### Defense Systems Acquisition Management Course Announcement

The National Defense Industrial Association (NDIA) is sponsoring an offering of the Defense Systems Acquisition Management (DSAM) course June 20-24, 2016, at the Westin Phoenix Downtown in Phoenix, Arizona.

The DSAM course meets the needs of defense industry program managers in today's dynamic environment, providing the latest information related to:

• Defense acquisition policy for weapons and information technology systems including discussion of the DoD 5000 series (directive, instruction, and guidebook).
• Defense acquisition, and reform and initiatives.
• Defense acquisition procedures and processes.
• The Planning, Programming, Budgeting, and Execution process, and the Congressional budget process.
• The relationship between capability needs determination, resource allocation, science and technology activities, and acquisition programs.

The course will include blocks of instruction in: Management in the Acquisition Environment, Acquisition Life Cycle Process, Challenges to Program Management, and Application of Acquisition Procedures. Taught by Defense Acquisition University (DAU) professors and other guest speakers, the course uses the same acquisition policy information provided to DoD students who attend DAU courses for formal acquisition certification.

Prospective DSAM students are industry program managers, assistant program managers, systems engineers, industry personnel serving on DoD Integrated Product Teams, and other personnel that must interface with DoD program offices involved in program development and execution.

The result of successful completion of this course is a comprehensive understanding of the environment and driving forces affecting program managers, which will significantly increase awareness and effectiveness in dealing with programmatic issues.

The course is also open to a limited number of government mid- to upper-level managers, tuition-free. Government personnel may apply the DSAM course towards fulfillment of government continuous learning (CL) points. DSAM counts for 34 CL points, or 3.4 Continuous Education Units (CEU). Attending a DSAM course does not provide any credit or equivalency toward Defense Acquisition Workforce Improvement Act certification in any acquisition career field.

All course materials and handouts will be provided to students on CD ROM. Please bring a laptop computer that is equipped with a CD ROM with you to the class. If you do not have access to a laptop, please contact the respective meeting planner as soon as possible. There will be a limited number of laptops available for use through NDIA, so please call early.

For further information, contact Angie DeKleine, NDIA Operations, at adekleine@ndia.org or 703-247-2599. Register online for the March 2016 course offering at http://www.ndia.org/meetings/602C/Pages/default.aspx.

### Army Director of Acquisition Career Management Announcement

**2016–2017 Defense Acquisition University (DAU) Senior Service College Fellowship (SSCF) Program Announcement**
The U.S. Army Acquisition Support Center (USAASC) Army DACM Office is pleased to offer the 2016–2017 SSCF program. The SSCF program will start in mid July 2016 at the following locations: Huntsville, Alabama; Warren, Michigan; and Aberdeen Proving Ground, Maryland.

This announcement is directed to permanent Department of the Army acquisition civilians who currently occupy positions in grades GS-14/15 or broad band equivalents. Non-Army acquisition applicants will have the opportunity to apply as long as they submit their applications in accordance with the Army process. Non-Army applicants will be reviewed by the Board along with Army applicants; however, they will be considered on a space available basis.

USAASC Army DACM Office will fund the cost of the program at each location for local Army acquisition civilian participants. Non-Army participants will be responsible for the cost of tuition and any per diem and travel cost.

Review the general program information at http://asc.army.mil/web/wp-content/uploads/2016/01/Updated-2016-2017-DAU-SSCF-Announcement-Revised-Opening-Date.pdf.

### U.S. Army DACM Office: DAU Course Updates

FY17 Defense Acquisition University (DAU) schedule build: The Army DACM Office is responsible for submitting the Army's DAU training demand. Commands and program executive offices will be solicited mid-December via the official Army tracker system to host DAU onsites in FY17. The intent of the onsites is to bring localized required DAU training to the students to save on travel cost, and they are ideal for locations where a DAU main or satellite campus is not available locally.

The FY17 schedule will be available for student registration in ATRRS AITAS (https://www.atrrs.army.mil/channels/aitas/) on May 12, 2016.

### Acquisition Requirements Roadmap Tool (ARRT)

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

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

To download a copy of the Suite, go to the ARRT Registration form at http://sam.dau.mil/ARRTRegistration.aspx.

### Need to Find an Acronym?

Defense acquisition is complex and has its own language. The *DAU Glossary of Terms and Acronyms* has been updated into a convenient online format, to help you find the definitions you need. Download the Glossary at https://dap.dau.mil/glossary/Pages/Default.aspx.

