



*Enhancing DoD Acquisition Workforce Talent Management
through collaboration and adaptability*

FROM YOUR DACM



GREETINGS!

Over the past year, I've observed and participated in the Defense Acquisition University's (DAU) increased engagement in strategic actions and decisions that have changed the way it does business as it shifts focus to a "customer intimate" culture...which is another way of expressing that the customer is central to everything the organization does. This includes:

- Listening directly to customers, e.g., PEOs, PMs and other DoD organizations responsible for equipping the warfighter
- Employing feedback from customers to more quickly update and develop learning and development resources that are targeted and more accessible in nature
- Measuring critical program success metrics to ensure we're delivering optimal learning resources
- Providing personalized and adaptive learning and development resources that are available directly on-the-job at critical moments of need that help customers achieve mastery rather than simply checking the box for class completion

By virtue of adopting a more customer intimate focus, we've also discovered over the past year that in order to make progress on the initiatives outlined above, we should strive to be more collaborative, adaptive and responsive in our behavior and decision making. During a recent Capital and Northeast DAU All-Hands, DAU's President Mr. Woolsey addressed those behaviors as critical focus areas, which the 4th Estate DACM team works to support:

- **Collaborative** – We plan and execute events such as the 4th Estate Summit and "Leaders Building Leaders," which bring us together with you, our customers, to answer questions, solve problems and build cohesion.
- **Adaptive** – We address your evolving needs for leadership and talent management courses and programs by securing additional resources.
- **Responsive** – We continue to provide agency workforce data and engage with you through our Defense Acquisition Workforce Improvement Act (DAWIA) Certification Campaign. Additionally, we help you codify your needs into actionable improvements for the Defense Acquisition Talent Management System (DATMS).

As mentioned previously, we don't want you to simply "check off" your training requirements, but rather we want you to have access to training and resources that help you develop into a stellar 21st century workforce member who is intellectually curious, a strong collaborator and facilitator, and an engaged and active listener who identifies trends and problems and who can be (quite simply) – agile.

The Honorable Ellen Lord, Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)), mentioned in her inaugural December 2018 newsletter that "we depend on our educated and experienced workforce." You are part of that workforce – and my 4th Estate DACM team and I pledge to help you become the most professional, agile and high-performing members you can be.

A handwritten signature in cursive script that reads "Scott Bauer".

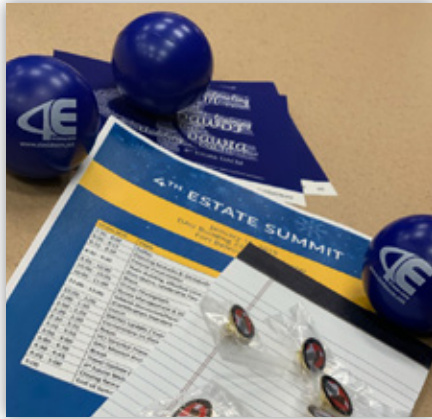
Scott Bauer
4th Estate DACM

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WINTER 2019



NEWSLETTER HIGHLIGHTS



2019 4TH ESTATE ANNUAL SUMMIT



ACQUISITION IS A MULTI-FUNCTIONAL TEAM SPORT



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2019 4th Estate Annual Summit Attendees

2019 4TH ESTATE ANNUAL SUMMIT

Notwithstanding a weekend winter snow event, the 4th Estate Director, Acquisition Career Management (DACM) office hosted their annual Acquisition Workforce Summit, as scheduled, on Tuesday, January 15, 2019 at the Defense Acquisition University (DAU) Fort Belvoir campus. All agency career managers, training/quota managers, and travel managers were encouraged to attend and with nearly 50 participants, the agencies/field activities across the 4th Estate were well represented.

The one-day event began with an overview by Aaron Hutson, the 4th Estate Deputy DACM, and a welcome message from the 4th Estate DACM, Scott Bauer. After an in-person and on-the-phone introduction, Dan Quinn from the Leadership Foundry led the first session with a discussion and follow-up activity designed to help participants identify assumptions and boundaries that might impact communication efforts. According to Mr. Quinn, it is personal micro-changes that enable individuals and/or groups to change. Understanding vertical and horizontal barriers helps individuals become better communicators both in their personal lives and work environments. He also discussed the concept of boundary spanning, which is reaching across borders, margins, or sections to build relationships, interconnections and interdependence in order to manage complex problems.

Following a break, the 4th Estate DACM Quota Manager, Ashlee Riggins, facilitated a “two-fer” session that included both a Quota Management Overview as well as an update on the DAU FY20 schedule build.

Best practices mentioned included a reminder that it is everyone’s responsibility to protect 4th Estate’s training seats. Specifically, Ms. Riggins highlighted the importance of requesting and processing cancellations in a timely manner, limiting “no shows”, and communicating the availability of open seats in onsite courses with the 4th Estate DACM office and other agencies. Another best practice is for quota managers to work to fill their onsite courses first when the DAU FY20 Schedule goes live on April 10. Finally, good news for all is that, unless otherwise specified, travel will be centrally funded and expanded to include Priority 1-3 students for the remainder of FY19.

One of the highlights of this year’s Summit was a DAWIA discussion panel that included representatives from DLA, DISA, MDA, NGA, and the 4th Estate DACM, facilitated by Aaron Hutson. Each panel member was encouraged to address a specific DAWIA issue, for example, certification standard changes, job specialties, prerequisites, waivers, etc. Key discussion topics included:

- Intern/PACER program coding and timelines
- Functional Area Reassessment (FARA)
- Future automation goal to calculate experience based on acquisition position coding in DCPDS versus manual resume reviews
- Agency-based additional training and/or education requirements above and beyond DAWIA
- Retention incentives

After lunch, Jennifer Sur and Stephen Gould, ASM Tech Leads, presented recently released updates including

the Defense Acquisition Waiver System (DAWS), formerly known as the AT&L Waiver system. Waivers should be created in DATMS for everyone who is beyond their 24-month grace period for their position's certification requirements in order to correctly capture position data. Participants were excited to hear about the event management module, which will be available in FY20 for agency-specific event registrations and tracking.

Rebecca Clark and Kevin Chau from the DAU Cornerstone on Demand (CSOD) team discussed the top five Help Desk questions, including:

- Downloading certificates
- Training product issues
- Accessing Instructor-Led Training (ILT) evaluations
- Training lessons not updating
- Editing user profiles

Following a quick break, Mr. José Gonzalez, Office of the Under Secretary of Defense, Acquisition and Sustainment (OUSD(A&S)) Human Capital Initiatives (HCI) Director, discussed the USD(A&S)'s strategic direction and importance of data. Data informs strategy and strategy informs requirements. Current data shows favorable trends for the Acquisition Workforce size, balance, retention, and certification rates. However, Mr. Gonzalez stated there are still opportunities to improve as the current metrics do not address job proficiency, effectiveness, or how to improve the services and products we deliver. His team is working hard to address FY19's top priorities:

- Pursue advanced talent management applications
- Identify critical skill gaps and remove barriers to reaching talent
- Hold DAWDF to standard of major acquisition programs

One helpful resource for the acquisition workforce is DAU's Mission Assistance Services. The type of assistance, as described by DAU's Associate Dean for Outreach and Mission Assistance for the Capital & Northeast (CNE) Region, Vance Gilstrap, is extensive and includes: team training, leadership workshops, critical thinking tools, Defense Acquisition Executive Overview Workshops (DAEOWs), executive coaching, event-driven workshops, pre-milestone/gate reviews, and deep dives/consulting.

The 4th Estate DACM Travel Manager, Katharine Thomas, facilitated a lively discussion in which various "what-if?" travel scenarios were presented to the group. The specific scenarios are included in this newsletter in the "Message from the DACM Travel Manager" section.

