



ACQUISITION AND
TECHNOLOGY

THE UNDER SECRETARY OF DEFENSE
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WASHINGTON, D.C. 20301-3010



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MEMORANDUM FOR DEFENSE ACQUISITION CAREER DEVELOPMENT COUNCIL
PRINCIPAL DEPUTY UNDER SECRETARY OF DEFENSE
(ACQUISITION AND TECHNOLOGY)
DEPUTY UNDER SECRETARY OF DEFENSE (ACQUISITION
REFORM)
DIRECTOR, ACQUISITION PROGRAM INTEGRATION
PRESIDENT, DEFENSE ACQUISITION UNIVERSITY
COMMANDANT, DEFENSE SYSTEMS MANAGEMENT COLLEGE

SUBJECT: Defense Acquisition Career Development Council – ACTION MEMORANDUM

This memorandum summarizes decisions and assigns responsibility for actions resulting from the Defense Acquisition Career Development Council (DACDC) meeting held on January 8, 1997.

1. Our career development program, which includes education and training for the Department's 108,000 designated acquisition professionals and others in related fields, is critical to enhancing and maintaining the skills and abilities of our workforce. It must be strongly supported throughout the Department of Defense.

ACTION: I would like each member of the Council to reemphasize the importance of enabling our acquisition professionals to receive the opportunities necessary to meet the mandatory and desired education, training and experience standards established for their career fields. I also view continuing education, acquisition reform training, cross-training in other career fields, and related professional development programs as vital to the professionalism of our workforce. In particular, I would like Council members to use the occasion of the next Acquisition Reform Week to stress with your subordinate managers the value we place on allowing acquisition workforce members to participate in the education and training programs we have established for their benefit. In addition, the President, Defense Acquisition University (DAU) will incorporate this message into scripts for the video I will make for Acquisition Reform Week.

2. The Commandant, DSMC, outlined the College's current operations, five strategic initiatives, and the resources required to meet projected student requirements and fulfill all DSMC missions during the period FY98-03. The resources are to be reviewed and processed through the normal budget approval process. The Council supported the direction and concepts of each initiative with some changes as indicated in the following action:

ACTION: Based on the Council comments and suggestions, DSMC shall adjust the strategic plan, particularly as noted in items 3 and 4 below, submit it to the Deputy Under Secretary of Defense for Acquisition Reform (DUSD(AR)), and upon approval, implement.



foster research. The vision shall include a plan for achieving these goals that addresses total financial and personnel resource requirements.

- b. Information-Age Technologies in Course Delivery: Where technology can help deliver quality training to students in a cost-effective way, we should use it. The President, DAU, will provide to the PDUSD(A&T) by April 15, 1997, a plan to accelerate the use of information age technologies in course delivery. The plan shall be presented to the BOV for input before submission to the PDUSD(A&T). It shall be predicated on DAU's outsourcing the conversion and subsequent delivery of at least 10 percent of its courses using information age technologies before the end of this fiscal year, and an additional 15 percent by the end of FY 1998, all in addition to any conversions done entirely in house by DAU schools. Participation by the consortium schools in providing instruction by means of information age technologies is also expected. As an FY 1998 stretch goal, DAU shall strive to offer in technological media ALL courses for which studies and front-end analyses have identified the opportunity for cost savings without sacrificing quality; at a minimum, all course development for such offerings shall be underway by the end of FY 1998. The plan shall address reinvestment of TDY and course delivery savings into more conversion options and into continuing education needs. In beginning conversion DAU should test the effectiveness of a variety of media, such as satellite, CD ROM, Internet, and related technologies used either singly or in combination with each other and/or with classroom delivery. In the future, all new courses, including any proposed DAU continuing education courses, will be designed from the outset to be delivered via information age technologies unless there are compelling academic reasons to exclude delivery based in part or in whole on them. Selection of the appropriate contractual and technological vehicles is the responsibility of the President, DAU.
- c. Private Sector Participation in Program Execution: I believe that our acquisition education, training and career development program can be strengthened by the participation of the private sector in program execution. Accordingly, the President, DAU will take action to develop and present to the BOV a detailed outsourcing plan, including resource requirements. The President, DAU shall take action to have in place by the end of FY 1997, contractual vehicles for outsourced delivery of education and training using both traditional classroom means and the application of information technologies, as noted above.

I would like to thank everyone who participated in the DACDC meeting.



Paul G. Kaminski

cc: Chairman, BOV
Chairs, DoD Functional Boards

3. I concur with Council members' recommendations to encourage industry students to take DAU courses. Present policy permits industry students to be invited course participants as a means of enhancing the educational experience of DoD students, and that policy should continue. Additionally and as space is available, industry should have a means to register students to attend DAU courses on a fee-for-service basis. A significant number of our DoD acquisition workforce members have not met the training standards for their positions. Consequently, the proposal briefed by DSMC to broaden the student base with regard to non-DoD federal employees should be changed to reflect that such employees will have a lower priority than DoD employees and defense industry students.

ACTION: The DUSD(AR) is asked to take the lead in developing a legislative proposal, if needed, or other process to enable DAU consortium members to charge fees for industry participation in DAU training, and to retain those fees for the benefit of the school. The President, DAU, will establish an administrative procedure by which industry can register participants for DAU courses. The Commandant, DSMC, shall amend the DSMC corporate plan to reflect that non-DoD federal employees will have a lower priority than DoD employees and defense industry students.

4. I also favor moving toward charging user fees for selected consulting activities at DSMC.

ACTION: In accordance with PBD 081 and in coordination with the Director, API, the Commandant, DSMC, shall develop and submit to the DUSD(AR) a plan for instituting a modified version of Option 3, which DSMC presented, that provides for a mix of mission-funded and fee-for-service consulting in which Components fund appropriate, significant projects done for them. The plan should provide for continuous assessment.

5. The USD(Comptroller/CFO) has indicated his desire to see our training reflect more awareness of financial issues.

ACTION: The Director, API will look into the USD(C)'s concerns and make recommendations for curriculum modifications as necessary.

6. The briefing presented by the Chair of the DAU Board of Visitors (BOV) targeted six critical issues that require action in order to provide a significantly stronger acquisition education and training program for 21st Century. The issues were: applying information age technologies; outsourcing; stimulating acquisition research; DSMC as a world class institution; cooperation between DAU and DSMC; and structuring a 21st Century vision of DAU.

ACTION: The PDUSD(A&T) is asked on behalf of the Council to oversee actions to address the issues raised by the BOV. The Director, AET&CD will provide available results of a Logistics Management Institute study now in process which is examining DAU's functions and has particular relevance to outsourcing. Specific actions are:

- a. DAU Role, Vision and Total Resource Requirements: The PDUSD(A&T) will investigate the issue of DAU/DSMC cooperation and take whatever steps are necessary to clarify DSMC's role vis-à-vis DAU. The President, DAU will formulate a vision for DAU for the 21st Century that defines its leadership role and increases the quality of DAU and of its component institutions to attract world class faculty and to