### DAU Academic Partner Announces Opportunity

Education is an important element of DAWIA certification. To help Defense Acquisition Workforce members meet the education requirements of the certification process, DAU academic partner, Purdue University, offers affordable, flexible, and quality online professional development through its NExT program of courses. Upon successful completion of each course, learners receive 5 Continuous Education Units, which can be applied toward certification requirements. For more information, visit http://landing.purduenext.purdue.edu/Purdue-NExT-Department-of-Defense.

### New Additive Manufacturing Community of Practice (March 17, 2016)

To accommodate the rapidly expanding body of Additive Manufacturing (AM) knowledge, the Defense Acquisition University has upgraded and transitioned the AM website from underneath the Logistics Community of Practice (LOG CoP) to a stand-alone, multi-disciplinary Additive Manufacturing Community of Practice (AM CoP) on the Acquisition Community Connection (ACC). The shortcut link to the new AM CoP remains https://acc.dau.mil/am. This migration will better emphasize the interdisciplinary nature of these resources, pro-vide a more intuitive construct, and accommodate the rapidly growing body of knowledge. Please check out the new site, let your colleagues know about it, and perhaps most importantly, use the Feedback link at the top of the website to let DAU know if you have recommended additions or new content.

### FROM WILLIAM PARKER, DAU CENTER DIRECTOR, ACQUISITION & PROGRAM MANAGEMENT
### Acquisition of Services DAU Training Courses (Feb. 3, 2016)

With the publication of DoDI 5000.74, *Defense Acquisition of Services*, we have fielded several questions about Services Acquisition training. We are currently working with the Services Acquisition office within the Office of Defense Procurement and Acquisition Policy on a training program for those involved in the Acquisition of Services.

In the interim, we recommend the following online training for the Defense Acquisition Workforce, both acquisition and non-acquisition, who are involved in the Acquisition of Services.

We recommend several shorter courses, known as continuous learning modules, for individuals managing Services:
• CLC 011, Contracting for the Rest of Us (2 hrs)
• CLC 013, Services Acquisition (3 hrs)
• CLC 004, Market Research (3 hrs)
• CLM 012, Scheduling (12 hrs)
• CLM 017, Risk Management (8 hrs)
• CLC 222, Contracting Officer Representative (32 hours)
• HBS 302, Negotiating for Results (3 hrs)

We also recommend the following training courses.
• CON 121, Contract Planning (12 hrs)
• CON 124, Contract Execution (12 hrs)
• CON 127, Contract Management (13 hrs)

The CON 090 prerequisite for CON 121-124 will be waived for people not in the contracting career field.

ACQ 165, Defense Acquisition of Services, will focus on the Defense Acquisition of Services Policy contained in the new DoDI 5000.74. This course is in development and we expect to launch it later this fiscal year (estimated 14-20 hrs).

These courses can all be found at the following link: http://icatalog.dau.mil/onlinecatalog/courses.aspx.

You can apply for the course by clicking the "Apply for this Course" button at the upper right side of the course description screen or by clicking on "Apply for a Course" button on the upper left side of the link provided above. Follow the registration instructions. There is no charge for our online courses.

**Acquisition of Services DAU Online, On-demand Learning Assets (Feb. 4, 2016)**

For those in the acquisition and non-acquisition workforce who need specific, targeted Services Acquisition training courses and do not have time to complete a course, DAU offers online, on-demand tools, called workflow learning assets, to help at the moment of learning need. These Services Acquisition tools include:

Services Acquisition Mall (SAM) with:
- acquisition product templates (e.g., Team Charter, Project Plan)
- training videos (e.g., Service Acquisition Process Overview)
- Acquisition Requirements Roadmap Tool (ARRT) Suite

ARRT-Requirements Definition (RD): rapid development of performance work statement (PWS) and quality assurance surveillance plan (QASP)

ARRT-Evaluation Factors (EF): rapid development of source selection plan components

DoD Market Research Report Guide for Improving the Tradecraft in Services Acquisition

DAU also provides workshops and consulting for teams engaged in the acquisition of a service. It refers to these services as performance learning. If your team has a significant requirement for services and needs help, here are some offerings that will provide needed instruction:

WSM 012, Service Acquisition Workshop (SAW). We recommend the following rule of thumb guidelines:
- Service Acquisitions of $100 million–$500 million (4-day workshop and initial consulting)
- Service Acquisitions greater than $500 million require a multi-engagement, multi-phase consulting effort; workshop topics include market research, requirements development, risk management, source selection, and contractor performance management
- For Service Acquisitions under $100M, we offer customers one-day seminars:
    —WSM 008, Developing Performance Requirements for Service Acquisitions (ARRT)
    —WSM 009, Work Statement Seminar (Statement of Work, Statement of Objectives, Performance Work Statement)
    —WSC 005, Source Selection

DAU can be reached by e-mail at SAW@dau.mil, ARRT@dau.mil, or your regional DAU Mission Assistance representative.

