Supporting the civilian acquisition workforce within the defense agencies/field activities

https://4edacm.dau.edu/
In the current austere fiscal environment, we have no choice but to conduct business in non-traditional ways, that is, “do more with less”. Recently, I was afforded an opportunity to present a scholarship on behalf of the Defense Acquisition University Alumni Association (DAUAA) to a Bryant High School student. Not a native Virginian, I was unaware of this state’s public school system but was interested in learning about its high school programs. Upon arrival at Bryant, I noticed a unique, inviting atmosphere. Students seemed to come and go as they pleased; there were young children present; and the student body was culturally diverse. As I think back to my high school days, things were different. Hallways were empty during class time; there were no strollers present; and cell phones were not ubiquitous.

This year, the award recipient was a young man who maintains a healthy GPA while working 30-40 hours a week. His teachers nominated him for the award because they recognized his artistic and caring nature and overall resiliency. When I presented his award, I was overcome with emotion. Continuing to reflect on my high school experience, I did not have any external responsibilities and was able to focus entirely on my studies and sports.

As a participant at the award ceremony, I realized these students are achieving success in non-traditional ways. As young adults, they have had to find a balance between their own academic success and their family’s well-being.

As defense acquisition professionals, we must balance diminishing resources with emerging needs. The Department of Defense Instruction (DoDI) 5000.02 provides the traditional framework to conduct acquisition business. But, over the years, policy has become complex and outdated. The current Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)), The Honorable Ellen Lord, has adopted the mantra, “being comfortable with the uncomfortable,” in recognition of the challenge to simplify and modernize. To kick-start this new approach, Ms. Lord unveiled the Adaptive Acquisition Framework (AAF) through an updated 5000.02. The policy now reflects six critical acquisition tenets: simplify acquisition policy, tailor acquisition approaches, empower program managers, data driven analytics, active risk management, and emphasize sustainment. In order for us to be successful, just like the Bryant students, we must continue to look for non-traditional, tailorable solutions.

The AAF supports the acquisition lifecycle with the objective of delivering effective, suitable, survivable, sustainable, and affordable solutions to the end user in a timely manner. In line with this transformation, my office continues to do its part to develop customizable leadership opportunities. This year, we reviewed our Leadership and Talent Management Portfolio and identified an emerging need to transfer program learning into actionable goals. An industry-best practice is to inculcate coaching into leadership training in order to sustain behavioral changes. As such, we added coaching to each Acquisition Leadership Challenge Program (ALCP) offering this year.

These initiatives are just a few of the ways the DoD acquisition leadership and community demonstrate their commitment and passion to use non-traditional methods to arrive at a balanced solution. As always, here at the 4th Estate DACM office, we strive to ensure all acquisition workforce members remain current, connected, and engaged as we transition to a new normal.
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The 4th Estate DACM team is pleased to announce its FY20 self-registration schedule for the Acquisition Leadership Challenge Program (ALCP). To register for any opportunity, navigate to DATMS https://www.atrrs.army.mil/datms. While the dates below are accurate as of the release of this newsletter, for the most up-to-date information, refer to the 4th Estate website: https://4edacm.dau.edu/self.html.

Special Note: The third annual “Leaders Building Leaders” event is scheduled for 29 June – 1 July in Southbridge, MA. LBL specific offerings are highlighted in bold.

The Acquisition Leadership Challenge Program (ALCP) I+ targets individuals at the beginning of their leadership career and focuses on individual behavioral preferences as well as the efficacy of those preferences within the leadership spectrum. The course highlights an overview of six leadership characteristics: emotional intelligence, personality preferences, interpersonal relationships, change management, conflict mitigation, and leading across generations. This two and a half day course utilizes facilitated discussion, experiential learning, self-reflection activities, and a variety of psychological instruments to drill down and identify the individual’s leadership approach. Additionally, the “+” in ALCP I+ refers to the services of an experienced coach who will be assigned to each participant to reinforce ALCP I strategies. These coaching sessions are designed to transfer program learning into actionable goals that can be tracked over time.

