



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

OFFICE OF THE UNDER SECRETARY OF DEFENSE

3000 DEFENSE PENTAGON
WASHINGTON, DC 20301-3000

27 JUL 2001

MEMORANDUM FOR PRINCIPAL DEPUTY UNDER SECRETARY OF DEFENSE
(ACQUISITION, TECHNOLOGY AND LOGISTICS)

SUBJECT: Review of Defense Acquisition University (DAU) Reporting and Leadership
Staffing Requirements

As you requested in your memorandum of July 17, 2001, (see Attachment 1) providing terms of reference for a review, I convened the special review group specified in your memorandum for the purpose of examining three issues:

- The grade level and rank of the senior DAU leadership to include the President of DAU and the Vice President of DAU/Commandant of the Defense Systems Management College (DSMC) and the impact on the career management of both these officials and other Command military personnel.
- Reporting options for the University.
- Roles and responsibilities of the President and Commandant.

The following report reflects the recommendations of the review group and discussion with you following the review.

BACKGROUND

It is important to view the results of the review process in light of the DAU/DSMC environment.

The Deputy Secretary of Defense approved the USD(AT&L) recommendation two years ago to change DAU's structure from a consortium of schools, managed by other DoD educational institutions, to an integrated University with a DAU faculty and multiple campuses. The results of this decision have been far reaching. The DAU headquarters moved from the IDA building in Alexandria to co-locate with DSMC at Fort Belvoir. Much of the staff of DSMC has been integrated with the staff of DAU to foster a more efficient and effective University administration. As a result of the overall re-engineering, some of the staff positions are being moved from overhead support positions to direct faculty/curriculum development positions responsible for developing performance-based learning. These changes improve the productivity and effectiveness of DAU and will have a positive impact on the overall quality of DoD's acquisition training.



DSMC has both an historical and a statutory mission to focus on the education of program managers within DoD. Deputy Secretary of Defense David Packard established DSMC in 1971 to provide training for program managers throughout the Department. Secretary Packard recognized that the credibility of acquisition with industry, the warfighter, and Congress rested on the ability of DoD's program managers. DAU has sought to retain the DSMC tradition within the new framework. Also, when the Defense Acquisition Workforce Improvement Act (DAWIA) was enacted, one of the requirements for program managers assuming responsibility for major programs was completion of the program management course at DSMC. The review panel recognized the importance of maintaining that program manager focus as well as the need to ensure congressional understanding and confidence in the changes being made to create a more effective and efficient University.

DoD's "workforce" is 67 percent military and 33 percent civilian. While most higher education in DoD is conducted in the Professional Military Education (PME) system with predominately military students and military leadership, civilians hold leadership positions in many non-PME schools, especially those with a high percentage of civilian students. The acquisition, technology, and logistics workforce is 13 percent military and 87 percent civilian, and DAU was established to train a primarily civilian workforce. Graduates of DAU are 74 percent civilian. The head of DAU was established as a civilian position to reflect the composition of the student body. The review group commented on the need to ensure that students at all of DoD's schools have the opportunity to see a model for their eventual career progression reflected in the school leadership.

DAU has a faculty and staff that consists of one O-7 (currently filled by a promotable O-6), three O-6s, 37 O-5s, and 18 O-4s. A review of the promotion pattern for these officers shows that serving at DAU does not affect the chances for promotion for O-6s and O-5s since Service cultural requirements for promotion far outweigh DAU service. However, for the O-4s DAU service could be a factor in future promotion. The review group commented that for the O-4s, having their rater be an O-6 or O-7 would have the same impact on career progression.

Results of the Review

Based on the above information, the review group made the following recommendations in response to the terms of reference.

1. The grade level and rank of the senior DAU leadership.

The review group recommends that the position of President, DAU should be a member of the Senior Executive Service (SES) (preferred) or a retired/recalled General or Flag Officer, at the discretion of the USD(AT&L). The preference for an SES stems from the desire to have the President reflect the composition of the student body.

The position of Vice President, DAU/Commandant, DSMC, should be abolished and replaced by a position of Commandant, DAU. The Commandant, DAU, should be a competitive O-6 who has program manager experience but has not yet been selected for higher rank nor would he/she be in the zone for promotion for the next year or so.

The tenure for the Commandant should be two years. The two-year tenure will provide the Commandant time to be effective in the position by allowing more continuity to complete initiatives and providing more stability to the organization and accountability for decisions. However, a mid-term O-6 is envisioned making selection for promotion while assigned as Commandant, DAU, critical because this will be important when attracting the right persons for subsequent Commandant, DAU, assignments.

