



Leaders Building Leaders



FROM YOUR DACM



Since we chatted last, there have been significant changes to workforce development and qualification standards. Additional flexibility now provides an expanded contracting hiring pool to senior procurement executives and the “Back-to-Basics” framework initiates an effort to re-focus on acquisition-specific training for workforce members in billets that develop, acquire, and sustain operational capability. We also introduced the monthly DACM Corner as a Q&A forum and conducted our annual “Leaders Building Leaders” event. Additionally, I was fortunate to participate as a panelist in DAU’s “Think Differently” Series on Workforce Digital Readiness. Although I am not a software ninja, the panel gave me an opportunity to access my digital proclivity and I wanted to share a story with you.

When I moved to DC in 2015, I didn’t arrive alone. I packed up my stuff, loaded the car, and drove cross-country with my 8 pound dachshund. The first two years were bliss because I lived within a mile of the Pentagon and could walk to work. This meant I could come home at lunch and let my dog use the facilities, eat a Scooby snack, and enjoy a quick walk. However, in 2016, I accepted a position at Fort Belvoir and no longer had the luxury of a short commute.

Along with my new working environment, I had to make adjustments in my schedule – and my wallet – to drive home at lunch to let her out. I had just started the position and due to my increased responsibilities, my work schedule fluctuated, which included my lunch hour – sometimes early and sometimes not. My dog did not thrive under the changed conditions and neither did my wallet due to the extra gas expenditures.

So I knew schedule changes needed to be made – for me and my dog. I had several options. I could continue driving home at lunch with increased wear and tear on my car; I could get Portable Puppy Pee Turf; I could hire a dog-walker; or I could take her to Doggy Day Care. As anyone who knows me will guess, as a people person, I decided to go with a dog-walker! As such, I interviewed three highly recommended individuals who proposed different methods to gain access to my residence. One asked me to leave a key under the doormat; another requested a copy of the key and my garage door opener; and one proposed a tech solution – installing a Bluetooth, digital key, smart lock on my front door. As a proponent of digital readiness, that solution resonated with me.

Why is my story relevant? Just like the physical key provided me with a sense of security to my house, my office found security in proven and repeatable processes. Although I gave up some personal control by handing over the key in favor of a digital solution, I gained a different type of control. I now have multiple access and customization options for my house. Similar to my situation, my team lost control due to COVID-19 but made a conscious decision to become more comfortable with the uncomfortable. Instead of cancelling our already scheduled events, my team embraced the digital “Zoom” environment and re-imagined our Annual Summit, the 4th Estate DACM Corner, and “Leaders Building Leaders” events. While we lost the ability to leverage past experiences for brick-and-mortar events, we were able to cast a wider net to attract a larger audience, reach guest speakers that would normally have been too busy to participate in-person, and gained an appreciation for the value of digital readiness in the workplace.

We hope you enjoy this newsletter as we all become comfortable with the “next normal.” As always, if you have any recommendations or suggestions for content, email us at 4thEstateDACM@dau.edu.

Scott Bauer

Scott Bauer
4th Estate DACM

greetings



LEADERS BUILDING LEADERS
OVERVIEW

4TH ESTATE NOMINEES:
DEFENSE ACQUISITION WORKFORCE
AWARDS

REQUIREMENT CHANGE FOR
DOD CONTRACTING



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CELEBRATING THE “GREAT BY CHOICE” LEADERS BUILDING LEADERS EVENT

Great By Choice



As we closed out last year’s Leaders Building Leaders (LBL) event, no one could have imagined what 2020 had in store! Created in 2018, LBL was designed for aspiring mid-level leaders to better lead themselves and others. After two years orchestrating this event, we thought we had an ace in the hole for 2020. Not so. Every aspect of the event required re-engineering from registration to participant engagement to logistics.

Our ambitions for 2020 were high. We had secured a highly regarded Department of Defense facility in Southbridge, Massachusetts to pull us out of the mid-Atlantic region and co-locate attendees to embrace networking synergies. To build comradery, three excursions were planned throughout the local Boston area including the Freedom Trail Walking Tour, USS Constitution and Harbor Cruise, and the Interactive Boston Tea Party Exhibit. Additionally, twelve 4th Estate acquisition senior executives had been recruited for in-person speed networking sessions with emerging leaders.

And then, almost overnight, the world changed with the COVID-19 pandemic. Businesses, schools, families, and individuals had to re-adjust and so did we. While the pandemic disrupted the 2020 LBL design, honoring our commitment to the workforce was paramount. Putting the interest of the workforce first, we chose to hold the event, which led to the “Great by Choice” theme.



Dr. Sae Schatz, Director of the Advanced Distributed Learning Initiative: *Use an archipelago as your metaphor – connect all learning, both informal and formal, into a continuum across your career.*

In March, 2020, the 4th Estate DACM team, championed by Katharine Thomas, was undaunted by the obstacles as they worked to re-imagine LBL. With the goal of providing the same level of experience but in a virtual environment, they used the Stormboard technique to generate all possible virtual mitigation strategies. They designed an event that not only embraced the new normal but equipped all participants with the resilience needed to tackle any future challenges.

And now, six months later, we can unequivocally say, the team “rocked it”. In order to maximize the opportunities for participation, the original 3-day event was re-engineered into a completely virtual month-long journey that included six presentations by notable government and industry figures; seven leadership courses; eight brown bags; and two ever-popular speed networking sessions. Also featured was the talented Lauren Green of Lizard Brain whose real-time digital graphic recordings mesmerized everyone. And what better to detail the month’s events but an interactive treasure map to guide participants on their leadership journeys. True to its theme, a multitude of leadership options were provided enabling participants to choose topics relevant to their individual goals and challenges in pursuit of being “Great by Choice”.



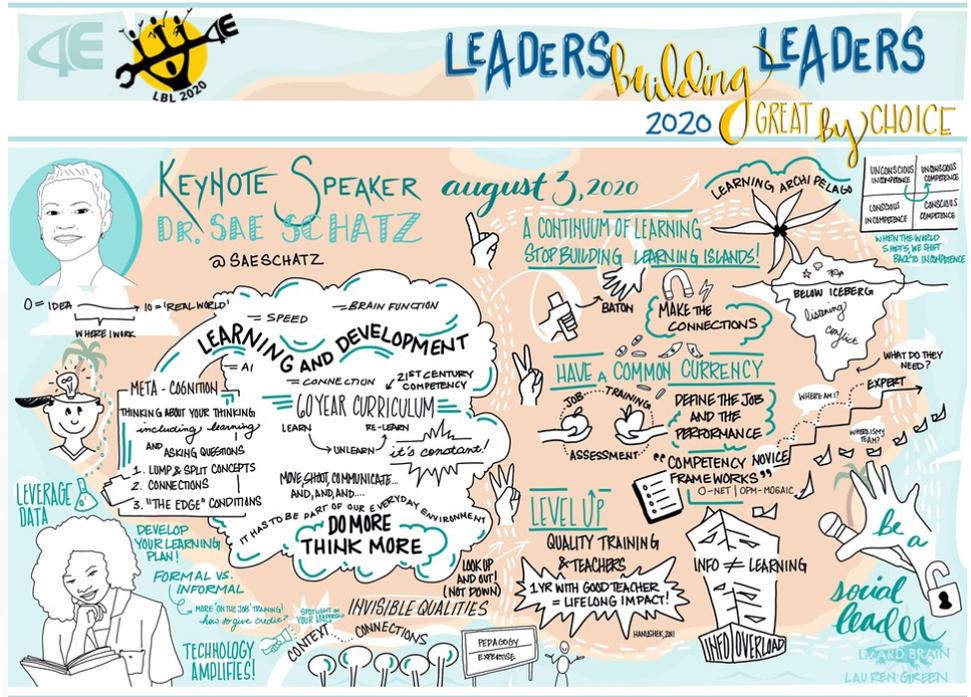


Ms. Stacy Cummings, Principal Deputy Assistant Secretary of Defense for Acquisition Enablers: *Recognize that culture is the hardest thing to change so, as a leader, set the strategy and conditions for your team to be successful and encourage your team to step outside their comfort zone when applying for future opportunities.*