- Date: 21-23 April 2020; Location: Alexandria, VA; Reservation Cutoff Date: 12 March 2020
- Date: 4-6 May 2020; Location: Atlanta, GA; Reservation Cutoff Date: 26 March 2020
- Date: (1) 29 June – 1 July 2020; Location: Southbridge, MA; Reservation Cutoff Date: 1 May 2020
- Date: (2) 29 June – 1 July 2020; Location: Southbridge, MA; Reservation Cutoff Date: 1 May 2020
- Date: 20-22 July 2020; Location: Richmond, VA; Reservation Cutoff Date: 11 June 2020

The Acquisition Challenge Leadership Program (ALCP) II+ targets mid-to-senior level leaders who want to maximize individual talent skillsets to create high performing and cohesive teams. The course highlights six advanced leadership characteristics: emotional intelligence, personality traits, team roles, 360 feedback, role of influence, and leadership presence to learn relevant leadership strategies. This two and a half day course utilizes facilitated discussion, experiential learning, self-reflection activities, and a variety of psychological instruments to both understand and enhance each individual’s approach to leadership challenges. Additionally, the “+” in ALCP II+ refers to the services of a certified coach who will be assigned to each participant to reinforce ACLP II strategic team-lead strategies. These coaching sessions are designed to transfer program learning into actionable goals that can be tracked over time.

- Date: 6-8 May 2020; Location: Atlanta, Ga; Reservation Cutoff Date: 30 March 2020
- Date: 29 June – 1 July 2020; Location: Southbridge, MA; Reservation Cutoff Date: 1 May 2020
- Date: 22-24 July 2020; Location: Richmond, VA; Reservation Cutoff Date: 15 June 2020

The Acquisition Challenge Leadership Program (ALCLP) III+ targets mid-to-senior level leaders who are responsible for coaching and mentoring others within their organization and includes opportunities to further develop senior leadership skillsets. The course focuses on mentoring, coaching, feedback, and conflict mitigation. Active participant engagement through specific goal setting, creation of development plans, and an analysis of their leadership effectiveness through the Campbell Leadership Index (360°) ensures a safe environment within which all participants will both advance their individual skillsets and learn from others’ experiences. Additionally, the “+” in ALCP III+ refers to the services of a certified coach who will be assigned to each participant to reinforce ACLP II strategic team-lead strategies. These coaching sessions are designed to transfer program learning into actionable goals that can be tracked over time.

- Date: 10-12 August 2020; Location: Alexandria, VA; Reservation Cutoff Date: 1 July 2020

For details, refer to the Self-Registration catalog: https://4edacm.dau.edu/assets/4E_DACM_Leadership_and_Talent_Management_Portfolio_2020-Self-Registration.pdf
Talent Management, a two-day course, targets senior level leaders who wish to manage and develop team talent more effectively and includes a review of the steps needed to create an environment for success in any organization. Through a variety of communication-based course activities, participants will gain insight into personal and team accountability, how to leverage diversity of thought, how to best develop others, and the art of mentoring and succession planning.

- **Date:** 29 June – 1 July 2020; **Location:** Southbridge, MA; **Reservation Cutoff Date:** 1 May 2020

The Engaged Leader targets leaders who wish to enhance their overall levels of engagement. This two day course provides insight into the common factors and leadership behaviors that drive employee engagement. Participants will measure and examine their own levels of personal engagement, identify three factors that influence and promote personal, team, and organizational resiliency. Additionally, participants will assess their overall levels of emotional intelligence based on the sixteen validated elements that promote high levels of performance and overall well-being.