Candidates for the position of Commandant should be nominated by each Service, interviewed by each Service Acquisition Executive (SAE), the President of DAU, and the Director, Acquisition Initiatives and be selected by the PDUSD(AT&L). The Commandant should be rated by the President, DAU. The senior rater will be the PDUSD(AT&L) who will consider the advice of the Director, Acquisition Initiatives, in accordance with the USD(AT&L) delegation of authority for that position. This mirrors the past practice in which the DUSD(AR) (now abolished) provided staff oversight of DAU but the efficiency report for Commandant, DSMC, was signed by the USD(AT&L) or PDUSD(AT&L) as senior rater.

2. Roles and responsibilities of the President and Commandant.

The President, DAU, will be responsible for the administration of DAU in all its aspects. The Commandant, DAU, will support the President in administration, be a role model for program manager students, and bring fresh ideas from his/her time in active program manager service.

The role the Commandant, DSMC currently plays as the head of the Fort Belvoir campus will be given to a Dean for that campus who will be responsible for all career field DAWIA certification training and, like the other campus heads, will report to the President and Commandant, DAU.

To maintain the heritage, appropriate leadership, and focus on program manager training, DAU should establish an O-6 position as head of DSMC – School of Program Managers (to be located at Fort Belvoir) and should be assigned directly after a tour as a program manager. The Services should nominate candidates for this position also. The restructured DSMC should have the functions currently envisioned for the Executive Development Institute within the Fort Belvoir campus. He/she will be supported by the Executive Institute that currently reports to the Office of the President, DAU, and that will provide the restructured DSMC with advice on curriculum development and serve as a body of executives-in-residence with

teaching requirements. The head of DSMC should report directly to the President and Commandant, DAU.

Finally, and in addition to the curriculum development center, the Fort Belvoir campus should host a virtual learning center to provide distance learning support throughout the Department (as is currently planned). The head of the virtual learning center will report directly to the President and Commandant, DAU.

The Director, Acquisition Education, Training, and Career Development (AET&CD) will continue to report directly to the President, DAU, with the Director, Acquisition Initiatives, as the senior rater.

3. Reporting options for the University.

Two reporting options were examined for DAU. The review group did not reach consensus on either option. The first option is for DAU to report directly to the USD(AT&L)/PDUSD(AT&L) with all direction to DAU and all reports from DAU flowing through the Director, Acquisition Initiatives (AI). The second option is for DAU to report to the Director, AI, who, in turn, reports to the PDUSD(AT&L) and USD(AT&L). Two charts showing the new DAU structure (with the two reporting options) are at Attachment 2.

Issues Remaining

As noted above, one issue remains to be decided – how should DAU report. One option is for DAU to report directly to the PDUSD(AT&L) with Director, AI, directing communications to DAU and acting as the DAU spokesperson to the PDUSD(AT&L) (the roles given to the Chairman, Joint Chiefs of Staff in relation to the Commanders-in-Chief in Title 10). A second option is for DAU to report through Director, AI, to the PDUSD(AT&L) with Director, AI, having “command and control” of DAU.

Option 1: The pro for direct reporting is to demonstrate that reducing the rank of the Commandant, and changing the nature of that position, does not constitute a decrease in attention to the education and training mission of DAU and DSMC. The con is that a future President and Commandant, DAU, could misperceive his/her reporting relationship to the Director, AI.

Option 2: The pro for reporting through the Director, AI, is to provide the President and Commandant, DAU, with a clear line of authority to the Director, AI. The con for reporting through the Director, AI, is a perception that the importance of the University is diminished since the Director, AI, is not a political appointee.

Both options assume that the Director, AI, will exercise oversight of DAU.

Actions

There are a number of actions that must be taken as a result of this report.

1. Accept the recommendations and resolve the remaining issues. Provide the Director, AI, with a delegation of authority letter so that she can exercise her oversight of DAU and AET&CD (see Attachment 3 for a draft delegation letter).
2. Brief the SAEs so that they are on-board with the recommendations, especially the adjustment to the Commandant position. Gain their support for this adjusted Commandant role and rank to ensure that they nominate the right people that the person selected will have the opportunity to be promoted equitably with his/her peers. Also, briefing the SAEs on the planned overall reorganization of DAU with the relocation of campuses to ensure that they are up to speed on DAU's commitment to their customers to provide the best training and program support as well as understand the business case for doing this.
3. Brief the congressional staff to gain their support for the DAU reorganization, relocation, and leadership changes to ensure that they understand the intent and the rationale of the changes both in terms of training effectiveness and business efficiency designed to enable a well trained and high performing acquisition, technology and logistics workforce.
4. Create and approve a transition plan to get the desired leadership on-board at the recommended ranks/grade levels. This action should be assigned to the President, DAU, with a report back date of two weeks.