While the planning was extensive and involved detailed choreography between all stakeholders, particularly for speed networking, the end result surpassed everyone’s expectations. And, just like the movies, our treasure map had buried treasure – an opportunity to earn a coveted seat in a nationally, recognized federal resume writing course.

Epitomizing the event’s theme, “Great by Choice,” the presenters, led by the Keynote Speaker, Dr. Sae Schatz, presented their personal and professional leadership journeys. Many touched on the skillsets needed to thrive in a virtual environment, as well as the choice they continue to make every day to be great – to overcome obstacles and learn from past experiences.

As part of the “now what”, each participant attended one of seven core leadership courses. The ALCP courses offer a continuum of leadership growth, beginning with ALCP I+ that focuses on individual behavioral preferences and leadership tendencies. Moving on, ALCP II+ incorporates individual talents to create a cohesive workforce by providing practical strategies for leading others. Finally, ALCP III+ focuses on mentoring, coaching, and feedback skill development in order to set an organizational vision – the whole leadership continuum, if you will, from self-to-team-to-organization. New this year, each participant in an ALCP course receives one-on-one personalized coaching from a certified professional after the course.



Mr. Sean Kelley, former Talent Acquisition Director at Amazon: *Above all, lead yourself first and never stop learning or lose your curiosity.*

Two additional courses: Talent Management and The Engaged Leader rounded out the core training options. Through a variety of communication activities, participants gained insight into personal and team accountability as well as understanding the common factors and leadership behaviors that drive employee engagement. Ultimately, the goal was to provide attendees with insight into personal accountability, leveraging diversity of thought, how to best develop others, and the art of mentoring and succession planning.

Mr. Mark Pimpo, Market Lead for Chick-Fil-A, Inc.: *Realizing that crisis is inevitable, communication was the #1 enabler that kept Check-Fil-A afloat during the COVID-19 crisis, resulting in no layoffs and sustained operations.*





Ms. Lois Harper, Executive Coach and Leadership Consultant with the Leadership Foundry: Everyone's journey should include: Decide what makes you happy, understand why you do what you do, and recognize the mentor/mentee relationship.

Not to be outdone by the core training, this year's expanded brownbag opportunities provided something for everyone – conducted by acquisition facilitators whose presentations leveraged all aspects of the virtual environments and provided unique opportunities to ask questions in a non-attribitional manner.

This year's offerings included:

- 1. Communicating Effectively** reviewed strategies to leverage diverse perspectives and identified common challenges in communication within organizations.
- 2. Motivating and Team Building** focused on deepening self-awareness and understanding how personality type and behaviors influence others.
- 3. Managing Stress and Building Resilience**, a particularly relevant topic given the current pandemic, provided a 4-step process to support personal resilience and provided stress-management techniques to ensure emotional balance.
- 4. Developing Leadership Presence** through improved communication techniques, this brownbag focused on message clarity, inclusive language, and how to use challenges to motivate others.
- 5. Developing Your Conflict Competence** reinforced the inevitability of conflict and proposed a 10-step method to resolve conflict and build a climate of trust and cooperation among colleagues.
- 6. Leading Across Generations** is a critical skill in today's environment and embracing a generational lens to understand significant events in each generation leads to a more comprehensive understanding of behaviors and ways to improve cross-generational cohesiveness in the work environment.
- 7. Leading Through Diverse and Inclusive Teams** employed a hybrid methodology to help participants analyze functional diversity workplace challenges that potentially hinder organizational effectiveness and then learn approaches to master leadership in blended/merged teams.
- 8. Critical Thinking** explored the importance of this essential leadership skill and provided activities that embraced Dr. De Bono's "Six Thinking Hats" model to better understand how to embrace critical thinking styles in a non-judgmental manner.



SEE MORE AT [4EDACM.DAU.EDU/LBL.HTML](https://4edacm.dau.edu/lbl.html)



Mr. Joe Balskus, Leadership Foundry Vice President and Director: *After the “so what” in terms of leadership training, work on the “now what” to become the kind of leader your colleagues will remember, not only for who you were but what you taught them.*

Perhaps more than any of the events, the speed networking sessions truly exemplified how the team, mentors, and mentees practiced, planned and utilized every virtual functionality available to provide one-on-one mentoring sessions to more than 60 mentees with 4th Estate defense acquisition senior leaders who customized their responses based on each mentee’s experience. Selected mentors included Mr. Joe Balskus, Vice President and Director of Leadership Foundry; Mr. Michael Beaupre, Executive Director, Total Force Directorate, Defense Contract Management Agency; Mr. D. Wes Bennett, Jr., Director, Contracts Management Office, Defense Advanced Research Projects Agency; Mr. Terry Carpenter, Program Executive Officer, National Background Investigation Services; Mr. James Craft, Director, Plans and Training Department, Defense Threat Reduction Agency; Ms. Nicole Evans, Director of Acquisition and Contracting, Defense Counterintelligence and Security Agency; Ms. Lois Harper, Leadership Consultant for the Leadership Foundry; Ms. Karla Smith Jackson, Director of Contracts, Missile Defense Agency; Ms. Judith R. Oxman, Chief, Finance and Acquisition Career Development Office, Defense Intelligence Agency; Mr. David D. Sanders, Director, Acquisition Directorate, Washington Headquarters Services; and Mr. Bill Wofford, Adjutant General of the Arkansas National Guard (ret.).

Mr. Joe Balskus summarized this year’s events in his dynamic closing remarks. He told a story about his father’s “teaching moments,” which instilled in him the importance of self-reflection, both as a child and later as a leader. As leaders, we must pay attention to both our behaviors and beliefs in addition to being intentional with our decisions in order to become “Great by Choice.” Investing in our current and emerging leaders is not an option – it is imperative if we are to rise to the challenge of empowering our workforce. For its part, the 4th Estate DACM team and its partners will continue to invest in its leaders and keep a pulse on the benefits of both in-person and virtual environments as we prepare for next year’s event.