Towards the end of the afternoon, Nikos Cox, the 4th Estate DACM's multimedia lead provided an overview of changes/improvements to the 4th Estate's new website going live soon.

The 4th Estate Summit Awards were presented to the following agencies and individuals:

Highest DAWIA Certification Compliance

- Large Agency: Missile Defense Agency (MDA)
- Small Agency: Defense Finance and Accounting Service (DFAS)

Most Improvement in DAWIA Certification Compliance

- Large Agency: Defense Contract Management Agency (DCMA)
- Large Agency: Defense Threat Reduction Agency (DTRA)
- Small Agency: Office of the Secretary of Defense (OSD)

Highest Continuous Learning Compliance

- Large Agency: Defense Logistics Agency (DLA)
- Small Agency: Defense Finance and Accounting Service (DFAS)



Travel Manager of the Year:
Sherece King
(Defense Information Systems Agency – DISA)



DACM Excellence Award:
Debra Hufnagel
(Missile Defense Agency – MDA)



Quota Manager of the Year:
Robin Sleptzoff
(National Security Agency – NSA)

The 2019 4th Estate Summit concluded with a reminder to all to complete the survey to help the 4th Estate DACM Team improve next year's summit. Thank you to all our attendees and presenters for making the 2019 Summit a success!

2ND ANNUAL LEADERS BUILDING LEADERS EVENT

April 16-18 2019 at the DAU Fort Belvoir Campus

4th Estate DACM Sponsored Leadership & Talent Management Week

LEADERSHIP OFFERINGS

ALCP Level I - Two Sessions
ALCP Level II
Talent Management
Engagement & Influence

BREAKOUT SESSIONS

Communicating Effectively

Refreshing the DoDI 5000.02

Speed Networking

Feedback/Mentoring/Coaching

Critical Thinking

Wellness/Energy Management

Appreciating Generational Differences

MOTIVATIONAL SPEAKERS

Distinguished speakers who will discuss
leadership challenges and opportunities



SECTION 809 PANEL RELEASES RECOMMENDATIONS

NOTE: The Section 809 Panel, established by Congress in the FY 2016 National Defense Authorization Act (NDAA), was tasked with identifying ways to streamline and improve the defense acquisition system and has made 98 recommendations.

By: David Drabkin, Chair of the Section 809 Panel

The Section 809 Panel released the third volume of its Final Report to Congress January 15. It contains recommendations that, if adopted, will prioritize defense acquisition on its mission to deliver capability and lethality to the warfighter inside the turn of its near peer competitors and non-state actors. Over the course of 2 ½ years and four publications, the panel has generated 98 recommendations that collectively work to reduce barriers that deny the Department of Defense (DoD) timely access to innovative technology and bridge the gap developing between the United States and its near-peer competitors and non-state actors. These recommended changes also empower the acquisition workforce by eliminating or simplifying burdensome practices; delegating more decisions to the working level; and revising processes by which the acquisition workforce is hired, trained, and retained. To accomplish these changes, the panel recommends that DoD's acquisition system be placed on a war footing and put mission first.

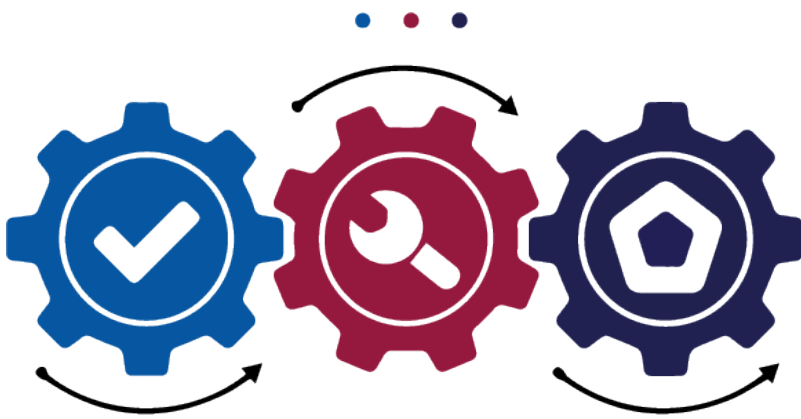
THE DYNAMIC MARKETPLACE

Volume 3 provides a roadmap to implement the Dynamic Marketplace Framework, a revolutionary approach that will facilitate acquiring the most up-to-date products and services in the least amount of time possible from the open, accessible marketplace. It is also designed to promote competition, enhance transparency, and maintain integrity. The Dynamic Marketplace divides what DoD buys into three categories:

- **Readily Available:** Any product or service that requires no customization by the vendor and can be ordered directly by customers, to include products and services that only governments buy.
- **Readily Available with Customization:** Includes the products and services that are sold in the private sector, including to other public-sector customers, for which customization or manufacturing that is consistent with existing private-sector practices is necessary to meet DoD's needs.
- **Defense-Unique Development:** DoD-financed development, either to re-purpose a readily available product or solution or to develop a new product or solution, to provide a defense-unique capability.

The buying processes for Readily Available and Readily Available with Customization radically re-envision government contracting, replacing current commercial buying procedures that have become overly complicated, in effect denying DoD access to the global marketplace.

The panel acknowledges that the basic contracting processes for defense-unique products and services is generally appropriate. The panel proposes revolutionary changes in terms of how the programs in this part of the marketplace are managed. Many of our recommendations therefore work to make this category of purchasing more efficient and innovative, and we encourage practitioners to take advantage of the many existing initiatives, such as Other Transaction Authorities and Middle Tier Acquisition Authority, that can speed time to development and production.



DYNAMIC MARKETPLACE FRAMEWORK

PORTFOLIO MANAGEMENT

The panel's most significant and revolutionary suite of recommendations to defense-unique acquisitions is the adoption of portfolio-based management for DoD's major acquisition programs. This holistic set of recommendations runs from requirements generation through sustainment and will feature the establishment of Portfolio Acquisition Executives (PAEs) at the execution level as well as Enterprise Capability Portfolio (ECP) Managers at the enterprise level. This new organizational structure will provide better strategic view of capabilities and flow down decision-making to those closer to the working level. These and other recommendations suggest ways to more effectively allocate resources, including the human resources of the acquisition workforce and the budgetary resources DoD leverages to acquire capabilities and maintain technological dominance.

IT REFORMS

DoD's acquisition system has not kept pace with the way information technology is developed and purchased in the private sector. Many of the panel's recommendations modernize acquisition processes to better align them with commercial IT practices and make accessing private-sector innovation easier. In Volume 1, the panel proposed a new process for managing defense business systems and eliminating outdated management and review practices. Volume 3 addresses the problem of inefficient buying of consumption-based solutions with a new contract type based on fixed-price resource units. This solution would provide a standardized approach to buying cloud-based, telecommunication-related, and other solutions that tend to be sold via consumption-based models. The panel also recommends exempting DoD from the Clinger-Cohen Act to eliminate redundant and unnecessary documentation requirements. To cut the time and cost of acquiring highly specialized experts, the panel provides a strategy for contracting directly with IT consultants.

BUDGET

Budgeting represents a core part of the acquisition process, and the panel recommends several measures aimed at streamlining that part of the process. For example:

- Increasing reprogramming thresholds will expand the flexibility of portfolio managers to engage in trade-offs on short-term time frames
- Allowing for a small carryover on single-year acquisition funding will mitigate the problems associated with end-year spending surges
- Extending the duration beyond which funds are canceled from five to eight years will allow DoD to more effectively close out contracts.

Several recommendations address the use of short-term continuing resolutions, with the goal of drawing congressional attention to the significant problems they produce in the acquisition system.