Donna S. Richbourg
Director, Acquisition Initiatives

Attachments:
As stated



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PRINCIPAL DEPUTY UNDER SECRETARY OF DEFENSE

3015 DEFENSE PENTAGON
WASHINGTON, DC 20301-3015

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE (ACQUISITION,
TECHNOLOGY AND LOGISTICS)

Subject: Reporting Responsibilities of the Defense Acquisition
University

In accordance with the USD(AT&L) memorandum, Organizational Change within the Office of the Under Secretary of Defense (Acquisition, Technology and Logistics), dated July 20, 2001, the Director, Acquisition Initiatives, shall have responsibility for managing the Acquisition Initiatives Office and have oversight of the Defense Acquisition University. The Director of Acquisition Education, Training, and Career Development shall continue to report to the President of the Defense Acquisition University.

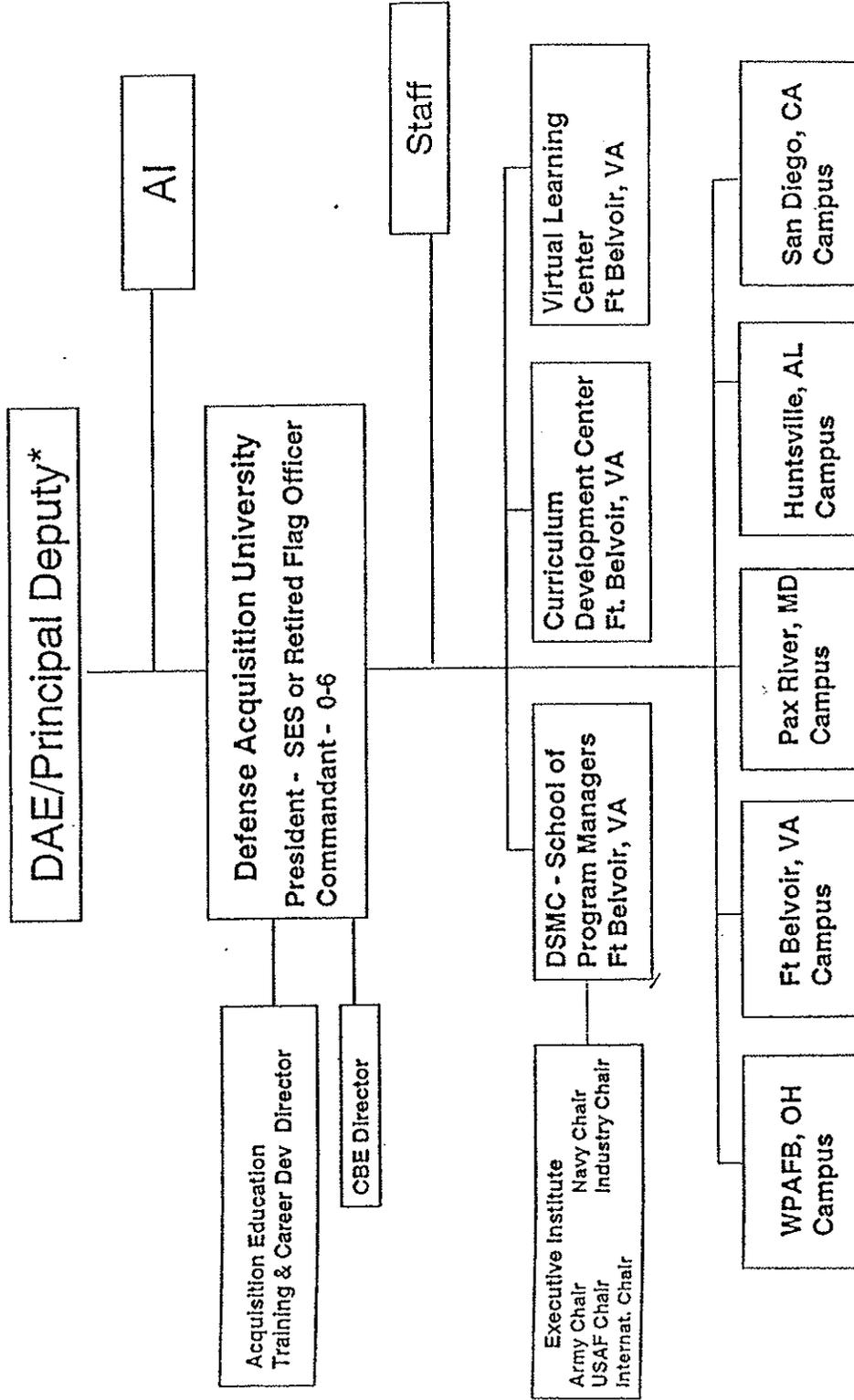
The attached organizational chart shows the reporting relationships.