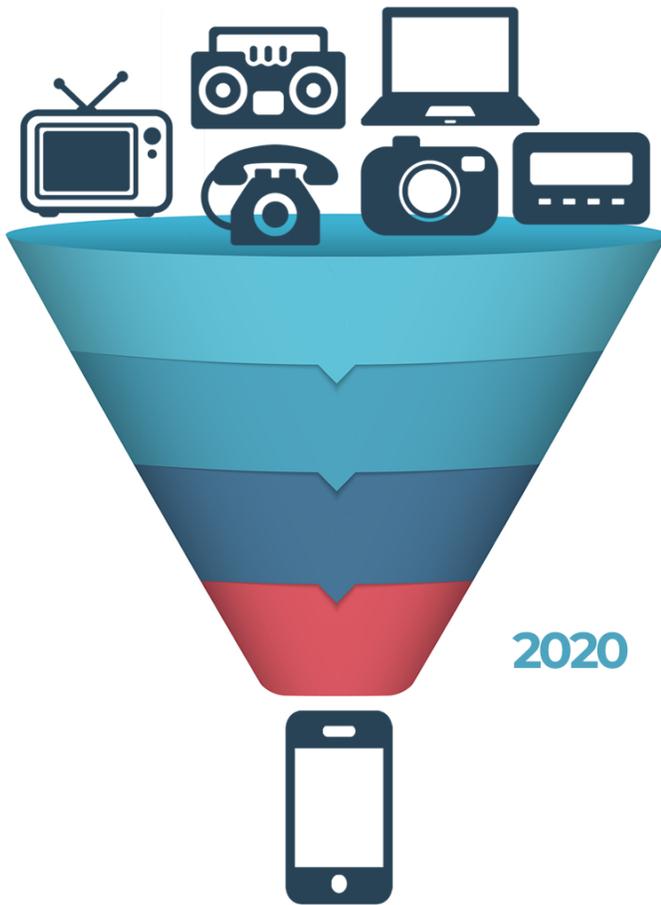


Acquisition Workforce Development Back-to-Basics

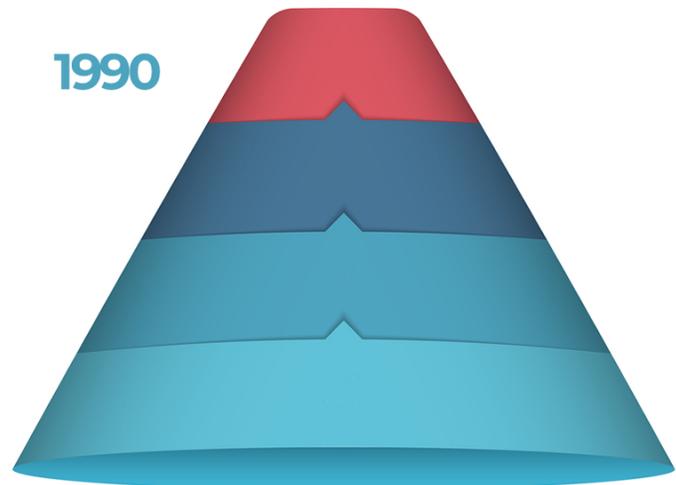
The USD(A&S) signed out the Back-to-Basics memo, on 2 September 2020.
What does that mean for you? Let's break it down:

Disruptive technology drives innovation.

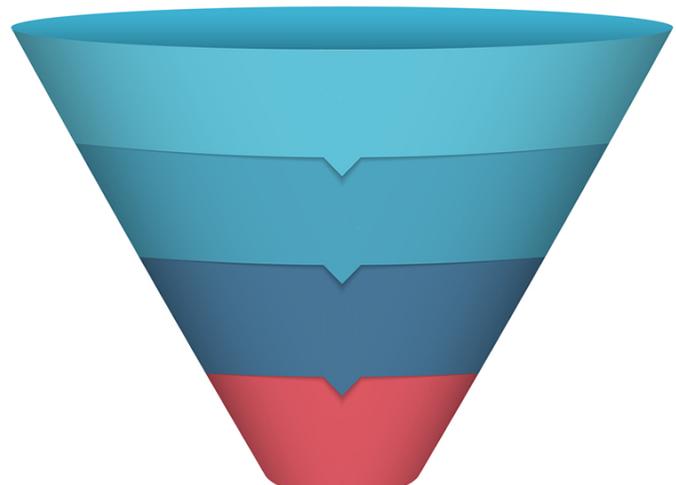
How do we disrupt DAWIA in the same way cell phones revolutionized digital technologies? While the technology industry adapted and funneled single-use technologies into an effective, multi-functional device, DoD adopted a more is more approach: more training courses, more assessments, more experience requirements, and more career paths and specialties.



Public Law 1990



CAP, KLP,
Statutory Requirements (PM, CON, etc.),
Career Paths/Specialties,
DAWDA



Back-to-Basics

<https://www.hci.mil/btb.html>



Why Back-to-Basics? **Check out our video.**

Back-to-Basics core certification training and credentials will provide training flexibility with the right content, at the right place, at the right time, and within a streamlined framework. Let's flip the funnel right side up and get.....

ANNUAL IFEST CONFERENCE STAGES A SUCCESSFUL FORMAT SWITCH TO VIRTUAL FOR 2020

3 iFEST

The National Training and Simulation Association (NTSA) and the Advanced Distributed Learning (ADL) Initiative jointly sponsored its annual iFEST conference, however this year – because of the inevitable impact of the COVID-19 pandemic – iFEST was held as a 100% virtual event. As in previous years, the three-day event provided an exclusive opportunity to learn more about government, military, industry, and academic professionals' latest learning innovations.

The event kicked off with Dr. Sae Schatz, Director of the ADL Initiative, introducing the Honorable Lisa Hershman, Chief Management Officer of the Department of Defense. Hershman is known as a trailblazer in transforming business and brings her vast experience to her service in the DoD. Prior to her service in the DoD, Hershman was founder and CEO of The DeNovo Group, a business transformation and process management consultancy.

Hershman brought up a number of critical points, including how to make workflow easier in the Pentagon and investing and upskilling employees. Her motto is, "efficiency for lethality." Warfighters need to be prepared to meet and prevail against any threat to our nation. Due to COVID-19, the worldwide environment has shifted and online learning seems to be the replacement for traditional brick and mortar institutions. She emphasized the importance of having "easy" access to training.

Hershman introduced the concept of Enterprise Digital Learning Modernization (EDLM) reform. "Through this program, the DoD will have one centralized digital learning ecosystem for all active duty and civilian personnel; an integrated learning environment for three million DoD users," said Hershman. She shared a number of points from the President's Management Agenda, including four prioritized areas of reform – modern information technology, data accountability, transparency, and improving the workforce of the 21st Century. "The EDLM initiative addresses and accomplishes reform success in all three areas, which is exciting," said Hershman.

EDLM also addresses challenges, such as focusing on a plan for modernization of training and education systems, according to Hershman. "We need to ensure warfighters have the support they need to carry out their missions,"

she said. "We, as the DoD, must respond to changing business conditions, needs, and IT innovations impacting education and training." Hershman said that keeping an eye on effectiveness as well as cost is highly important. "Eliminating redundant systems, maximizing shared delivery services and streamlining business operations will save DoD \$22 million in FY2020," said Hershman. "In the next five years it will save 122 million dollars," she added.