Read more of Parker's Blog entries at https://dap.dau.mil/training/cl/blogs/default.aspx.

### FROM LEONARDO MANNING, DIRECTOR, CENTER FOR CONTRACTING
### CLC 056 Update (Feb. 16, 2016)

The Contracting Center deployed an updated version of CLC 056, Analyzing Contract Costs. Student feedback from marginal Metrics that Matter (MtM) scores from the first quarter of FY16 prompted this update. CLC 056 is a lengthy module at 17.5 hours and covers complex pricing topics, including statistical analysis. Many learners are apprehensive upon learning they must successfully complete this module, which is required for CON Level II certification. Professor Renee Butler (CON Learning Center of Excellence for Pricing) and Professor Ray Ward (CON Learning Director) discussed the numerical ratings and learner comments. After consultation with the CON Center Director, they concluded that changes were needed to address learner concerns. Most apparent was the "loop" feature built into the module when originally developed. Although requiring the learner to "loop back" through all relevant lesson screens for any missed knowledge assessment questions can be an important learning tool, it can be very cumbersome when taking a 17.5 hour-long module. Another issue that learners expressed was the time required to view and listen to the many video/audio elements throughout the module.

Using the revision tool in DART, Professor Ward changed the settings and feedback wording for each of the 76 "challenge questions." He also amended the instructions in the Introduction lesson to alert learners to this change and provided information on how learners can read the closed caption content instead of having to view the video elements. Eight very high-miss final exam questions were also updated, as learner frustration with unnecessarily difficult exam questions can lead to low MtM scores. Professors Butler and Ward will be monitoring the MtM scores and learner feedback over the next few quarters to determine if these changes are being positively received.

### Defense Subcontract Management Course Re-deployed (CLC 001) (March 1, 2016)

I am pleased to announce that DAU has re-deployed CLC 001, Defense Subcontract Management Course , This new module is now available via the DAU iCatalog, http://icatalog.dau.mil/onlinecatalog/courses.aspx?crs_id=410.

CLC 001 is a newly refreshed and updated continuous learning module that provides a comprehensive overview of the laws, government policies and regulations—including the Federal Acquisition Regulation and DFARS—that apply to

subcontracts and subcontract management. The course addresses those subcontracting activities from the perspective of a program management office as it progresses through an acquisition that includes major subcontracts.

The module highlights the activities of supporting government offices and agencies, issues faced by prime contractors employing subcontractors, and issues faced by subcontractors themselves. CLC 001 also covers special topics related to subcontracting, to include contract clause flow-downs, pricing, disputes, payments, and terminations.

I encourage all contracting personnel to take this course to gain a greater awareness of the issues and concerns associated with subcontract management in the DoD.

**ACQuipedia Links (March 22, 2016)**
As part of DAU's emphasis on Workflow Learning, 61 links to ACQuipedia articles were created within all 12 of Contracting's distance learning courses and continuous learning modules required for DAWIA certification in Contracting. Professor Ray Ward used the revision tool in DART to create the 61 hyperlinks to 48 separate ACQuipedia articles, including articles from the Business, Contracting (including Property), Engineering and Technology, Life Cycle Logistics, and Program Management functional areas in ACQuipedia. Each distance learning course now has at least five links to articles, and each continuous learning module at least three. This project will result in improved learning outcomes by engaging the thousands of DAU learners who complete the 12 affected courses and modules every year, and will continue to reap benefits for years to come as these learners use ACQuipedia as a resource more effectively.

*Read more of Manning's Blog entries at* https://dap.dau.mil/training/cl/blogs/default.aspx.

**FROM STEVE SKOTTE, DAU PROFESSOR OF SPACE ACQUISITION**
**USD(AT&L) Talks Space Acquisition at Washington Space Business Roundtable (Feb. 26, 2016)**
The Pentagon's top acquisition official, Under Secretary of Defense for Acquisition, Technology and Logistics Frank Kendall, spoke to the Washington Space Business Roundtable on Feb. 23, 2016. He offered insight into how the U.S. Defense Department is approaching some of the military space community's long-standing concerns. The video is at http://spacenews.com/frank-kendall-at-wsbr/.

**GAO Report on Defense Weather Satellites (March 10, 2016)**
DoD has been working on defining a replacement for the Defense Meteorological Satellite Program (DMSP) for several years. GAO's report addresses the Analysis of Alternatives (AoA) that DoD conducted and found it to be useful for certain capabilities, but ineffective coordination limited assessment of two critical capabilities. The report can be found at http://www.gao.gov/products/GAO-16-252R.