ACQUISITION WORKFORCE

The DoD acquisition workforce is the linchpin to achieving success with acquisition reform. To support an educated, capable, and empowered workforce, the panel recommends a series of actions to streamline and update current hiring authorities, make permanent the Civilian Acquisition Workforce Personnel Demonstration Project (AcqDemo), and improve the Defense Acquisition Workforce Development Fund (DAWDF). To improve career development, the panel recommends overhauling DoD's implementation of Defense Acquisition Workforce Improvement Act (DAWIA) to introduce qualifications in addition to certifications. DoD should also implement career paths that cultivate and develop multi-discipline training to ensure that acquisition teams train together throughout members' careers. To keep the workforce familiar with commercial best practices, the panel suggests establishing a two-way private-public exchange program (PPEP) to temporarily assign DoD acquisition professionals to the private sector and vice versa. These recommendations are detailed in Volumes 2 and 3 of the panel's recommendations.

OTHER RECOMMENDATIONS

In addition to these major topics, the panel recommends a broad array of recommendations that are more evolutionary than revolutionary in nature. Volume 3 contains recommendations to improve audit compliance, reduce the paperwork required in the contracting process, improve the quality of government-industry communications, improve DoD's acquisition data analytics capabilities, and minimize the flow-down of contract clauses in subcontracts for commercial purchases.

Volume 3 also contains a proposal to reorganize Title 10 of U.S. Code to ensure that for the first time in recent history, all acquisition provisions are grouped together. As an addendum, it includes a Federal Acquisition Regulation (FAR) genealogical history to be made available to acquisition professionals and the public. Volume 3 concludes with a recommendation to establish a Center for Acquisition Innovation to serve as a repository for the panel's research and a hub for future acquisition reform proposals.

MISSION FIRST

As the panel looks to the future of what a reformed defense acquisition system can look like, we note that innovation ultimately results from an acquisition workforce that is sufficiently empowered and encouraged to experiment with new strategies for achieving DoD's mission. Our bold recommendations better focus the acquisition system around this shared mission, with the goals of restoring a sense of urgency, enhancing competition, and putting defense acquisition on a war footing to meet 21st century threats.



MDA WINS SECDEF-LEVEL DAVID PACKARD AWARD!

Congratulations to the Missile Defense Agency's (MDA) Spacebased Kill Assessment (SKA) Program Management Office for their recent selection as one of the David Packard Excellence in Acquisition Award winners. The Award was established to recognize Department of Defense (DoD) civilian and/or military organizations, groups, or teams, whose significant contributions demonstrate exemplary innovation and best acquisition practices. It is now recognized as the Department of Defense's most prestigious acquisition team award. The Honorable Ellen Lord, Under Secretary of Defense for Acquisition and Sustainment, announced the Award recipients on December 7, 2018. In addition to the MDA's SKA Program Management Office, this year's other recipients included the Army Rapid Capabilities Office (RCO) and Project Manager Electronic Warfare & Cyber, the Air Force's Enhanced Polar System Team.

The MDA's Spacebased Kill Assessment (SKA) Program will provide the Ballistic Missile Defense System a battle damage assessment capability from space so that the United States and its friends and allies can be protected from a ballistic missile attack on the homeland. During the execution of the SKA program, the Missile Defense Agency (MDA) leadership team displayed ground-breaking acquisition innovation when it overcame cost and schedule challenges and delivered SKA payloads quickly and affordably to the warfighter and the Department of Defense (DoD).

Spacebased Kill Assessment Sensor Assembly



The first challenge the SKA overcame was how to design a program strategy with affordability as a fundamental premise and keep it affordable throughout the development process by containing costs throughout program execution. The program pursued affordability and cost containment by using two approaches:

1. Hosting military payloads aboard commercial satellites
2. Delivering what's minimally essential, not exquisite, for military utility

The second challenge SKA overcame was how to cut the traditional space development timeline of six to eight years to less than four years to meet the schedule of the host. Any Spacebased Kill Assessment payload delivered late to the commercial host would miss its ride into space. Spacebased Kill Assessment achieved that programmatic speed by employing two techniques:

1. Establishing priorities on day one of the program and sticking to them during program execution
2. Unrelentingly pursuing decision-making speed at every opportunity

The agency leadership team employed these innovative techniques to great effect, saving \$700 million and fifty percent of the development time when compared to a similar battle damage assessment program that did not employ these advanced techniques. Missile Defense Agency's SKA program is a testament to how acquisition innovation can deliver cost-effective outcomes to the warfighter and taxpayer.

2019 CALL FOR ELMER B. STAATS PROCUREMENT AWARD NOMINATIONS

Nominations for the 2019 Procurement Round Table Elmer B. Staats Contracting Professional Excellence Award are due April 24, 2019. The award was created in recognition of Elmer B. Staats' dedication to public service, as demonstrated during a career spanning over 70 years. He was a beacon to both civil servant and military acquisition professionals as well as to all of those committed to government economy, efficiency, and effectiveness.

The Procurement Round Table, in cooperation with the National Contract Management Association, will award \$5,000 to a federal acquisition professional who has contributed significantly to contracting operations or acquisition policy.

To be eligible for the Contracting Professional Excellence Award, candidates must:

- Have made a noteworthy contribution to contracting operations or policy within 24 months of the due date for nominations;
- Have not less than five and not more than 10 years of civil or military service as a contracting officer, contract specialist, procurement analyst, or purchasing agent (1102 series) or related military specialty;
- Possess a Bachelor's or Higher level academic degree;
- Demonstrate personal and professional growth.



Procurement Round Table
ESTABLISHED 1984

Call for Entries

Procurement Round Table 2019 Elmer B. Staats Contracting Professional Excellence Award

"\$5,000 Could be Yours"

2019 Award nominations due by April 24, 2019.

The Procurement Round Table, in cooperation with the National Contract Management Association, will award \$5,000 to a federal acquisition professional who has contributed significantly to contracting operations or acquisition policy:

- ❖ **To be eligible for the Contracting Professional Excellence Award, candidates must:**
 - have made a noteworthy contribution to contracting operations or policy within 24 months of the due date for nominations
 - have not less than 5 and not more than 10 years of civil or military service as contracting officer, contract specialist, procurement analyst or purchasing agent (1102 series) or related military specialty
 - possess a Bachelor's or Higher level academic degree
 - demonstrate personal and professional growth

❖ **Noteworthy contributions to contracting operation include** extraordinary business leadership or team participation in the design, development or execution of an acquisition program or project that furthers an agency's mission. Such contributions also include performance of any single task that merits special recognition because of its contribution to meeting a contract cost, schedule and performance goals.

❖ **Noteworthy contributions to contracting policy include** the development of a management policy, regulation, data system or other task that significantly enhances the economy, efficiency and effectiveness of an agency's acquisition system or the federal acquisition system.

2019 Elmer B. Staats Contracting Professional Excellence Award
PRT

[Download](#) a candidate Application form at [Procurement Roundtable website](#).

The completed candidate application form should be submitted along with a letter of introduction on letterhead and signed by the Head of Contracting Activity to:

tanya.russick@ncmahq.org

Attn: Tanya Russick
Director, Member & Chapter Relations
National Contract Management Association
T: 571-382-1124

Congratulations to the 2018 Award Winner:



MSgt. Chad Stemick
31st Rescue Squadron
USAF PACF 18 CEG

Questions may be sent to: Kenneth Oscar at ken.oscar@verizon.net

For a list of PRT directors, go to: www.procurementroundtable.org/directors.html

[Download](#) an application form or visit [Procurement Roundtable](http://www.procurementroundtable.org) for additional information.

The Procurement Round Table is a nonprofit organization chartered in 1984 by former federal acquisition officials concerned about the economy, efficiency and effectiveness of the federal acquisition system.

