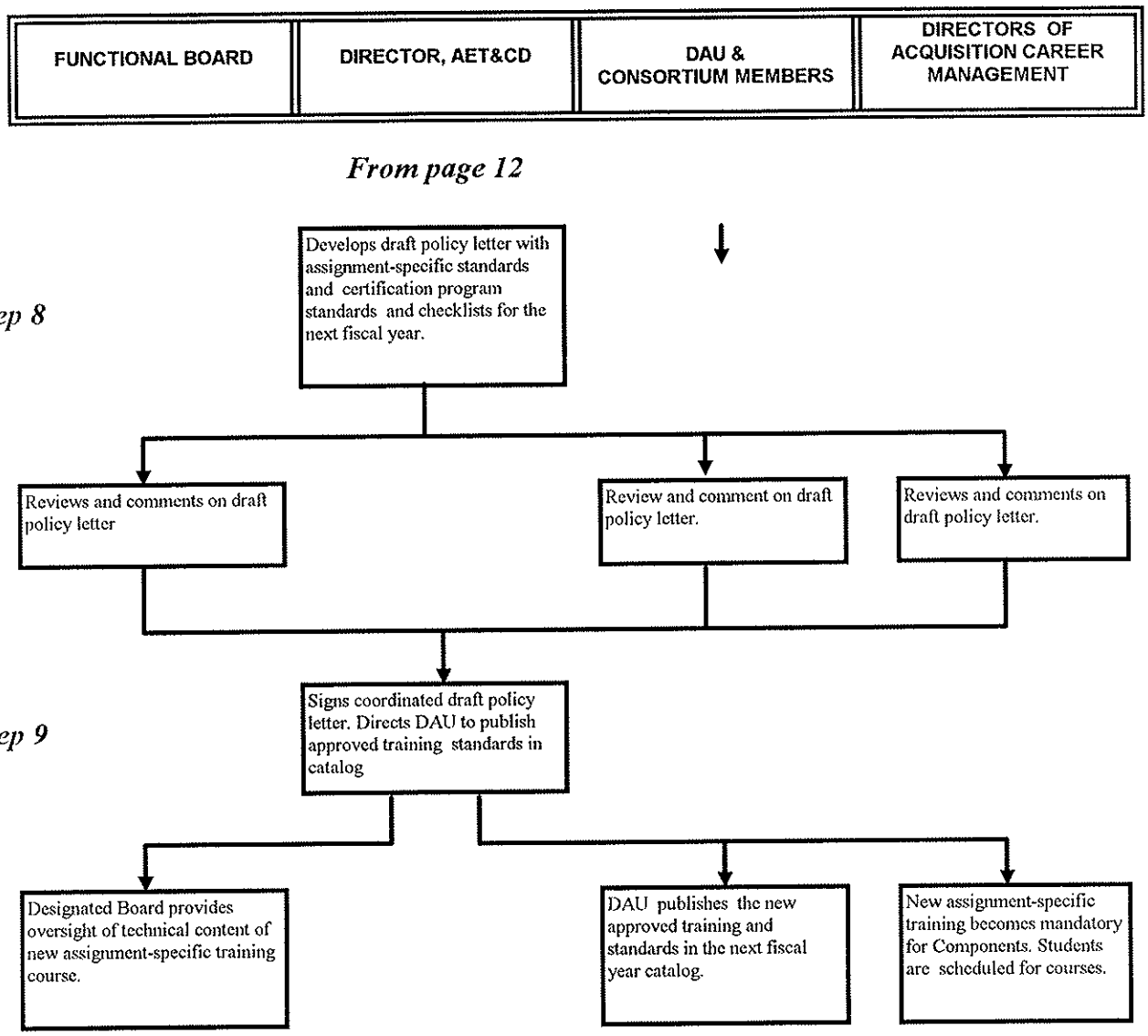
PROCESS FOR CREATING NEW ASSIGNMENT-SPECIFIC TRAINING



PROCESS FOR CREATING NEW ASSIGNMENT-SPECIFIC TRAINING



PROCESS FOR ANNUAL COORDINATION AND APPROVAL OF ASSIGNMENT-SPECIFIC AND CERTIFICATION PROGRAM STANDARDS



With the publication of this policy letter the new assignment-specific training becomes mandatory for the specified workforce members.

LETTER TEMPLATE

(Date)

MEMORANDUM FOR DIRECTOR OF ACQUISITION EDUCATION, TRAINING AND CAREER DEVELOPMENT

SUBJECT: Request for the Establishment of an Assignment-Specific Training Course

1. Introduction: The _____ *(proponent)* requests approval of _____ *(name of proposed course)* assignment-specific training course.