"We need to ensure warfighters have the support they need to carry out their missions... DoD must respond to changing business conditions, needs, and IT innovations impacting education and training" - Lisa Hershman, Chief Management Officer of the Department of Defense

Hershman and her team began tracking daily numbers for DoD teleworkers since mid-March, which includes examinations of maximized telework options that enabled about two-thirds of the Pentagon reservation workforce to continue to deliver the mission at alternate work locations using virtual collaboration tools. "COVID-19 has reinforced DoD's commitment to using digital learning processes and to modernize systems, to provide even more advanced enterprise solutions," said Hershman.

The concept of the "Enterprise Course Catalog" was covered in a session entitled, "Learner Records and Data Standards" by way of a speaker panel consisting of six panelists from across government, military and the private sector, focusing on the data standards and the portability of learner records across the enterprise. Such a concept offers easier access to training, simple keyword search to course access, and improved user experience. The enterprise learner record will track experiences, and course completions, across a learner's career – regardless of whether their career takes them through the public or private sector.

In the post-lunch session on the first day of iFEST, Dr. Sae Schatz discussed how studies have shown that online learning is perhaps better than traditional forms of learning in the classroom, when done effectively. Of course – "effectively" can be interpreted numerous ways. Dr. Schatz also mentioned that some learning tools like virtual reality (VR) may seem futuristic, but in fact they are much closer to reality if we put the right systems into place, especially since VR technology has improved so much, even within the past decade.

Rounding out the first say of iFEST, the War on the Rocks Live Podcast session featured Ms. Katrina McFarland, Chairman of the Board, Army Research and Development at the National Academies of Science; as well as General Paul E. Funk II – Commanding General, U.S. Army Training and Doctrine Command (TRADOC). General Funk emphasized that the pandemic has accelerated the switch to digitization and to integration of all forms of learning techniques due to this environment.

Mackenzie Conway, a bar manager at Beuchert’s Saloon in Washington, D.C. also joined the live podcast as the day neared its finale. Conway showed General Funk how to make an “Old Grog”. A rousing end to a rousing first day of iFEST!

On the second day of iFEST, participants were honored to have Brigadier General Ilmars A. Lejins, Assistant Chief of Staff Joint Force Development, NATO Allied Command Transformation, offer the keynote speech to open the day. In his current role, General Lejins is responsible for NATO’s Global Programming Approach to Training, its Human Capital Enhancement, Allied Joint Doctrine Development, NATO’s Lessons Learned Capability, ACT’s Experimentation Program of Work, and the Quality Assurance of NATO Education & Training Facilities.

General Lejins covered how NATO trainings had to be cancelled due to the pandemic and how they faced seating capacity challenges. He also noted that sharing ideas and knowledge enable all of us to perform better than single entities. General Lejins concluded by saying, “the body travels by wheels, but the soul travels on foot.”

PLEASE WELCOME THE NEW 4TH ESTATE DEPUTY DACM – LIZ ROSA



Liz Rosa and The Honorable James “Hondo” Geurts, Assistant Secretary of the Navy for Research, Development, and Acquisition.

We are excited to welcome Liz Rosa to the 4th Estate team as Deputy DACM. Formerly, Liz was a critical team member on the Director of Acquisition Talent Management (DATM) for the Navy and supported their 65,000-member acquisition workforce under the Assistant Secretary of the Navy for Research, Development, and Acquisition. Her core functions were acquisition workforce policy, business systems, portfolio budget planning, organizational re-baselining, and serving as contract officer’s representative for several professional support services contracts. Liz has a BS in Mechanical Engineering from the University of Rhode Island and is Program Management & Engineering, Level III DAWIA-Certified. Welcome, Liz!

NEW SOFTWARE ACQUISITION COURSE OFFERINGS AT DAU

DAU is offering the following new software acquisition courses, which are now available for open registration in Cornerstone On Demand (dau.csod.com):

- [WSA 001 - DevSecOps for the DoD: Fundamentals](#): This service-tailorable “DevSecOps for the DoD” foundations workshop provides an overview of how DevSecOps assists DoD organizations transition from existing policies, processes and procedures into a more efficient, effective and automated process using secure, reliable, and rapid software development, delivery, and deployment.
- [WSA 002 - DevSecOps for the DoD: Security Focus](#): This course brings together software engineers and cyber security professionals to provide students with an understanding of the capabilities required to secure software developed using a DevSecOps (DSO) methodology; and the cultural transition that must take place to successfully enable the continuous evaluation of security for DoD programs.
- [WSA 004 - Cloud Services Workshop](#): Designed to support Cross-Functional, Intact Teams who are looking for assistance and guidance with understanding and developing operational plans for migration to a secure cloud environment. This workshop provides guidance to assist with identification of and planning for migration of systems and applications to a secure cloud environment.

These Workshops are for all career fields to gain insight into and organizationally internalize the DevSecOps methodology. Enrollment in these courses is not subject to DACM prioritization/approval, however, please note that WSA 001 is a pre-requisite for WSA 002.

REMINDER: DAU'S PARTIAL FY21 TRAINING SCHEDULE RELEASED

Adapted for the 4th Estate Newsletter from original author Darline Goyea

Defense Acquisition University (DAU) released the course schedule for FY21 Q1 and Q2 on August 27th. For the safety of students and faculty, all courses offered during the first quarter of the new fiscal year will continue to be conducted virtually. DAU's schedule for the second quarter does include some in-person offerings, but the majority of its courses will remain online. As we move into the second quarter, classes scheduled for in-person delivery may be adjusted for the health and well-being of attendees and DAU personnel.

While the training schedule is normally published up to six months before the start of the fiscal year, the FY21 schedule was delayed to accommodate uncertainty about whether Q3 and Q4 will continue with an increased number of Virtual Instructor-Led Training (VILT) courses or if DAU will resume classroom offerings.

"This is the first time we have had to release a partial training schedule, that is, just the first and second quarters," said Lisa Johnson, Center Director for DAU's Scheduling and Student Support. "With so many unknowns, it is difficult to predict how we move forward with courses and training, but we are seeking safe, alternate options."



One of the viable alternate options being explored for Q2 is a hybrid course structure that includes virtual and real-world components. In this model, 20 to 25 students in a class will attend virtually while up to 15 students attend in a physical classroom. This will allow DAU to maximize class sizes while accommodating social distancing protocols.

In response to the pandemic, DAU canceled all resident courses in mid-March and immediately converted them to virtual training. Approximately 90 percent of all DAU courses were successfully transitioned to virtual versions, proving that the Defense Acquisition Workforce can continue to receive the high-quality training they expect from DAU in a virtual environment.

"We're not going to be 100 percent VILT in a post-COVID world," DAU President James P. Woolsey said, "but we're going to do a lot more VILT." For more information on many of the training assets available, including workshops and online job support tools, please visit www.dau.edu.

FROM THE QUOTA MANAGER

FY21 Training Details

Across the 4th Estate, each of you has done a great job working through the FY21 Q1 and Q2 release. As we move forward, please keep in mind that DAU's targeted release date for the FY21 Q3 and Q4 Schedule is January 26, 2021.

For resident and classroom training, there will be limited funding capacity to pay for training and related travel. Bear in mind that in Q3 and Q4, overall requirements will continue to be lower than originally forecasted.

Thank you so much for all your efforts and hard work. Please don't hesitate to reach out to us with any questions at datms.quota@asmr.com or 703-645-0161, Ext 2.