Attachment:
As stated

cc:
DUSD(L&MR)
Dir, Admin

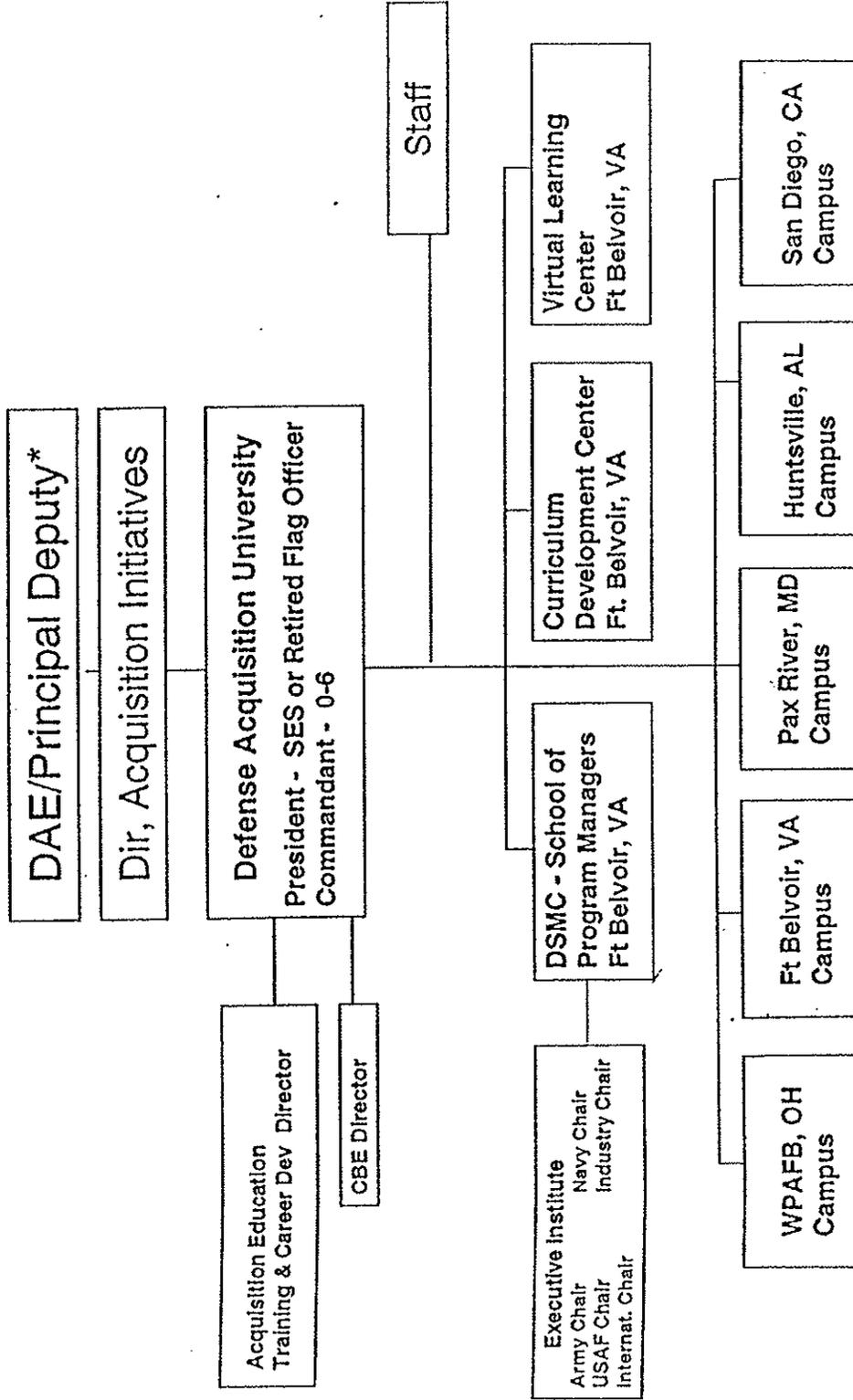


Recommended End State – Option 1



*President and Commandant Senior Rater Is the PD(USD)

Recommended End State – Option 2



*President and Commandant Senior Rater is the PD(USD)



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