**New PM's Desk Guide on Agile and Earned Value Management (March 14, 2016)**
What is a Program Manager to do when encountering a program on which Agile philosophies and Earned Value Management are applied? Performance Assessments and Root Cause Analyses (PARCA) Earned Value Management (EVM) published *Agile and Earned Value Management: A Program Manager's Desk Guide,* on March 3, 2016. The desk guide is the output of a collaborative effort between experts in government and industry. Check out the new desk guide at http://www.acq.osd.mil/evm/docs/PARCA%20Agile%20and%20EVM%20PM%20Desk%20Guide.pdf.

**GAO Says DoD is at a Crossroads for Space**
According to GAO, "Fiscal constraints and increasing threats—both environmental and adversarial—to space systems have led DoD to consider alternatives for acquiring and launching space-based capabilities, such as: disaggregating large satellites into multiple, smaller satellites or payloads; relying on commercial satellites to host government payloads; and procuring certain capabilities, such as bandwidth and ground control as services instead of developing and deploying government-owned networks or spacecraft.

"This year, GAO's work on space acquisition continued to show that DoD faces several major challenges as it undertakes efforts to change its approaches to space acquisition. Our work assessed a range of issues including DoD's analysis supporting its decisions on future weather satellites, space leadership, and the introduction of competition into space launch acquisition. These and other studies surfaced several challenges:
- First, though DoD is conducting analyses of alternatives to support decisions about the future of space programs, there are gaps in cost and other data needed to weigh the pros and cons of changes to space systems.
- Second, most changes being considered today will impact ground systems and user equipment, but these systems continue to be troubled by management and development issues.
- Third, leadership for space acquisitions is still fragmented, which will likely hamper the implementation of new acquisi-

tion approaches, especially those that stretch across satellites, ground systems, and user equipment."

Review the GAO report in its entirety at http://www.gao.gov/assets/680/675694.pdf.

*Read more of Skotte's Blog entries at https://dap.dau.mil/training/cl/blogs/default.aspx.*

### FROM DARRYL BURGAN, OUSD (AT&L) HUMAN CAPITAL INITIATIVES, ACQDEMO PROGRAM DIRECTOR
**AcqDemo Welcomes NAVSEA, Newest Member of the AcqDemo Family (March 28, 2016)**
A new milestone has been set in the Civilian Acquisition Workforce Personnel Demonstration Project (AcqDemo). For the first time we have over 20,000 participants. We here at the AcqDemo Program Office are pleased to have Navy Sea Systems Command (NAVSEA) join our growing team. NAVSEA is comprised of a Headquarters, with various Field Offices, and a variety of advanced Program Executive Offices, responsible for supplying the United States with superior sea power. NAVSEA has an incredible team of technically skilled acquisition professionals ready to lead us through the 21st century and beyond.

With NAVSEA's recent addition of 3,700 employees, we continue to expand our participation within the Department of Defense Acquisition Workforce.

*Read more of Burgan's Blog entries at https://dap.dau.mil/training/cl/blogs/default.aspx.*

### FROM PATRICK WILLS, DEAN, DEFENSE SYSTEMS MANAGEMENT COLLEGE
**Registration Procedures & Instructions for RQM 310–Advanced Concepts and Skills for Requirements Managers (Oct. 26, 2015)**
Unlike the many acquisition courses offered at DAU regional campuses, RQM 310 is only offered at the Fort Belvoir, Defense Systems Management College. FY16 course offerings follow:

| Offering | Date | Class Size (Students) |
|---|---|---|
| 6 | June 6-10 | 30 |
| 7 | July 11-15 | 48 |
| 8 | Sept. 12-16 | 30 |

Most importantly, if you would like to attend the course, you must contact your Requirements Management Certification Training (RMCT) Component Appointed Representative (CAR). Each military service, Defense Agency, and Combatant Command has a CAR responsible for RQM 310 registration:

| USAF | James Weyer | 703-695-6244 | james.e.weyer.civ@mail.mil |
|---|---|---|---|
| USA | Michael Smith | 703-692-7425 | michael-f-smith@us.army.mil |
| USMC | Capt Frank Brown | 703-784-6183 | frank.l.brown@usmc.mil |
| USN | LCDR April Malveo | 703-692-5651 | april.malveo@navy.mil |
| 4th Estate * | Lori Frumkin | 703-693-3527 | lori.e.frumkin@ctr@mail.mil |
| *Government civilians NOT employed by a military service. | | | |

If you have further questions/concerns, please contact the Requirements Management Certification Training (RMCT) Program Manager: Matthew Ghormley, 703-805-3721 or Matthew.Ghormley@dau.mil.

*Read more of Wills' Blog entries at https://dap.dau.mil/training/cl/blogs/default.aspx.*