- **Date:** 29 June – 1 July 2020; **Location:** Southbridge, MA; **Reservation Cutoff Date:** 1 May 2020
3RD ANNUAL LEADERS BUILDING LEADERS EVENT

JUNE 29 - JULY 1, 2020
SOUTHBRIDGE, MA

LEADERSHIP OFFERINGS
ALCP Level I+ Two Sessions
ALCP Level II+
Talent Management
The Engaged Leader

BREAKOUT SESSIONS

MOTIVATIONAL SPEAKERS
Distinguished speakers who will discuss leadership challenges and opportunities
DAU Announces FY20 Virtual Offerings’ Rollout: ACQ 203, LOG 201, and PQM 201V – for additional details, check the DAU iCatalog

• **ACQ 203V - Intermediate Systems Acquisition, Part B:** Forty-one FY20 resident offerings have been converted to the virtual offerings. Please note there is a five-day reservation close window prior to the class start date for this five-day course. The maximum class size will be 20.

• **LOG 201V - Product Support Strategy Development, Part B:** There have been two offerings of LOG 201V added to the FY20 schedule. The first offering will be 3-7 February 2020 and the second will be 1-5 June 2020. Both will be loaded under School Code 507 (EST). The reservation close window is five days prior to the class start date.

• **PQM 201V - Intermediate Production, Quality, and Manufacturing, Part B:** PQM 201V is now deployed as a regular Virtual Instructor Led Training (VILT) course. PQM 201V is equivalent to PQM 201B and can be taken instead of PQM 201B for Level 2 PQM certification. Students will have ten business days to work at their own pace to complete the material. PQM 201V Class 301 School code 501 (EST Zone) scheduled for 23 March - 3 April 2020 is now available for registration. At this time, this is the only online offering scheduled for FY20. Additional offerings may be added later in the FY.

DAU Course Prerequisite Change

CON 270 has been removed as a required prerequisite for CON 370: Advanced Cost and Price Analysis, and the iCatalog has been updated.

DAU Online Training (OLT) Courses Retired

• ACQ 130 is now retired and has been replaced by ACQ 1300 - Fundamentals of Technology Security/Transfer as indicated in the iCatalog.

• CLB 011 is now retired and has been replaced with BFM 0040 - Budget Policy. BFM 0040 is a new Continuous Learning module. This Continuous Learning module is NOT a required course for DAWIA certification.

• CLB 009 is now retired and has been replaced with BFM 0050 - Planning, Programming, Budgeting & Execution. BFM 0050 is a new Continuous Learning module. BFM 0050 is also required for Test & Evaluation Level 3 functional certification.

DAU Student Pilot Offering Announcements

**ACQ 305 – Services Acquisition Management Office** is a new Instructor-Led Training (ILT) course. The student pilot (Class 951) is scheduled for 24-27 Mar 2020 at Ft. Belvoir, VA. This course is now available for registration. To conduct the pilot a minimum of ten reservations are needed with a maximum class size of 30 students.

**ENG 202 – Applied Systems Engineering in Defense Acquisition, Part II** (Class 951) was conducted 16-19 December 2019 as a VILT pilot. The 15 students who were converted from the original classroom version of the offering have now graduated.

4th Estate Agencies can now work directly with DAU Agile faculty on their request for a cohort offering of **ACQ 1700 – Agile for DoD Acquisition Team Members.** The cohort offerings are additional opportunities that your agency may submit a request for. ACQ 1700 will be loaded if DAU is able to support the request. DAU will ensure that the offerings are loaded in ATRRS and students receive credit for the course.

Students for these cohort offerings will be enrolled manually by DAU. Please note that student travel will be funded by the requesting agency for cohort offerings, which is similar to the way COR 222 is currently being handled. There are open offerings of ACQ 1700 for the general/open registration and there are “blocked” ACQ 1700 offerings loaded for a specific Agency/Commands for their cohort. Please submit your ACQ 1700 cohort requests to scheduling@dau.edu.

In response to questions, there will be both resident and cohort ACQ 1700 offerings on the FY20 Schedule. The current open registration offerings will remain on the schedule and will be cancelled if a minimum of 18 students are not registered by the cut-off date. Resident offerings are available for registration through DATMS, www.atrrs.army.mil/datms. Students will be considered “Priority 3” for this training opportunity.
Greetings! Thank you to everyone for your patience during the Fiscal Year changeover as well as the DATMS Travel Manager transition from Katharine Thomas to me, Diego Arboleda. Katharine and I will continue to work closely together and I look forward to the opportunity to get to know each of you more closely.