2. Course description and background: *(Paragraph two describes the new course and student performance objectives.)*

3. Rationale for new course: *(Paragraph three provides the rationale for the new course. Along with the justification, it includes references to supporting documentation that are attached.)*

4. Target student audience: *(Paragraph four provides a description of the target audience. It is essential that adequate detail is provided so that those who require the assignment-specific training can be easily identified. The specific set of duties or specific work assignments that require this training must be clearly and unambiguously defined. These duties and work assignments can cross many career fields, therefore the description must focus on the set of duties or work assignments, not just the career field generic description.)*

5. Closing comments: *(Paragraph five provides point of contact's name and phone number. Optional: additional comments that the proponent feels may be useful to the Functional Boards, directors of acquisition career management or the Defense Acquisition University in their review of the request.)*

(Requester's signature)

Atch

(Typed signature block of requester)

EXAMPLE OF LETTER

MEMORANDUM FOR DIRECTOR OF ACQUISITION EDUCATION, TRAINING AND CAREER DEVELOPMENT

SUBJECT: Request for Establishment of an Assignment-Specific Training Course

The Systems Planning, Research, Development and Engineering (SPRDE) Board requests approval of an acquisition workforce assignment-specific training course titled Open Systems Engineering.

To effectively address this training and education requirement the course must as a minimum provide the student with a working knowledge of open systems engineering goals; the principles and premises upon which open systems engineering is founded; an understanding of the technical architecture of a system, and associated existing and emerging open standard interface technologies; the engineering of open standard profiles and their use in system development; open standards conformance engineering issues; and the impacts of commercial technologies and open systems on the design, development, deployment and supportability of a system both technically and programmatically.

The SPRDE Board has determined that an understanding and knowledge of open systems engineering is required for certain acquisition workforce members to perform their specific set of duties and to qualify for work assignments using open systems. In addition, assignment-specific training in open systems engineering will provide ongoing professional development and continuing education which the functional boards have determined as necessary to maintain currency in these acquisition career fields.

The target audience includes those members who meet the following criteria:

a. work in one of the following career fields:

1. Systems Planning, Research, Development, and Engineering
2. Acquisition Logistics
3. Test and Evaluation Engineering
4. Manufacturing and Production
5. Quality Assurance

b. spend at least 50 percent of their time working with a major defense acquisition program office as part of a technical team; and

c. are required to participate in integrated product teams with a focus on requirements definition and integrated product design, production and support process definition.

This course is expected to be developed in FY 97 piloted 3Q or 4Q FY 97 and should be an assignment-specific course for personnel identified above beginning 4Q FY 97 or 1Q FY 98.

The Functional Boards will work with the Defense Acquisition University (DAU) and the Directors of Acquisition Career Management (DACM) in evaluating, approving and implementing this new requirement. The Boards will also provide functional support for initial offering and follow-on evaluation. I request that DAU examine a number of alternative course delivery methodologies including computer based training and formal classroom instruction.

Mr. _____ _____ is the OUSD(A&T)XXXX/XXX POC at commercial (703) XXX-XXXX.

EXAMPLE OF OPTIONAL SUPPORTING DOCUMENTATION

Earned Value Management Workshop
for
Program Managers and Associated Integrated Product Team Members

Requirement: Provide integrated baseline review (IBR) training and demonstrate the use of contractor performance information in an integrated contractor and government product team environment. Utilizing a systems approach, workshop to integrate contract performance management with earned value tools to assess performance status.

Envisioned course content outline and approach:

-Provide refresher on key concepts/acquisition reform initiatives/needs survey
-Review integrated earned value plan and baseline IBR preparation
-Simulate IBR
-Train on use of earned value information to assess status
-Simulate program status review
-Respond to needs survey response with tailored presentation

Note: Course is tailored for all or partial offering at attendees request.

Target Audience: The course is required for all team members from Program Management Offices (PMO) or PMO's IPTs who participate directly in the use of contractor performance management information.

Management Approach: Course to be used as standard for assignment-specific earned value/IPT training with technical oversight by Acquisition Management Functional Board supported by inputs from PM and BCEFM Board working groups.

Potential Attendees: Demand for course difficult to ascertain. Course design is for target audience on an as needed/just in time with length and subject matter tailored to need.

Proposed Offering Schedules: On demand as a tailored length course; i.e., 1 to 3 days. Limited availability. To be listed in DAU catalog. Initially estimated at least 8 offerings for FY-95.

Offeror: DAU will select (in a coordinated effort with AMFB/BCEFM Boards)

Status: a. Course currently in place as derivative of existing earned value courses.

b. DoD Executive Steering Group, Integrated Program Management Initiative endorsed course for presentation 4/15/96.
c. Acquisition Management Functional Board approved course as assignment-specific course 17 July 1996.