FY21 CAP

We realize there have been a number of training challenges across 4E from the limited amount of CAP that was released with the FY21 Q1 and Q2 schedule. There are several restrictions right now and the 4th Estate DACM office is doing its best to work with DAU. Please continue to prioritize your students during application processing and approve based on greatest training need. We are assessing potential options and will continue to communicate as additional information is made available.

VILT Course Numbering Convention

Can you recognize the new DAU VILT courses? These courses will have a "V" listed at the end of the course number. For example, the VILT version of CON 091 is now CON 091V. This is the same Instructor-led training simply offered through virtual means.



Filling Onsite Classes First

With the release of the FY21 Q1 and Q2 Schedule, some agencies have been assigned Onsite class offerings for DAU courses. If your agency has been assigned onsite, these should be top priority for your students. Please work with your personnel to fill these seats first.

Prioritize Certification Due Date

The acquisition workforce members with imminent FY20 or FY21 certification due dates need to take priority when processing student applications. The 4th Estate DACM office will assist agency quota managers with monitoring training requests and encourage them to utilize DAWIA certification due dates to prioritize reservations to ensure 4th Estate quotas are optimized.

DAU Training Updates

New DAU Online Training (OLT) Course Release – [LOG 0570, Level of Repair Analysis – \(LORA\)](#). LOG 0570 is available for students to register through CSOD and replaces CLL 057 and CLL 058. CLL 057 and CLL 058 are retired effective August 31, 2020. Enrolled students may continue to access the course and complete it until October 31, 2020. Students will automatically be dropped after October 31, 2020 if they have not completed the course.

New DAU Online Training (OLT) Course Release – [LOG 0080, Designing for Supportability in DoD Systems](#). LOG 0080 is available for students to register through CSOD and replaces CLL 008. CLL 008 is retired effective August 31, 2020. Enrolled students may continue to access the course and complete it until October 31, 2020. Students will automatically be dropped after October 31, 2020 if they have not completed the course.

LOG 0120 Title Update - In July, DAU retitled LOG 0120 to Supportability Analysis Fundamentals. It is also listed as one of the Functional Training course for DAWIA Life Cycle Logistics Level II certification.

New DAU Online Training (OLT) Course Release – [LOG 0460, The Twelve Integrated Product Support Elements](#). LOG 0460 replaces CLL 046. CLL 046 was retired effective July 10, 2020.

New DAU Online Training (OLT) Course Release – [CLM 057, Joint DoD-DoE Nuclear Weapons Life-Cycle Activities](#). This is a new online continuous learning (CL) course, however please note that while CLM 057 was taken offline on July 15, 2016, it is now reactivated and available for students to register through CSOD.

BCF 209 Retirement/Change to BUS-FM Certification Requirements: Effective October 1, 2020, DAU no longer offers BCF 209. There are no remaining offerings left on the FY20 schedule and the course is blocked in DATMS. As result, BCF 209 will no longer be an option for Business Financial Management, Level 2 Functional Certification, and the course will also be removed from the Core Plus guide for Business Cost Estimating, Level 2 and Program Management, Level 3.

“THINK DIFFERENTLY” WEBINAR SERIES HELPS WORKFORCE MEMBERS DO JUST THAT

Think Differently

Defense Acquisition University (DAU) hosted a webinar entitled, “Think Differently: Workforce Digital Readiness” on July 22, 2020. The slate of guest speakers consisted of a varied collection of professionals from across the realm of DoD, including:

- Brett Goldstein, Director, Defense Digital Service, who leads a team responsible for scaling modern technologies for impact across the mission of national security.
- Kurt DelBene, Microsoft’s Executive Vice President of Corporate Strategy, Core Services Engineering and Operations, who oversees the company’s cross-engineering and cross-business strategy, execution and planning initiatives.
- Angela “Angi” Carsten, DAU’s Director of Human Resources, where she is a member of the university’s senior leadership team, and responsible for aligning DoD’s Human Capital Operating Plan with the strategic goals of the university in support of the DoD acquisition workforce.
- Scott Bauer, the Director, Acquisition Career Management for the 4th Estate, who provides guidance and leadership to the 30+ defense agencies/field activities outside of the military departments, and where he has oversight of statutory training, professional credentialing, continuous learning, and career development for more than 28,000 civilian acquisition workforce members.

Dr. Marina Theodotou, part of DAU’s User Experience Directorate, set the stage for panel conversation by introducing three critical elements of Workforce Digital Readiness:

- Ensuring that the workforce has a basic digital literacy, which is foundational competency around data analytics.
- Focusing on up-skilling with hard and soft digital skills.
- Last but not least, application of these digital skills back on the job.

Mr. DelBene joined the discussion by sharing how Microsoft is employing these elements. For example, Microsoft’s goal is to make adjustments to how business is operating in real-time. These data driven decisions permeate the entire organization. DelBene said that the



company has seen a high uptick in demand for Microsoft Teams, Microsoft’s online collaboration suite, due to the restricted or remote work environments that so many have had to adjust to. The COVID-19 pandemic forced a shift in Microsoft’s momentum, and the organization is responding by concentrating on improving and innovating programs like Teams. In another example, DelBene discussed how he and his extensive team utilized a variety of skillsets, like telemetry, which helped them discover and identify that a federal healthcare website had a number of challenges. Once the issues were identified, he and his team were able to begin the examination process and quickly come up with solutions for improvement.

Mr. Goldstein works in a completely different type of organization, compared to DelBene at Microsoft. Goldstein describes the Defense Digital Service (DDS) team as being about 80 strong, with about two-thirds of the team comprised of civilians hailing from technical backgrounds. His employees work there because they want to serve their country and gain “leapfrog” capabilities. The other one-third of DDS team members are active duty service members with extremely strong technical skills. Goldstein himself was trained in, and has served in numerous roles as a computer scientist and a data scientist, although nothing is more important to him than our national security and being responsive to protecting it. “If something occurs anywhere in the world where DDS’s help is needed, my team and I will go ‘wheels up’ the same day,” Goldstein said.

Goldstein went on to explain that seeking new team members with senior foundational engineering skills, product skills, data science and security backgrounds is a continual process. "I'm keen on the foundational ability for my team members to walk into any situation and quickly address, assess, and advise on the situation... and helping people grow those skills is necessary when we think about digital readiness," he said. Goldstein has spent time in Afghanistan, because he feels "it's essential to travel to where the work is and to get to the user." He added that "institutional inertia" is a very real challenge within DoD but that his desire is to change that mindset by finding and enabling ways that lead to quicker innovation. To that end, Goldstein reminded attendees that data is a critical part of conversations that lead to talking about AI. "When we think about and discuss digital readiness for analytics and AI, data engineering, data architecture and open architecture standards must be a part of that conversation."

Ms. Angi Carsten informed attendees that DAU was reducing face-to-face class time to save money, prior to the pandemic. The goal was also to turn some more things into synchronous and asynchronous opportunities to be delivered through a virtual type platform. "Redefining what the user actually needs and what steps DAU needs to take to fit that need is ideal," said Carsten. "DAU wants to deliver a fun and intuitive experience for each and every user, and beyond that, we are putting a lot of thought into acquiring talent." Carsten said that questions like, "How do we acquire the right kind of talent?" and "Can I bring them on as a civilian?" are common questions that DAU leaders routinely ask themselves.