Student Travelers: Please remember to file your vouchers on time. According to Financial Management Regulations Policy, student travelers must file their vouchers within five days after completing their training. 4th Estate agencies/field activities will begin to receive reports of students who are in violation of this policy. If you have any trouble completing your voucher on time, please be sure to notify your local Agency Travel Manager.

Voucher Tip: A common error in vouchers is a “doc not on file” message. Often the error is resolved by resigning the authorization and then filing the voucher.

Inclement Weather Tip: Winter has arrived for most of us. Please refer to https://www.dau.edu/Pages/OperatingStatus.aspx to check on System Operating and Regional Location Operating Statuses before you travel. Remember inclement weather in any area of the country might impact travel – even if your area is beautiful! Student travelers can also refer to https://www.dau.edu/ to check the operational status of DAU’s regional campuses and training centers. Additionally, the DAU Operational Status line (1-800-845-7606, Option 1) provides a recorded message during emergency conditions such as severe weather or other unforeseen circumstances.

**Because all travelers are to follow their agency’s inclement weather policy, remember to contact your supervisor for guidance when traveling during potential inclement weather.**

I hope everyone has a wonderful 2020 and please don’t hesitate to reach out to me at DATMS.Travel@asmr.com.

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DAU will pilot a Virtual Instructor Led Training (VILT) version of ACQ 265 – Mission-Focused Services Acquisition on 9-18 March 2020. The VILT pilot is scheduled for eight days (four hours each day) versus four days for the classroom version. A minimum of 10 reservations are needed to conduct the class and the maximum will be set at 16. Students for this pilot are volunteers from those with a current reservation in an offering of ACQ 265.

DAU will conduct two student pilot offerings of Virtual Instructor Led Training (VILT) CON 360 – Contracting for Decision Makers, which is scheduled for 21-30 July 2020. The maximum class size will be set to 16 and the minimum is 12. Students for this pilot will be volunteers from those with a current reservation in an offering of CON 360. The second student pilot offering is tentatively planned as a conversion of CON 360 (Class 037) at Kettering, OH (25 August – 3 September 2020). More details will follow at a later date.

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El Segundo Campus Closed

Please be advised that the DAU El Segundo (Los Angeles) Campus was closed at the end of January 2020. All remaining FY20 classes scheduled for the El Segundo Campus will be moved either to the Space and Missile Systems Center (SMC – on Los Angeles Air Force Base) or another West Region location (San Diego, CA, Hill AFB, UT, etc.). Students with reservations at El Segundo have been moved to SMC or other DAU West Region Campus locations.

FY21 DAU Schedule

The FY21 Schedule Build has now commenced. Thank you all for providing your Agency’s training requirements. The go-live date for student registration TBD.
There are a number of topics in acquisition that can be hard to understand, especially when written in “regulation-ese.” The ideas behind the topics are relatively easy to understand, it’s the details that can be difficult to grasp. In this video, Alvin Lee, Professor of Systems Acquisition Management, Defense Acquisition University, uses cartoons to illustrate an “Acquisition Moment” in an easy to understand, entertaining way.

NEW! DAU CREDENTIALS

Recent feedback from Defense Acquisition University (DAU) students identified a desire for learning that is closer to the moment of need and that offers more than knowledge. Students want skills to enhance position performance. As a result, DAU has released four credentials and will continue to expand the program this fiscal year:

• **Agile: DoD Team Member** – A cross-functional, general purpose credential on the tenets and principles of Agile. The credential will explore what it takes to perform a successful agile transformation across and organization and will provide the knowledge and skills necessary to perform on a DoD Agile Program.

• **Digital Engineering: DoD Consumer** – Promotes the learning of key digital engineering information and perspectives. It establishes how models, simulations, and digital engineering can be a benefit over the entire system lifecycle and how those techniques can support systems engineering processes.

• **Services Acquisition Team Member: Non-Acquisition Professional** – Helps to develop a highly qualified diverse workforce capable of performing current and future DoD Services Acquisition functions while adopting commercial best practices in training and education related to contract services management.