Application: <http://procurementroundtable.org/documents/2019-Staats-Award-Nomination-Form.pdf>
Award Page: <http://www.procurementroundtable.org/awards.html>

THREE 4TH ESTATE EMPLOYEES WIN 2018 DEFENSE ACQUISITION WORKFORCE AWARDS

The Honorable Ellen Lord, Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)), hosted the Defense Acquisition Workforce Awards ceremony on February 5, 2019 at the Pentagon's Hall of Heroes. Distinguished guests included The Honorable David Norquist, Performing the Duties of the Deputy Secretary of Defense; Mr. Thomas Carney, Vice Director for Force Structure, Resources and Assessment (J8), Joint Staff, who addressed the significance of the Individual Achievement Award in the category of Requirements Management; and Lieutenant General Anthony Lerardi. The ceremony recognized acquisition professionals and organizations for their commitment to acquisition excellence through the presentation of:

- Defense Acquisition Workforce Individual Achievement Awards
- Flexibility in Contracting Award
- Defense Acquisition Workforce Development Innovation Awards

The Defense Acquisition Workforce Individual Achievement Awards highlight individuals who demonstrated an exemplary commitment to excellence and professionalism in the acquisition of products and services for the Department of Defense. These awards recognize individuals in each of the 17 acquisition functional disciplines.



Mr. Paul Lefevor, Defense Contract Audit Agency (DCAA), Auditing

Mr. Paul Lefevor achieved net savings for the Department and the taxpayer of over \$51 million. He managed and provided technical guidance in the successful completion of 42 years of final indirect rate assignments, enabling the Department to close hundreds of open contracts. He ensured customer needs were met throughout the audit process as well as during negotiations. Mr. Lefevor's leadership and innovative approaches in aligning resources to meet requirements were essential to achieving successful acquisition outcomes.

Ms. Doneise Lamb, National Security Agency (NSA), Contracting and Procurement

Ms. Doneise Lamb leads the National Security Agency's (NSA) largest contracting division and a portfolio valued at \$1.8 billion. Ms. Lamb improved acquisition processes, strengthening partnerships with industry and increasing the quality of support. She led one of NSA's major analytics modernization initiatives, successfully employing joint government and contractor agile software development. Ms. Lamb has been a catalyst within the Agency's contracting organization, focusing her energy on training and developing the next generation of NSA acquisition professionals needed to assure the security of U.S. operations, data, and information.



Lieutenant Colonel Ellen Ellis, National Reconnaissance Office (NRO), Program Management

Lieutenant Colonel Ellen Ellis expertly managed two National Reconnaissance Office (NRO) Acquisition Category I equivalent programs that modernized NRO imagery processing in a service-oriented architecture on commercial Cloud infrastructure. Her leadership sustained four operational baselines maintaining an operational availability of 99.8% and ensuring processing and delivery of over 12,000 imagery products per day to both national-level and theater-level analysts and warfighters.



FROM THE 4TH ESTATE DACM QUOTA MANAGER

FY19 Course Renumbering

The following courses have been renumbered for FY19:

Old Course	New Course
BCF 205 (ILT)	BCF 275 (ILT)
BCF 215 (ILT)	BCF 216 (ILT) or (BCF 216V (VILT)
BCF 220 (OLT)	BCF 221 (OLT)
CON 090 (ILT)	CON 091 (ILT)
ENG 301 (ILT)	ENG 302 (ILT)
TLR 350 (ILT)	ENG 350 (ILT)
STM 203 (ILT)	STM 204 (ILT)

New Course

ACQ 110 (OLT) - Fundamentals of Acquisition Intelligence, which is still in development with a targeted deployment sometime in the fourth quarter, 2019. The course will address the intelligence-related roles, responsibilities, and deliverables required for acquisition programs as well as the critical importance of intelligence mission data and how not adequately planning in advance may cause significant delays and potential capability shortfalls.

Projected Course Length Changes

1. CON 170* changed from 10 to 8 days
**The projected timeframe for when the 8 day version of the course will be deployed is July 2019. All CON 170 courses scheduled for FY20 will be 8 days.*
2. CON 090/091* will change from 19 to 13 days.
**CON 091 is a new Instructor Lead Training (ILT) course that will replace CON 090. Projected deployment date TBD.*

Student Pilots

- **CON 091 Contracting Fundamentals.** This is a new Instructor-Lead Training (ILT) course that will replace CON 090. The student pilot is currently in progress at Rock Island, IL. The course focuses on understanding contract principles, formation and management as well as regulatory (FAR/DFARS) fundamentals and application. Under the construct of the new content, the student will be focused on learning basic contract principles and reoriented from extensive regulatory search exercises.
- **CON 360 Contracting for Decision Makers.** The course length is being reduced from 9.5 to 8 business days. The student pilot was conducted at Kettering, OH. This class piloted the new course content construct, which resulted in the reduction of the course length by 1.5 business days. Projected deployment of the new 8 business day course length is April 2019.

FY20 DAU Schedule

The FY20 schedule build has now commenced. Thank you all for providing your Agency's training requirements.
The go-live date for student registration is April 10, 2019.

FY19 Certification Requirement Changes

Effective 1 January 2019, the following certification requirement changes were added:

BUSINESS - COST ESTIMATING

Level I: For complete requirements, consult the DAU iCatalog

- CLB 035 Statistical Analysis
- CLB 042 Cost Risk and Uncertainty Analysis
- CLM 013 Work-Breakdown Structure

Level II: For complete requirements, consult the DAU iCatalog

- Level I Functional Training is also required
- CLE 076 Introduction to Agile Software Acquisition

BUSINESS - FINANCIAL MANAGEMENT

Level I: For complete requirements, consult the DAU iCatalog

- CLB 014 Acquisition Reporting Concepts and Policy Requirements
- CLM 003 Overview of Acquisition Ethics

Level II: For complete requirements, consult the DAU iCatalog

- Level I Functional Training is also required
- CLB 037 The Defense Working Capital Fund (DWCF)
- Course Option additions:
 - ACQ 370 Acquisition Law
 - BCF 209 Acquisition Reporting for MDAPs and MAIS

FROM THE 4TH ESTATE DACM TRAVEL MANAGER

During this year's Annual Summit a session of actual travel scenarios was conducted. Here's an overview of some that generated the most discussion.

Funding for Job-Specific Training

Scenario: Student A is a CON Level II certified employee who works in his Agency's Small Business office. He is responsible for reviewing solicitation documents and subcontracting plans. He would like to take the resident course SBP 202, but will require travel funding. How should you respond?

Takeaway: The 4th Estate DACM office recognizes the need for assignment-specific training, including Small Business and International job-related courses, for acquisition workforce-coded students. In this case, the student should be approved as a Priority 1 since this is assignment-specific training. Students and agency quota managers must provide clear justification when approving applications so that proper travel funding can be processed. Students who are attending these courses should make sure they will receive travel funding as soon as a reservation is made in order to provide enough time for the agency to process Defense Travel System (DTS) orders.

Traveling Home on the Weekends

Scenario: Student E is attending PMT 401 at Ft. Belvoir in June. He would like to travel home on the weekends instead of staying at the training site. Is that possible?

Takeaway: Students may be authorized to travel home on the weekends for lengthy courses if it is advantageous to the government. Students who are authorized to do this must be authorized "leave in conjunction with official travel" on a single set of travel orders, with one Travel Authorization Number (TANUM). They should not create multiple orders/trips in DTS. Students should also travel back to the training location the day before class reconvenes.

Unexpected Course Cancellations/Interruptions

Student F Scenario: Student F is traveling from California to Utica, New York for an onsite CON 090 class. Utica is expecting its largest snow storm in years. What should he do?

Student G Scenario: Student G is currently attending a CON 360 class. Congress did not renew the current Continuing Resolution. Her agency and position are impacted by the furlough. What should she do?