Mr. Scott Bauer built on previous panelist points by emphasizing the importance of grooming future-leaders and decision-makers. "Cultivating talent is critical to building a lethal agile workforce," Bauer quoted from DoD's National Defense Strategy. "Agencies want control of where, when and what their employees learn. Moving away from a one-size fits all approach and creating more personalized learning paths to help close the skills gap is really the way to go," he concluded.

In the final segment, the panelists closed the loop on their previous remarks and threw in a few updates to boot. DelBene gave an update on LinkedIn, the service aimed at social media networking for professionals that Microsoft purchased several years ago. LinkedIn Learning is a new feature that Microsoft has been working, with the goal to distribute learning capabilities worldwide. "Finding skills that are in demand and matching them with the appropriate learner is the ultimate goal," said DelBene.

Carsten emphasized her focus on hiring and training three somewhat different digital groups – the digital natives who need little assistance with any technology, the digital immigrants who can teach themselves and adapt to technology with some effort, and the digital-allergic who are often opposed to technology and change. "That last group are the ones that need the most hands-on

assistance, but how do we help them? It's a continual challenge we're dedicated to answering," Carsten admitted.

Bauer insightfully added that while many throughout the DoD enterprise are making an attempt to become digitally ready, most of those same workforce members are forced to rely on old, legacy systems that weren't designed for digital readiness in the 2020s. "I can tell you, though, digitization was already permeating our own lives before the coronavirus pandemic hit earlier this year," said Bauer, "and one arguably positive impact COVID-19 has had on the 4th Estate and DoD is that agencies were forced to become digitally ready far sooner than some were ready for. But everyone has stepped up to the plate."

Goldstein concluded the session with his thoughts on culture, by admitting that "culture is challenging." Goldstein shared a memory of sitting in an important meeting with senior level executives, shortly after he started in his current position, and when he essentially knew no one in the room. After some discussion on a critical issue, consensus on that issue was reached by senior leaders in attendance, but it was not a decision that Goldstein was in favor of. He elected to speak out against the decision, with his justifications for disagreement, breaking the "culture" barriers – and eventually helping to overturn the decision.

"We need to break out of this binary culture, to be brave and tell the truth," said Goldstein. He warned about focusing too much on solutions, and not enough on users and relying on foundational listening concepts. "Avoid the shiny bells," he said, "and if you're relying on the shiny bells, you're doing it wrong. Remember, asking questions is ideal, but being great listeners helps build the types of workplace partnerships that will succeed."

"Remember, asking questions is ideal, but being great listeners helps build the types of workplace partnerships that will succeed."

- Brett Goldstein, Director, Defense Digital Service

4TH ESTATE NOMINEES FOR 2020 DEFENSE ACQUISITION WORKFORCE AWARDS

On behalf of the Under Secretary of Defense for Acquisition and Sustainment (USD (A&S)), the DoD Human Capital Initiatives (HCI) team is once more coordinating the Defense Acquisition Workforce Awards to recognize the best of the best across the entire Defense Acquisition Workforce. Nominations were due in late summer, and selection panels comprised of DoD senior leaders and subject matter experts have been busy reviewing nominations since then and are making their final recommendations on winners, who will be honored on October 20. Details regarding each of the awards are available [here](#), and we are proud to announce the following 4th Estate agency nominees:

INDIVIDUAL ACHIEVEMENT AWARD



Defense Advanced Research Projects Agency
Desmond Peter Donaghue, Contracting



Defense Contract Audit Agency
Joel Lehman, Auditing



Defense Contract Management Agency
Joseph Filstrup, Program Management
Jerome Tardy, Production, Quality and Manufacturing



Defense Information Systems Agency
Kevin Eversgerd, Contracting



Defense Logistics Agency
Marian Edwards, Contracting



Defense Threat Reduction Agency
Amanda Andersen, Program Management
Sharon Morrow, Small Business



Missile Defense Agency
Michael Durham, Test & Evaluation



National Geospatial-Intelligence Agency
James Cabalquinto, Program Management



National Reconnaissance Office
AF Maj Ronald Jenkins, Program Management
Michael Sarchet, Engineering



National Security Agency
Karen Clay, Program Management
Jennifer Pica, Auditing
Slade Seetaram, Financial Management
Mark Shields, Life-Cycle Logistics

SOFTWARE INNOVATION TEAM AWARD



Defense Intelligence Agency
Machine-assisted Analytic Rapid-Repository System (MARS) Program Team



National Security Agency
Front End Network Defense/
WHISPERPINCH 3 Team

DEVELOPMENT INNOVATION AWARD

LARGE ORGANIZATION



Defense Contract Audit Agency
Data Analytics Branch Headquarters (HQ)
Operations Technical Support (OTS) Team



Defense Contract Management Agency
Government Contract Property Group



Defense Logistics Agency
Land and Maritime People Development and Pathways to Career Excellence (PaCE) Center Team

SMALL ORGANIZATION



Defense Health Agency
Program Executive Office Solution Delivery (PEO-SD) Team



Defense Information Systems Agency
Defense Information Technology Contracting Organization (DITCO) Scott Field Office Team

FLEXIBILITY IN CONTRACTING AWARD



Defense Contract Management Agency
DCMA Contracting Team



Defense Health Agency
Ms. Hilary O'Leary Meckel Team



Defense Information Systems Agency
Systems Engineering, Technology and Innovation (SETI) Acquisition Team



Defense Intelligence Agency
Defense Technology and Long-Range Analysis Office's Resource and Financial Management Team



Defense Logistics Agency
DLA Warstopper Medical Readiness Team



Missile Defense Agency
Standard Missile-3 (SM-3) Block (Blk) IIA Initial Production Contract Team



National Geospatial-Intelligence Agency
Operations, Development, Innovation-NGA (ODIN) Contract Team

PACKARD EXCELLENCE IN ACQUISITION AWARD

- | | |
|---|--|
|  <p>Defense Contract Management Agency</p> <ul style="list-style-type: none"> • Defense Contract Management Agency (DCMA), Commercial Item Group (CIG) • Defense Contract Management Agency (DCMA) Contracts Directorate (AQ) and Defense Finance and Accounting Service (DFAS) Columbus |  <p>Defense Logistics Agency</p> <p>Automated Indefinite Delivery Contract (AIDC) Team</p> |
|  <p>Defense Counterintelligence and Security Agency</p> <p>DCSA Acquisition and Contracting (DCSA AQ)</p> |  <p>Defense Threat Reduction Agency</p> <p>DTRA CB RACER Team</p> |
|  <p>Defense Health Agency</p> <ul style="list-style-type: none"> • Acquisition Support Team of the Program Executive Office – Solution Delivery (PEO-SD) • Medical Logistics (MEDLOG) Information Technology (IT) Program Management Office (PMO) |  <p>Missile Defense Agency</p> <ul style="list-style-type: none"> • MDA THAAD Pole Test & Captive Carry Test Team • Standard Missile-3 (SM-3) Block IIA Team • Standard Missile-3 (SM-3) Block IB Guided Missile Team |
|  <p>Defense Intelligence Agency</p> <p>Solutions for Intelligence Analysis 3 (SIA 3) Team</p> |  <p>National Reconnaissance Office</p> <p>Activity-Based Collection Systems Program Office (ASPO) Acquisition Team</p> |
|  <p>Defense Information Systems Agency</p> <p>Cloud Based Internet Isolation (CBII) Team</p> |  <p>National Security Agency</p> <p>High Performance Computing Solutions/High Performance Computing Silver Team</p> |

THREE NEW POLICY DOCUMENTS PROVIDE POWER TO ADAPTIVE ACQUISITION FRAMEWORK

Adapted for the 4th Estate Newsletter from original author Abel Trevino, DAU Public Affairs

Three major, long-awaited Department of Defense Instruction (DoDI) policy documents that are critical to the Adaptive Acquisition Framework (AAF) were recently released as part of the ongoing efforts to shore up acquisition with a more tailorable process.