Action Required: Formally approve course initiation for 1997 deliveries and 1998 DAU catalog inclusion.

Policy on Assignment-Specific Courses—DoD 5000.52M

CHAPTER 1
INTRODUCTION

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B. RESPONSIBILITIES

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2. The Director of Acquisition Education, Training , and Career Development (AET&CD) in administering the DoD Acquisition Career Development Program shall:

Dir., (AET&CD) in conjunction with others designates standards as *mandatory* or *desired.*

a. Establish and publish experience, education, and training standards for each acquisition career field in conjunction with the DoD Components, the DACMs and with the advice of the DoD career management functional boards. Standards shall be designated as "mandatory" or "desired".

...

Dir., (AET&CD) identifies, establishes and publishes assignment-specific courses in the DAU catalog. Assignment-specific courses are mandatory.

c. Identify, establish, and publish assignment-specific and continuing education courses. Assignment-specific courses are mandatory to perform a specific set of duties or a specific work assignment and can cross many career paths. To provide ongoing professional development and continuing education, courses shall be established in coordination with the DACMs and the DoD functional boards to maintain currency in the acquisition career fields.

...

DACMs assist the CAEs by identifying those who must receive assignment-specific training.

3. The DACMs shall assist the CAE in implementing the Acquisition Career Development Program. The DACM shall be the single point of contact, within that Component, for interfacing with the Director, AET&CD, the USD(A&T), and the President of the DAU. The DACM is responsible for administering the policies contained in this Manual (DoD 5000.52-M).

...

CHAPTER 2
CAREER DEVELOPMENT

...

F. USING THE OUSD(A&T) DAU CATALOG (REFERENCE (O))

1. Reference (o) and this Manual must be used together to identify all courses that shall satisfy mandatory training standards. This Manual is policy oriented, providing consistent application of standards to all acquisition career paths. Reference (o) lists all of the specific courses available to meet the training standards specified in this Manual and all of the assignment-specific courses required to perform specific assignments.

The DAU Catalog will list all assignment-specific courses.

...

G. TRAINING MANAGEMENT

1. Assigning Personnel to Training

a. Component Heads are responsible for assigning military members and civilian employees to attend DAU courses. The SAEs and the DACM for Component outside the Military Departments shall prioritize attendance of acquisition workforce members at DAU courses to meet mission needs, to ensure that persons are qualified to perform the duties to which they are assigned, and to provide career development opportunities to the acquisition workforce.

...

SAEs with assistance of the DACM shall identify, prioritize and assign those who should attend DAU assignment-specific courses.

c. Component Heads may authorize attendance at DAU courses by military members and civilian employees, under the auspices of the Acquisition Career Development Program for any of the following purposes:

...

(2) Qualifying incumbents (including selectees) of acquisition positions for which the course has been designated as mandatory under the authority of this Manual. Included are courses identified as mandatory for career certification required for the positions and assignment-specific courses identified as mandatory for performing the duties of particular positions.

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RELEVANT EXCERPTS FROM DOD 5000.52M

A proponent identifying a requirement for assignment-specific training will submit a request in writing to the Director, AET&CD. The training must be recommended for approval by a DoD functional board or comparable organization.

2. Course Approval and Recommendations

a. Every DAU certification and assignment-specific course shall have a proponent and be recommended for approval to the USD(A&T) by a DoD functional board or comparable organization.

...

DAU publishes the assignment-specific course in the DAU Catalog.

N. ASSIGNMENT-SPECIFIC COURSES

Assignment-specific courses are listed in the OUSD(A&T) DAU catalog (reference (o)).

GLOSSARY

ACAT	Acquisition Category
ACMB	Acquisition Career Management Board
AET&CD	Acquisition Education, Training and Career Development
AMFB	Acquisition Management Functional Board
APMC	Advanced Program Management Course
ATRRS	Army Training Requirements and Resources System
BCEFM	Business Cost Estimating and Financial Management
CAE	Component Acquisition Executive
DACM	Director of Acquisition Career Management
DAU	Defense Acquisition University
DCMC	Defense Contracting Management Command
DoD	Department of Defense
IG	Inspector General
IBR	Integrated Baseline Review
OUSD(A&T)	Office of the Under Secretary of Defense (Acquisition and Technology)
OSD	Office of the Secretary of Defense
IPT	Integrated Product Team
MDAP	Major Defense Acquisition Program
PEO	Program Executive Officer
PI	Program Integrator

PM	Program Manager
PMO	Program Management Office
RDT&E	Research, Development, Test and Evaluation
SAE	Service Acquisition Executive
SPE	Senior Procurement Executive
SPRDE	Systems Planning, Research, Development and Engineering
USD(A&T)	Under Secretary of Defense (Acquisition and Technology)