Takeaway: Students who cannot attend a class because of emergency weather or Government conditions must communicate with their local travel manager. They should take all direction from their agency. Students who need to leave in the middle of the class must communicate with the instructor prior to leaving. DAU may provide assistance to help the student complete the training at a later point. Do not leave without authorization to do so.

Defense Travel System (DTS) Do's and Don'ts!

Do: List the official TDY location on your orders, regardless of where the airport or hotel is located. Example: If class is at Fort Belvoir, list Fort Belvoir as the TDY location, not Washington DC or Springfield.

Do: Use airport economy parking at all times. If a taxi to and from the airport is cheaper than driving POV and claiming parking, taxi should be used or reimbursement will be limited to the amount of round trip taxi.

Do: Use your Government Travel Card for all TDY expenses. Including airfare, lodging, rental car, gas, etc.

Don't: Select "Actual Lodging" unless lodging rates exceed the government lodging rate AND you've received approval.

Don't: Forget to keep your receipts and upload them as attachments to your voucher. Invoice is required for airfare.

Don't: Ignore your document status. To check the status of a document in DTS, view the document and go to Review/Sign - Digital Signature. This shows you the Pending Routing Actions (what needs to happen) and the Document History (what has happened). If there is a voucher waiting for approval it most likely means receipts haven't been provided. If you can't create a voucher the orders probably aren't final. Make sure orders and any amendments have been signed, reviewed, and approved.

BY THE NUMBERS – DEFENSE LOGISTICS AGENCY (DLA)



As the Nation's Combat Logistics Support Agency, the Defense Logistics Agency (DLA) manages the global supply chain – from raw materials to end user to disposition – for the Army, Navy, Air Force, Marine Corps, Coast Guard, 10 Combatant Commands (CCMDs), other federal agencies and partner and allied nations. As a global enterprise, DLA sources and provides nearly all the consumable items America's forces need to operate, from food, fuel and energy to uniforms, medical supplies, and construction material. It also supplies 86% of the military spare parts and nearly 100% of fuel needs.



DATMS RECENT UPDATES

Ensuring the Defense Acquisition Talent Management System (DATMS) continues to meet the needs of the extended 4th Estate community is one of the DACM's ongoing goals. Through your requests and feedback, we have worked to provide additional functionality to help you perform your jobs and, ultimately, to help the warfighter. Since our fall newsletter, take a look at some of what has been added to DATMS:

- As part of an initial pilot program, the DACM Team manages and tracks its sponsored leadership and talent management nomination program. In the future, this functionality will be extended to the 4th Estate community.
- An individual's Acquisition Career Brief now displays a date stamp when converted to PDF for printing.
- An individual's Defense Acquisition Corps (DAC) membership status now displays on the dashboard regardless whether DAC membership is required for his/her current position.
- A system-prompt now displays to remind an individual to update his/her profile when the system detects an Agency change.
- For a more user-friendly experience, the five Profile tabs have now been consolidated: Personal, Career, and Address.



DACM TEAM WELCOMES MIKE LAMBERT

A few months ago, we said goodbye to our long-time colleague, Jonathan Higgins, who is now busy in his new position with the Veterans' Administration. While we were sad to see him go and miss his expertise, we are delighted to welcome Mr. Michael Lambert, who was most recently the Center Director, Learning Solutions at the Workflow Learning Directorate (WLD) at the Defense Acquisition University, Ft. Belvoir, VA. As a seasoned communicator and data analyst with proven skills in program management, knowledge management, and data analysis, we are excited and honored that he has joined our team and look forward to incorporating his skills and expertise into our 4th Estate mission to better support the 4th Estate acquisition workforce. Welcome, Mike!

FROM DAU'S VIRTUAL CAMPUS (CSOD)

As a reminder, DAU launched its new virtual campus in September, 2018. Since then, the team has worked hard to improve the learner experience.

Remember if you have any issues, contact the DAU Help Desk (703-805-3459 or 866-568-6924 or DAUHelp@dau.mil) and they will be able to assist. In addition to the Help Desk, which can help students with practical, technology-related questions, DAU also evaluates quarterly releases from CSOD which improve system functionality.

DAU is currently evaluating the following features for implementation:

- Learner Home – Improved functionality for the “Browse for Training” landing page that currently includes course carousels for My Subjects, Featured, Newest, and Top Picks.
- Learning Search – Improved functionality for the “Browse All” training that makes subjects easier to filter and includes a learning search function at the top of the page.

These changes are aimed at improving the learning experience and more information will be provided prior to implementation. This information is a look into the future based on your feedback.

Additional resources include:

- Virtual Campus FAQs: <https://www.dau.mil/faq/documents/csodfaqs.pdf>
- Student Guide: <https://www.dau.mil/about/Documents/Student%20Guides.pdf>



NEW DEPUTY UNDER SECRETARY OF DEFENSE FOR ACQUISITION AND SUSTAINMENT



The Honorable Alan Shaffer

In the February 22, 2019 issue of the Acquisition & Sustainment (A&S) Spotlight newsletter, The Honorable Ellen Lord, Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)), welcomed The Honorable Alan Shaffer as the new Deputy Under Secretary of Defense for Acquisition and Sustainment (DUSD(A&S)). The Senate confirmed Mr. Shaffer in January 2019.

From 2015 to 2018, Mr. Shaffer served as the Director, NATO Collaboration Support Office in Neuilly-sur-Seine, France. In this role, he was responsible for coordinating and synchronizing the Science and Technology (S&T) collaboration between NATO member and partner Nations, comprising a network of about 5,000 scientists.

Previous to his role at NATO, Mr. Shaffer served as the Principal Deputy Assistant Secretary of Defense for Research and Engineering (PDASD(R&E)) from 2007-2015. In this position, Mr. Shaffer was responsible for formulating, planning and reviewing the DoD Research, Development, Test, and Evaluation (RDT&E) programs, plans, strategy, priorities, and execution of the DoD RDT&E budget that totals roughly \$25 billion per year. He has also served twice as the Acting Assistant Secretary of Defense for Research and Engineering from 2007-2009 and 2012-2015.

During his Senate Confirmation Hearing, Mr. Shaffer noted one of his priorities will be to focus on the DoD's acquisition workforce. "We've got to really focus on giving every bit of training to our young program managers and empower them to make a mistake – not big mistakes – but empower them to prototype and experiment."¹

Mr. Shaffer, when asked to comment on his leadership philosophy for the A&S Spotlight newsletter, replied, "People are the most important thing in any organization. There are at least two things that I believe are important in the area of people: recognition of superstars, and growing every person to achieve the best that they can be. There are superstars and, as a leader, I have to identify them and challenge that person to go further. More importantly, is developing every person in the organization to do more than they thought they could achieve, and allowing and challenging people to grow. The Pentagon is full of smart people – the groups that are successful are those pulling in the same direction to well-defined goals."

¹Edwards, Jane, August 22, 2018, "DoD Acquisition Nominee Alan Shaffer Talks Workforce at Senate Confirmation Hearing," retrieved from <https://www.executivegov.com/2018/08/dod-acquisition-nominee-alan-shaffer-talks-workforce-at-senate-confirmation-hearing/> on 28 February 2019

NEW ACTING PRINCIPAL DIRECTOR FOR DEFENSE PRICING & CONTRACTING NAMED

In a memorandum dated November 1, 2018, the Honorable Kevin Fahey announced Mr. Kim Herrington will be serving as Acting Principal Director for Defense Pricing and Contracting (DPC).

"In this capacity, Mr. Herrington will be responsible for external Acquisition and Sustainment electronic business efforts, including support to the Financial Management Modernization Program and business strategies for DoD's major defense weapons systems programs, major automated information systems, and service acquisitions."