The [DoDI 5000.83](#) (Technology and Program Protection to Maintain Technological Advantage) was released July 20, 2020 followed by the August 4, 2020, release of the [DoDI 5000.84](#) (Analysis of Alternatives) and [DoDI 5000.85](#) (Major Capability Acquisition), released August 6, 2020. These three documents are key parts of acquisition policy changes Under Secretary of Defense for Acquisition and Sustainment Ellen Lord implemented, collectively known as the Adaptive Acquisition Framework.

The success of the AAF lies in the ability to quickly adopt policy, such as these new releases, that can accommodate the changing needs of the workforce while remaining flexible enough to ensure acquisition processes remain legal and efficient.

“With the release of 5000.83 and 5000.84, OSD continues to add to the growing policies supporting AAF,” Defense Acquisition University AAF lead Mike Coolican said. “The structure of the [AAF website](#) allows us to rapidly incorporate these and other policies into the appropriate areas of the six pathways.”

WAIVER OF 24 SEMESTER CREDIT HOUR REQUIREMENT FOR DOD CONTRACTING PROFESSIONALS ISSUED

Contracting



Ms. Ellen Lord, Under Secretary of Defense for Acquisition and Sustainment, (USD(A&S)), issued a memo, "Exception to Policy - Waiver of Requirement for Completion of 24 Semester Credit Hours in Specified Courses of Study as a Qualification Requirement for Contracting Positions," on August 2, which for contracting professionals in the Defense Acquisition Workforce, lifts the 24 hour semester credit requirement. Her memo states, in part:

"Section 861(b) of the National Defense Authorization Act for Fiscal Year 2020 (Public Law 116-92) amended section 1724 of title 10, United States Code, to remove the statutory requirement for contracting professionals to complete at least 24 semester credit hours (or equivalent) of study from an accredited institution of higher education in business discipline areas. The Defense Federal Acquisition Regulations Supplement has also been revised (DFARS Case 2020-D012) to remove this qualification requirement as well. "

Ms. Lord emphasized that this memo does not change any other requirements for contracting positions.

NEW EXECUTIVE LEVEL COURSES DEBUT AT DAU IN SUMMER 2020

New Courses

Two new DAU Executive courses have been added to the DAU iCatalog – [EXE 4000](#), which is entitled "Problem Solving for Tomorrow's Defense Leaders," and [EXE 4050](#), called "Optimizing Possibilities."

EXE 4000 aims to increase the ability of leaders to influence thinking models and prepare the student and student's organization for success, while diving into the challenges that leaders often face within Defense programs and portfolios. The student will have the chance to think and act decisively in an era of unpredictability, indecision, intricacy and ambiguity. Session topics include: Parallel and Future Thinking Framework Methodologies, Visualizing and Achieving Successful outcomes and Conceiving and Executing Long-Term Thinking Strategies. Students should be prepared to add a broad range of thinking models to your leadership arsenal, develop varied problem solving skills to convert your team into a high-performing organization and understand your intellectual preferences and how they affect your team's aptitude to resolve complications that may arise.

During this one week offering, EXE 4000 will also sharpen students' critical thinking by collecting resources of thinking models that provide capabilities to the warfighter, master techniques that improve the diversity of a cross-functional team and fully equip yourself with thinking and problem-solving techniques to gain insight into critical supporting program information.

EXE 4050 is designed to promote Defense leaders' capability to successfully employ innovation and change management techniques in a continuously evolving defense landscape. Session topics in this course include: Innovation and Creative Destruction, Trust: A Human Endeavor, and Driving Innovation in Industry. In EXE 4050 students are led to enrich their change philosophy with tools, leverage diversity to generate new problem-solving techniques, embrace innovation, and sharpen your behaviors and skills.

Also designed as a one-week offering, EXE 4050 also inspires conversation on flexible organizational culture, urges consideration of unorthodox acquisition-related courses of action, helps identify performance data that supports non-traditional decision making, and develops methods to foster creativity within the workforce while balancing creativity with individual skills and abilities.

DCPAS TRAINING UPDATES

Training Updates

The Defense Civilian Personnel Advisory Service (DCPAS) issued the following updated information and details for several of its training programs recently:

Defense Civilian Emerging Leader Program (DCELP) Update

The DCELP team announced in August 2020 a number of updates on upcoming cohorts aligning with the next two fiscal years. DCELP 2020/Cohort 11 began as a resident session at Southbridge, MA in March of this year, but quickly adjusted course to a virtual-based learning environment of the balance of the program. Cohort 11 will wrap with its capstone seminar as well as graduation for the four Cohort 11 subteams during the week of November 16.

Cohort 12, the first session of DCELP 2021, will continue to be fully virtual. Orientation for Teams 1 and 2 will be February 22-25, 2021, while orientation for Teams 3 and 4 will be March 8-11, 2021. Cohort 12's capstone seminar and graduation for all subteams will be the week of May 17, 2021.



Finally, the second DCELP 2021 session – Cohort 13 – will serve as a blended learning pilot. Orientations sessions for Teams 1 & 2, and 3 & 4, will commence at the Executive Management Training Center, Southbridge, MA, during the weeks of June 27 and July 11, 2021, respectively. All training for Seminars 2 and 3 will be virtual/online, from July 26-August 19, 2021, and then all teams will reconvene at Southbridge during the week of August 29, 2021 for the capstone seminar and graduation.

Executive Leadership Development Program (ELDP) Update

After much discussion, the decision was made in August to cancel ELDP Cohort 35, which was set to run from September 2020 to June 2021). All participants selected for Cohort 35 will have a reserved seat in next year's program, assuming candidates still meet eligibility requirements and have no objections deferring their participation.

Multiple delivery options were considered for this year. However, in order to maintain the ELDP hands-on experience that includes immersive learning opportunities that participants come to expect, it was ultimately decided that remote or virtual platforms would not provide the same learning conditions. The ELDP leadership team is committed to ensuring that ELDP remains an impactful "in-resident" DoD professional development program.

All individuals selected for Cohort 35 are guaranteed a seat in next year's cohort starting September 2021, assuming that the individual still meets the criteria for selection, with current grade at the start of the program being GS12-14 and/or 03-04 Active Duty; and that the organization they are employed with agrees to endorse and fund the tuition and travel. If a candidate moves to a new position, their gaining organization must support their attendance and fund the tuition and travel-unless the sponsoring activity centrally funds its members.