• **Services Acquisition Team Member: Acquisition Professional** – Helps to develop a highly qualified diverse workforce capable of performing current and future DoD Services Acquisition functions while adopting commercial best practices in training and education related to contract services management.

DAU’s credential programs are intended to complement, not duplicate other credentialing programs and will help individuals to acquire skills specific to the DoD acquisition workplace. Some DAU credentials will integrate external commercial content providing a well-balanced set of knowledge and skills to the DoD acquisition workforce. Earning DAU credentials can provide you knowledge and skills to perform roles or functions in the DoD acquisition environment and are intended to meet emerging needs for specific skills and performance in the modern workplace. Whether an employee’s position involves managing capability requirements, acquiring services or systems, or sustaining capabilities, earning pertinent credentials, coupled with other learning resources will expand an employee’s professional skills, build competence and confidence, and open new career paths. For more information, refer to: https://www.dau.edu/training/pages/credentials.aspx
2020 PUBLIC-PRIVATE TALENT EXCHANGE PROGRAM (PPTE) ORIENTATION

The Office of the Under Secretary of Defense for Acquisition and Sustainment (OUSD(A&S)), Human Capital Initiatives (HCI) has launched the 2020 Public-Private Talent Exchange (PPTE) program. The PPTE allows the Secretary of Defense to arrange for the temporary assignment (detail) of a U.S. Department of Defense (DoD) civilian employee to a private-sector organization or an employee of a private-sector organization to the DoD.

The 2020 PPTE orientation was hosted by HCI on Friday, 17 January, 2020 at the Pentagon. The Honorable Ellen Lord, Under Secretary of Defense for Acquisition and Sustainment, provided keynote remarks. Leveraging the success of the 2019 pilot program, HCI partnered with DoD components and industry to plan an expanded 2020 program with a focus on increasing industry participation. The 2020 cohort features 20 participants - 14 government civilians and six industry participants.

The companies taking part in this exchange include Ball Aerospace, Boeing, Booz Allen Hamilton, Deloitte, Guidehouse, National Industries for the Blind, SAIC, and Virgin Orbit. The participating components are Army, Navy, Acquisition and Sustainment, Research and Engineering. The Missile Defense Agency, Washington Headquarters Services, and the Defense Threat Reduction Agency are participating this year from the 4th Estate.

The orientation created a great platform for all participants to network and share their backgrounds as well as the new role they will take on with the PPTE Program.

Congratulations to the 2020 cohort! We look forward to hearing about and highlighting your journey! (https://www.hci.mil/PPTE.html)

DATMS UPDATES

The Defense Acquisition Talent Management System (DATMS) continues to be refreshed on a regular basis. Since the last newsletter, we are excited to announce additional functionality that continues to enhance the DATMS user experience. Recent examples include:

- **DATMS Announcements** now display on the dashboard
- Users can submit requests for the 4th Estate DACM “self-registration” Leadership and Talent Management courses through Event Management.
- **Supervisors** can view a list of their Employees and access each Employee's [Career Brief](#).
- **Supervisors and Training Managers can submit Continuous Learning Point by-proxy requests**
- **DAU Credential Completions** display on the Employee's Acquisition Career Brief
- On 1 January 2020, the [Common Continuous Learning Cycle](#) launched: 1/1/2020-12/31/2021. By transitioning all 4th Estate Acquisition Workforce employees to the Common CL Cycle, data integrity will improve and Supervisors will know exactly where each Employee is within the CL cycle. All 4th Estate AWF Agencies/Field Activities have received details related to how the Common CL Cycle will affect 4th Estate AWF Employees who started after 1 January 2020.

For additional details, refer to “Support | Release Notes” within DATMS.
ADAPTIVE ACQUISITION FRAMEWORK

On Wednesday, January 24, The Honorable Ellen Lord, Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)) signed the Department of Defense Information (DoDI) 5000.02 and 5000.02T memorandums that detail the new Adaptive Acquisition Framework (AAF).