Mr. Kim Herrington

"Mr. Herrington has proven success in driving financial performance in both government and commercial sectors as well as extensive experience in financial management, data analysis, and business strategy. He spent a considerable amount of his career leading pricing and estimating functions, closely working with the company's contract organizations. His business and management experience in government contracting, leading teams and analyzing complex issues, make him qualified to serve in an acting capacity as the Principal Director, DPC. Mr. Herrington's long track record of working across functional and organizations to achieve organizational goals will be necessary in this capacity. His unique skill in financial planning and forecasting, accounting, program finance, and pricing and estimating efforts will be crucial to identifying best practices and leading innovative change management efforts in the organization."

DARPA DEPUTY DIRECTOR WINS 2018 PRICING & CONTRACTING LEGENDS AWARD

Mr. Scott Ulrey, Deputy Director, Contracts Management Office, Defense Advanced Research Projects Agency (DARPA) was one of two recipients of the 2018 Pricing and Contracting Legends Award. Established in 2013, this award honors contracting legends by recognizing individuals who embody leadership and mentorship in executing the defense mission. His commitment to the professional development and mentorship of the workforce, effective collaboration, and creative leadership, make him one of the most influential and respected leaders within the Department of Defense (DoD) acquisition and contracting community. Congratulations!



Scott Ulrey



Michael Durham

CONGRATULATIONS!

The 4th Estate DACM office would like to congratulate Mr. Michael Durham from the Missile Defense Agency (MDA) who recently became a member of the pool of candidates qualified to fill a Chief Developmental Tester (CDT) Key Leadership Position (KLP). The Test and Evaluation (T&E) KLP Joint Qualification Board, comprised of Component T&E Executives, evaluated Mr. Durham's application and determined his training, certifications, and experience meet the requirements for a CDT KLP.



Joel Brown

TAKING LEADERSHIP TO THE NEXT LEVEL: THE LEAP PROGRAM

The Leadership Excellence for Acquisition Professionals (LEAP) program is an opportunity for acquisition professionals to strengthen their management and business skills while building lasting interagency relationships. The program strengthens participants' leadership skills through a combination of innovative coursework, peer collaboration, best practice benchmarking and facilitated dialogue with industry leaders. Participants learn the critical roles executive communication, strategic thinking, and stakeholder engagement play in leading agency operations. Recently, five participants from 4th Estate DACM agencies graduated from the nine-month course in November 2018.

We caught up with one of the recent graduates, Mr. Joel D. Brown, Professor of Contract Business Management and Facilities Engineering and asked him for his thoughts. Mr.

Brown has more than 30 years' experience including stints with the Defense Logistics Agency at the Defense General Supply Center, Richmond, Virginia, and teaching with the Naval Facilities Engineering Training Center. As a Professor at the Defense Acquisition University (DAU) since 2000, he has been program director for all Assignment-Specific Contracts curricula and department chair, West Region, Contracting Department. Throughout his career, he has always recognized the importance of leadership training. The LEAP program drew his attention because it was designed to provide participants with the tools and methodologies to become a strong and confident leader. "While all LEAP topics were beneficial," said Joel, "I particularly enjoyed getting to know my team – discovering their qualities, challenges, and strengths – which all led to a more enlightened understanding of what it means to be a leader."

One of the benefits of an extended program like LEAP is the ability to incorporate a long-term capstone project. The opportunity to lead his project team while incorporating newly learned techniques was pertinent to his current position. Based on his experience, he strongly recommends that others take advantage of the LEAP Program.

OTHER TRANSACTION AUTHORITIES

Source: Adapted from <https://aaf.dau.mil/ot-guide/>

Other Transaction (OT) Authorities are a different approach to doing business between government and industry. OTs permit the freedom to think, to better parse and analyze problems and encourage increased collaboration. In short, they prioritize goals (mission) rather than rules as a basis for forming contractual relationships. It is with this understanding that Congress, in 2018, asked the DoD to develop a preference for using OTs for science and technology, development, and prototyping leading to production. New Pentagon guidance emphasizes their importance moving forward, and senior officials are actively promoting their use. Yet, OTs are often misunderstood by government and industry; they need not be and should not be. So, we thought we'd highlight some OT definitions and provide a call-to-action.

When leveraged appropriately, OTs provide the government with access to state-of-the-art technology solutions from traditional and non-traditional defense contractors (NDC), through a multitude of potential teaming arrangements tailored to the particular project and the needs of the participants.

Other Transactions (OTs) can help...

1. Foster new relationships and practices involving traditional and NDCs, especially those that may not be interested in doing Federal Acquisition Regulations (FAR)-based contracts with the government.
2. Broaden the industrial base available to government.
3. Support dual-use projects.
4. Encourage flexible, quicker, and cheaper project design and execution.
5. Leverage commercial industry investment in technology development and partner with industry to ensure Department of Defense (DoD) requirements are included in future technologies and products.
6. Collaborate in innovative arrangements.

OTs can be structured in a variety of ways. There are two OT statutory authorities that can result in three different OT agreements:

1. **Research** – Intended to spur dual-use research and development, taking advantage of economies of scale without burdening companies with Government regulatory overhead, which would make them non-competitive in the commercial sector. Traditional defense contractors were also encouraged to engage in Research OTs, particularly if they sought to adopt commercial practices or standards, diversify into the commercial sector, or partner with NDCs.
2. **Prototype** – Acquire prototype capabilities and allow for those prototypes to transition into the third type, Production OTs. Successful Prototype OTs offer a streamlined method for transitioning into follow-on production without competition. The solicitation and original Prototype OT agreement shall include notice that a follow-on Production OT is possible to allow greater flexibility to those Government organizations planning to leverage production efforts without re-competing, which should also increase completion and reduce the risk of future protest.
3. **Production** – Authorized as noncompetitive follow-on OTs to a Prototype OT agreement that was competitively awarded and successfully completed. This requires that advanced consideration be given and notice be made of the potential for a follow-on OT; this is a necessary precondition for a follow-on Production OT. As such, solicitation documents and the Prototype OT agreement shall include notice that a follow-on Production OT is possible.

In short, education is the key to unlocking the power of OTs. These are exciting times for those who take hold of these authorities, understand and use them for inventing the future!

Call to Action: Learn about a new online resource, such as one referenced below to determine how it might help you within your current position.

- [ACQuipedia](#): Search for OT terms, policies and guides.
- [video 0:05:00 minutes] [Pathways to Commercial Innovation and Other Transaction Authorities](#)
- [USD\(A&S\) Policy Memo](#)

National Defense Strategy



DEFENSE ACQUISITION UNIVERSITY TRAINING SYMPOSIUM

Agile Acquisition - Delivering Capabilities Faster

**When: Wednesday, April 3, 2019
8:00 a.m. to 5:00 p.m.**

**Where: Scott Hall (Bldg 226)
DAU Fort Belvoir Campus**

**Keynote Speaker: The Honorable Alan Shaffer
Deputy Under Secretary of Defense for
Acquisition and Sustainment**

This training seminar qualifies for 6.0 continuous learning points (CLP)