Defense Senior Leader Development Program (DSLDP)

DSLDP program staff continue to evaluate applicants for Cohort 2021, and will offer up their final selections and notify applicants by December 11, 2020. Orientation is currently set for January 20-21, 2021, Seminar 1 for Cohort 2021 is set to begin on February 24, and Seminar 2 is scheduled for August 15-19, 2021. Capstone Seminar 3 is set for April 17-20, 2023.

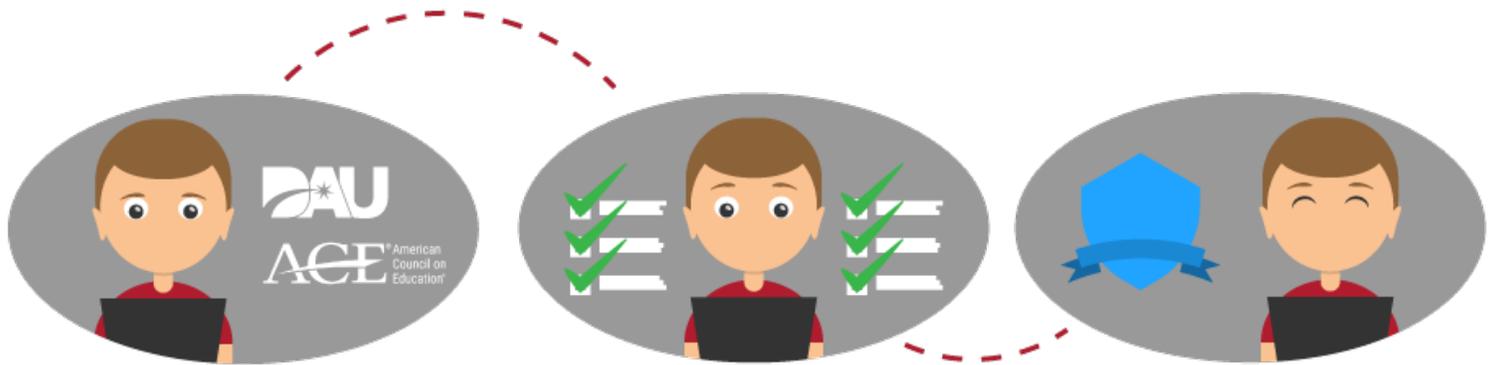
At this time, both Seminars 1 and 2 will be conducted at the Executive Management Training Center, Southbridge, MA. Orientation, Capstone Seminar 3, Structured Interview, and Graduation will be conducted in the National Capital Region.

DCPAS continues to monitor the COVID-19 situation and will alert applicants immediately if scheduled timelines and/or locations need to be adjusted.

EARN BADGES FOR ACE-ING DAU COURSES

Written by: Genevieve Hatfield - September 29, 2020

Take an ACE Recognized DAU Course



Digital credential initiatives are swiftly gaining traction within the educational community. These validated indicators of accomplishment, known as badges, provide a concrete way for students to demonstrate evidence of their academic footprint, skills, interests and knowledge gained.

Educational institutions are actively seeking out platforms that can showcase these badges as alternative credentials. The American Council on Education (ACE), which provides recommended college credit for courses, partnered with Credly to meet this expanded expectation. This is big news for DAU, which already uses ACE's College Credit Recommendation Service (CREDIT).

This new platform provides ACE-recognized course completions with a third-party, vetted badge on an industry-standard platform, further ensuring the Defense Acquisition Workforce is recognized for their education and training.

"Digital badges will benefit the workforce and agencies funding undergraduate or graduate courses when the DAU course taken is acceptable towards the college credit courses or DoD Service schools training," DAU Director of Academic Programs Wen Lin said. "They are awarded automatically without requiring the students to request credit."

Badges serve as a form of verified three-dimensional transcripts and are a way for the workforce to organize all of their acquired experiences and skill sets. These resume-boosting digital badges contain information about students completed online and on-campus undergraduate courses, communicating the skill mastered and the recommended college credits.

Lin said badges are an innovative replacement to the traditional transcript methodology and eliminate some chief concerns traditional transcripts posed for academic institutions such as lag timing and cost.

Upon completing a DAU course, an ACE badge is awarded to the workforce member for the courses that receive ACE recommended credits. Once a badge is issued and accepted, the Credly Acclaim platform sends an official digital academic transcript directly to personnel, potential employers or the college and/or university of interest. No further action is required by the issuing institution or student, the acquisition workforce will no longer need to use the ACE Transcript Registry and payment is not required for transcript distribution.

"Badges can also be shared on social media platforms and resumes to document the workforce members' skills and training," Lin said.

Acquisition workforce members who have recently completed a DAU course recommended for ACE college credits but have not received an invitation email to accept a badge, please contact scheduling@dau.edu. To learn more about the new digital badging and transcript system, which will be implemented Oct. 30, and find which courses are ACE recommended, please visit the [ACE Student Resource Center](#).

RESOURCES

- 4th Estate DACM Leaders Building Leaders Resources Page
<https://4edacm.dau.edu/lbl.html>
- Key Takeaways from iFEST 2020
<https://adlnet.gov/news/2020/09/09/iFEST-2020-eLearning-Vision-Becomes-Reality/>
- DAU's Cornerstone On Demand
<https://dau.csod.com/>
- WSA 001 - DevSecOps for the DoD: Fundamentals
https://icatalog.dau.edu/onlinecatalog/courses.aspx?crs_id=12367
- WSA 002 - DevSecOps for the DoD: Security Focus
https://icatalog.dau.edu/onlinecatalog/courses.aspx?crs_id=12376
- WSA 004 - Cloud Services Workshop
https://icatalog.dau.edu/onlinecatalog/courses.aspx?crs_id=12201
- LOG 0570, Level of Repair Analysis – (LORA)
https://icatalog.dau.edu/onlinecatalog/courses.aspx?crs_id=12436
- LOG 0080, Designing for Supportability in DoD Systems
https://icatalog.dau.edu/onlinecatalog/courses.aspx?crs_id=12433
- LOG 0120 Title Update
https://icatalog.dau.edu/onlinecatalog/courses.aspx?crs_id=12384
- CLM 057, Joint DoD-DoE Nuclear Weapons Life-Cycle Activities
https://icatalog.dau.edu/onlinecatalog/courses.aspx?crs_id=1912
- New Policy Documents Provide Power to AAF
<https://www.dau.edu/News/New-Policy-Documents-Provide-Power-to-AAF>
- DoDI 5000.83 (Technology and Program Protection to Maintain Technological Advantage)
<https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/500083p.pdf?ver=2020-07-20-150345-930>
- DoDI 5000.84 (Analysis of Alternatives)
<https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/500084p.pdf?ver=2020-08-04-131436-260>
- DoDI 5000.85 (Major Capability Acquisition)
<https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/500085p.pdf?ver=2020-08-06-151441-153>
- EXE 4000 Offerings (DAU Catalog)
<https://icatalog.dau.edu/onlinecatalog/coursedetails.aspx?crs=EXE%204000V>
- EXE 4050 Offerings (DAU Catalog)
<https://icatalog.dau.edu/onlinecatalog/coursedetails.aspx?crs=EXE%204050V>