The AAF supports the overall Defense Acquisition System, which is composed of three parts: Acquisition, Requirements, and Funding, by delivering effective, suitable, survivable, sustainable, and affordable solutions to the end user in a timely manner. It will enable innovative acquisition strategies through policy and empower the acquisition workforce to tailor their approach to specific program requirements.

No longer will program teams be limited in achieving warfighting objectives under a traditional “one-size-fits-all” checklist model, but, instead, will utilize a series of six pathways to tailor the acquisition process. The six pathways include:

- **Urgent Capability Acquisition**: Field capabilities that address urgent needs is less than two years
- **Middle Tier of Acquisition**: Develop fieldable prototypes for new capabilities into an operational environment within five years of the official start date.
- **Major Capability Acquisition**: Acquire and modernize unique military programs that provide enduring capability and will typically follow a structured analyze, design, develop, integrate, test, evaluate, produce, and support approach.
- **Software Acquisition**: Adopt agile and lean software practices to facilitate rapid and iterative delivery of software capability to the user.
- **Defense Business Systems**: Assess the business environment to identify existing commercial or government solutions that support Department of Defense (DoD) business operations.
- **Acquisition of Services**: Using three phases: Plan, Develop, and Execute, acquire services from the private sector including knowledge-based, construction, electronics, communication, equipment, facilities, products support, logistics, and transportation services.

Two important aspects of the Program Manager’s toolkit will be “tailoring in” – regulatory information will be used to document program plans and the recognition that “cybersecurity” is a critical aspect of program planning and must be address early and continuously during the program lifecycle to ensure cybersecurity operational and technical risks are identified and reduced and that fielded systems are capable, effective, and resilient.

2020 DAU SOUTH ACQUISITION UPDATE

Defense Acquisition University-South Region is pleased to announce the return of its Acquisition Update and continuing learning series on Thursday, February 20, 2020 from 8:00 a.m. - 4:30 p.m. (CST) at the DAU-South Region Campus in Research Park, Huntsville, AL. This year’s theme is “Acquisition 20/20: Navigating DoD Acquisition in an Age of Transformation”.

This day-long event is packed full of speakers and discussions on the latest policy developments and trends in defense acquisition. Hosted at DAU’s campus in Huntsville, AL, the 2020 Update will feature a keynote address from Stacy Cummings, Principal Deputy Assistant Secretary of Defense for Acquisition Enablers, on the DoD’s new Adaptive Acquisition Framework.

This event is free to attend and includes a live-streaming option; https://crs.dau.edu/DAUS2020/. Participants are eligible to claim up to six Continuous Learning Points (CLPs).
The following resources were referenced throughout this newsletter edition and are included here for your convenience.

**2020 Leadership and Talent Management Portfolio: Self-Registration**
- DATMS: https://www.atrrs.army.mil/datms
- 4th Estate Self-Registration: https://4edacm.dau.edu/self.html
- Self-Registration Catalog: https://4edacm.dau.edu/assets/4E_DACM_Leadership_and_Talent_Management_Portfolio_2020-Self-Registration.pdf

**2020 Leadership and Talent Management Portfolio: Supervisor-endorsed Nomination**

**4th Estate Quota Manager**
- DAU iCatalog: https://icatalog.dau.edu

**4th Estate Travel Manager**
- System Operating & Regional Location Status: https://www.dau.edu/Pages/OperatingStatus.aspx
- DAU Homepage: https://www.dau.edu

**DAU Credentials**
- DAU Credential Job-Aid: https://www.dau.edu/faq/documents/credentialssignupinstruction.pdf
- DAU Credential FAQs: https://www.dau.edu/faq/p/DAU-Credential
- DAU Credential Descriptions: https://www.dau.edu/training/pages/credentials.aspx

**Public-Private Talent Exchange Program**
- PPTE: https://www.hci.mil/ppte.html

**Office of Undersecretary of Defense Acquisition & Sustainment (OUSD(A&S))**
- Adaptive Acquisition Framework: https://aaf.dau.edu/