Supported by the DAU Alumni Association and their corporate sponsors

Register: <https://dauaa.org/training/symposium>

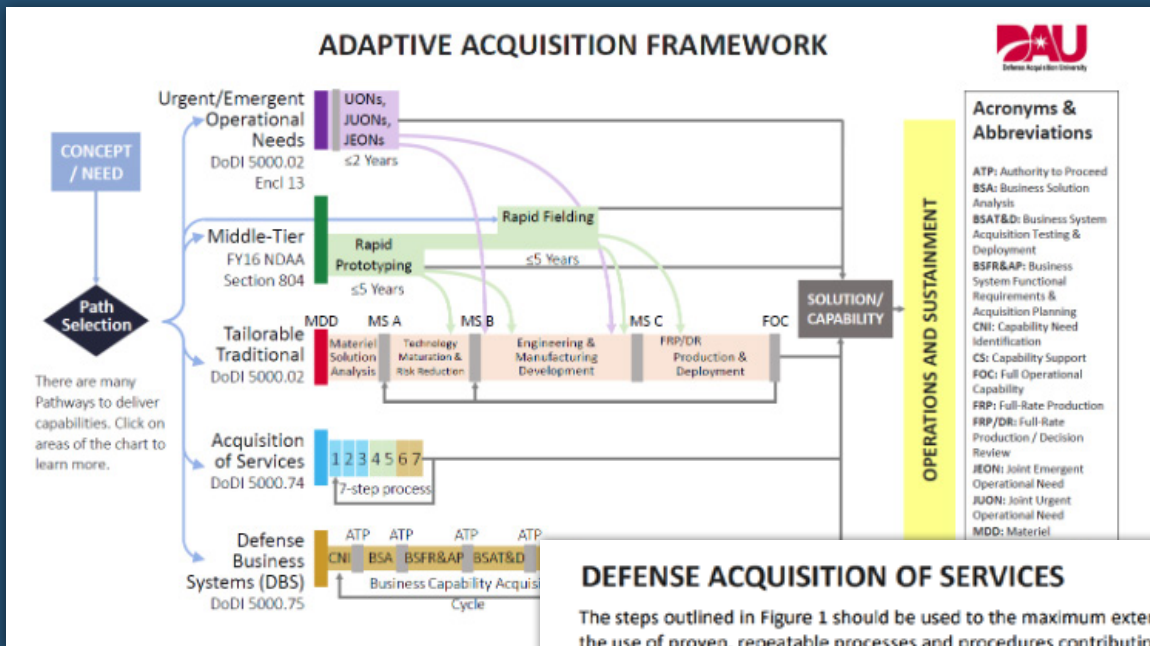
#ACQsym2019



DAU ACQUISITION RESOURCES

Interactive Adaptive Acquisition Framework Tool

Everyone in the Defense Acquisition Workforce ultimately supports the warfighter. The Defense Acquisition University's (DAU) Interactive Adaptive Acquisition Framework Tool is the place to start when considering how to get capability into the hands of the warfighter. The tool provides an overview of the different ways acquisition professionals can provide that support and incorporates additional resource documentation, such as official guidance and policy memos. Each path is linked to more details and the latest official guidance including Middle Tier acquisition authority memos.

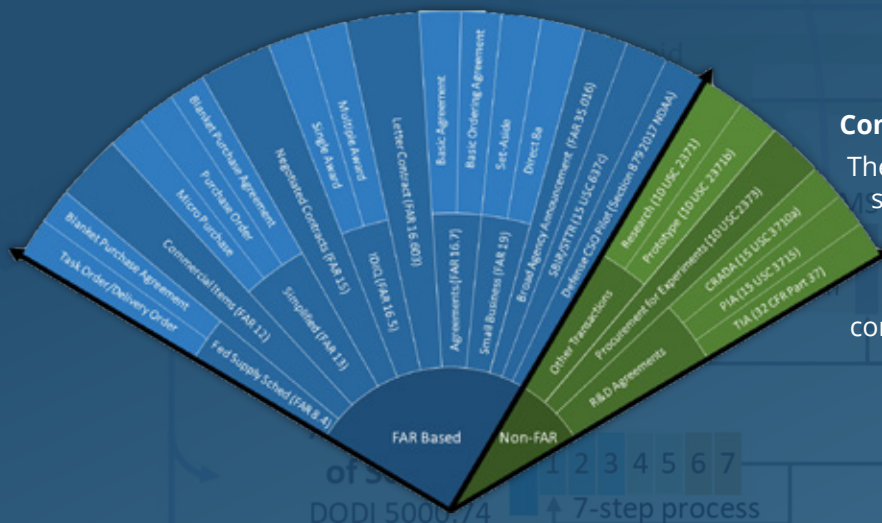
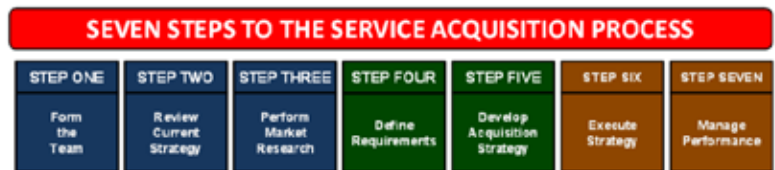


Once launched, clicking on different areas of the chart links to additional resources. For example, clicking "Acquisition of Services" links to a brief list of the seven steps and links to DoDI 5000.74 and Chapter 10 of the Defense Acquisition Guidebook.

DEFENSE ACQUISITION OF SERVICES

The steps outlined in Figure 1 should be used to the maximum extent practical to ensure the use of proven, repeatable processes and procedures contributing to successful services acquisitions.

Figure 1. Seven Steps to the Service Acquisition Process and Key Deliverables



Contracting Cone

The Contracting Cone describes the full spectrum of available FAR and Non-FAR contract strategies to provide visibility into new or lesser known strategies and ensure the full range of contract strategies are considered.

ACQUISITION IS A MULTI-FUNCTIONAL TEAM SPORT

By: Elizabeth (Liz) Bryant, Professor of Contract Management, Defense Systems Management College (DSMC), Defense Acquisition University (DAU)

Department of Defense (DoD) acquisition professionals share many hurdles along the path to mission success – complex processes, manpower shortages, multiple approval layers, tight timelines, and conflicting direction. Simultaneously there is the challenge that has always existed but rings more loudly than ever before – to move more quickly, to be more agile, to think outside the box – Middle Tier of Acquisition vs DoD 5000 series, traditional Federal Acquisition Regulation (FAR)-based contracting vs Other Transaction Authority, etc. They also face the day-to-day tension of balancing project planning & execution workload with a concurrent goal of continuous learning about acquisition and leadership.

How can any individual program manager or contracting officer find their way successfully and swiftly from requirements definition to contract award through execution? All too often, the schedule might elongate as that acquisition professional tries single-handedly, yet heroically, to roll that rock up the hill.

Let's consider a solitary program manager trying to determine the best path of Middle Tier of Acquisition versus DoDI 5000.02. That would be quite the challenge for one person to tackle – new concepts, lots of research, comparing one path to the other – or a solitary contracting officer deciding between Other Transaction Authority and a FAR-based approach. Would that program manager or contracting officer make those decisions in a vacuum? Obviously, the answer is no. So what other voices would be in the room? The right voices, or the same voices that they always hear? The traditional acquisition answer is, "It depends." But what if they purposefully targeted different voices? What if they assembled their team from the beginning with broad functional representation? Would synergy emerge, in the form of better options, better decisions, and better execution?

Imagine such a synergistic approach – the Multi-Functional Team (MFT) – in which subject matter experts from multiple acquisition career fields are brought in at the inception of Requirements Definition, not later in the process. The MFT might include representatives from Program Management, Contracting, Engineering, Systems Engineering, Test & Evaluation, Financial Management, Logistics, Requirements Management, Configuration Management, and every possible stakeholder to include senior leadership. Every functional area invited will provide feedback and inputs as part of requirements development and definition. Every idea will be openly considered and debated. As synergy builds, acquisition strategies become more innovative and schedules accelerate! How? By enlisting multi-functional teams

to innovate and break new acquisition ground, DoD programs could leverage novel strategies and execute leaner schedules.

Acquisition is indeed a team sport. And to be innovative, we need to gather a well-rounded team that helps all of us meet DoD's ultimate goal – mission success today, not tomorrow. Are you interested in learning opportunities on multi-functionalism? Will a refresher in key acquisition skill area boost your performance? Want to learn more about innovative acquisition methodologies and outside-the-box thinking?

Consider a peer-to-peer small group learning experience that leverages a broad team of functional counterparts—attend Defense Acquisition University's ACQ 405, the Executive Refresher Course (ERC). The program is a concise problem-solving skills tune-up for GS-14/15 (or equivalent) civilians and military O-5s/O-6s, who are Level III certified in any acquisition field and have not recently attended acquisition training.

ACQ 405 is a tremendous venue for those who are curious about new trends, or want to dialogue with peers across the Services and DoD Agencies about their acquisition challenges. This course exposes senior acquisition professionals to DoD best practices and lessons learned, as well as current policy. The ultimate goal is for students to integrate classroom information and synthesize strategies to better perform in their roles as acquisition leaders. Students hone their expertise by way of discussions with guests from DoD, Congress, the General Accounting Office (GAO), and industry.

The program includes functional area updates by DAU instructors in areas such as Financial Management, Systems Engineering, Contracting, Product Support, and Test & Evaluation. Students participate in facilitated discussions on contemporary management and leadership topics such as Partnering with Industry, Risk and Opportunity Management, Human Capital Management, Governance, Time Management and Leading Change. The 8.5 day course includes discussions on emerging authorities for Other Transactions, Middle Tier of Acquisition/Section 804, etc., as well as contemporary approaches, e.g., Agile Acquisition, DevSecOps, Cloud Computing, open architecture and tech insertion.

ACQ 405 is highly recommended for getting current or staying current, and yes, you earn a fistful of CLPs. For the course concept card, go to <https://www.dau.mil/training>, select "Training Courses" and then "ACQ 405."

“LEADERS BUILDING LEADERS” WEEK: RECRUITMENT STRATEGIES & INTERVIEW SKILLS

At the 4th Estate DACM Office’s first “Leaders Building Leaders” event on August 29, 2018, the Leadership Foundry’s Brian Hogg held a breakout session titled, “Recruitment Strategies & Interview Skills.” While we often assume that all we need to know regarding the recruitment process and interviewing can be chalked up to the result of our personal career experiences, the discussion led by Hogg in this session provided some challenging insights and also sparked interesting dialogue. Hogg’s key discussion points fell primarily within the following topic areas:



Brian Hogg

ESSENTIAL JOB DUTIES

“It’s important to weigh critical thinking and personal qualities as part of one’s must-have job qualifications,” said Hogg. Also, he reminded us to carefully delineate between tasks vs. duties in the recruitment process, keeping in mind that the former is a potential subset of the latter. Above and beyond standard screening for a candidate’s fit for a given position, “critical thinking and personal qualities play just as much into the equation,” said Hogg.

JOB DESCRIPTIONS

“A job description is a living document,” stressed Hogg, “and while it may seem obvious, it bears repeating that a job description is indeed a description of duties and/or tasks associated with a job, and not a description of the individual holding the job.” He went on to share more hands-on advice in crafting job descriptions, emphasizing that such documents should be written with an action-oriented, duty requirement-based approach. “Compose your job descriptions with action verbs, and outline duties from the standpoint of ‘the job requires,’ and not from ‘you will,’” said Hogg. He added, “This again keeps the focus on the job and not on any one individual.” Hogg also said not to resort to classifying duties as “lesser” or “minor,” but to keep the bigger picture in mind. “Finally,” he said, “don’t treat the job description as a simple ‘how-to’...it’s first and foremost a tool to help you find a good candidate fit!”

BEHAVIORAL BASED INTERVIEWS

Hogg explained that while the interview process often begins with a resume review and down-select process, it nearly always leads to a panel-based interview with points of contact that you’re likely to work with or for. He went on to say that many interviews today are behavioral-based, which – according to Allison Doyle at The Balance Careers – is a method in which recruiters utilize questions based on your previous work experiences, to determine if you’re qualified for the job, and how you may respond to any given professional experience or situation (Doyle, 2019). Some examples of questions that Hogg suggested for use with candidates included:

- What did you do in this past position?
- What did you learn?
- Based on your actions or decisions, what was the outcome impact on the organization?
- What are you proud of?
- When have you worked as part of, or in leadership of, a team?

In addressing all these questions, Hogg urged that interviewers closely observe the candidate’s passion. “Does the candidate seem responsive to change?” asked Hogg. “Is s/he optimistic, calm or both? Does s/he deal well with a lack of reply or direction? Is s/he open to suggestions, and perhaps most important, able to prioritize?”

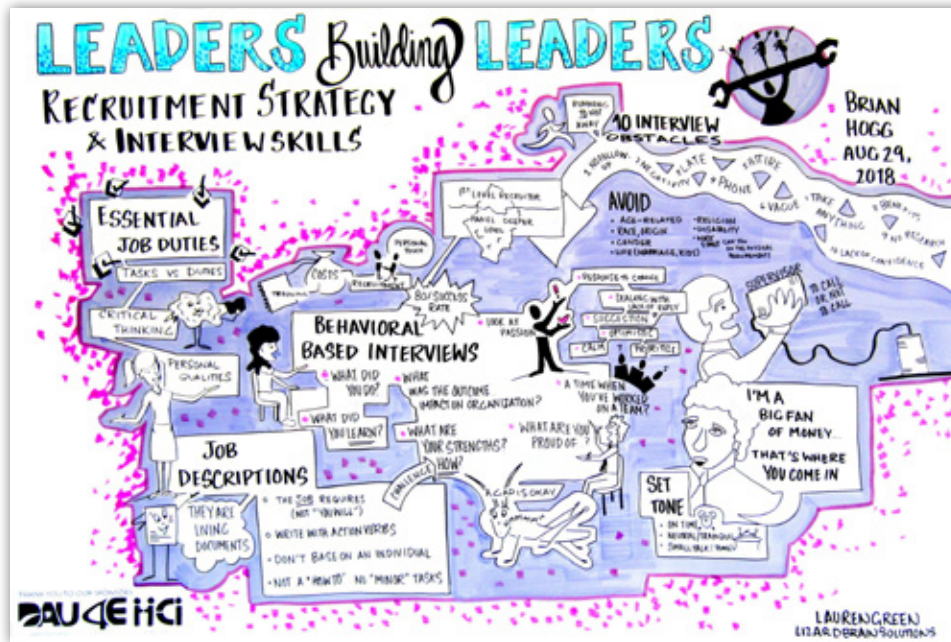
10 INTERVIEW OBSTACLES

Finally, switching gears to potential roadblocks in the interview process, Hogg provided input on roadblocks that candidates unknowingly (and occasionally, knowingly!) place in their paths during the interview process:

- No follow-up – Always send a post-interview thank you note!
- Negativity – While candidates may be eager to leave their current position, they shouldn’t leave that as the primary impression upon a potential employer.
- Lateness – Common sense, arrive on time!
- Cell phones – Always silence them, no exceptions.
- Attire – This can be a tougher subject in today’s business world, with work dress styles running the gamut from “business casual” to “code jockey grunge,” but if you’re unable to determine what kind of work environment you’re

going to working in, it's best to err on the side of more conservative wear.

- Vague answers – Try to avoid single word answers or speaking in generalities about your experience.
- “Willing to take anything” attitude – You should have a fairly concrete idea of what kind of position you want, and are interviewing for...and not settling for any position the prospective organization is offering.
- Questions about benefits in the first interview – This is a discussion that comes later; to address it during the first interview is crass.
- Don't forget company research – Candidates shouldn't ask all of their questions at the interview; they should do some advance research by visiting the prospective employer's website, perusing company marketing materials, etc.
- Lack of confidence (one of the biggest deal-breakers for candidates) – Don't leave an impression of uncertainty with a prospective employer. If you come off as indecisive or “wishy washy,” you will be placed appropriately (and ultimately), not as a top priority on the hiring list.



Lauren Green, Lizard Brain Solutions, LLC

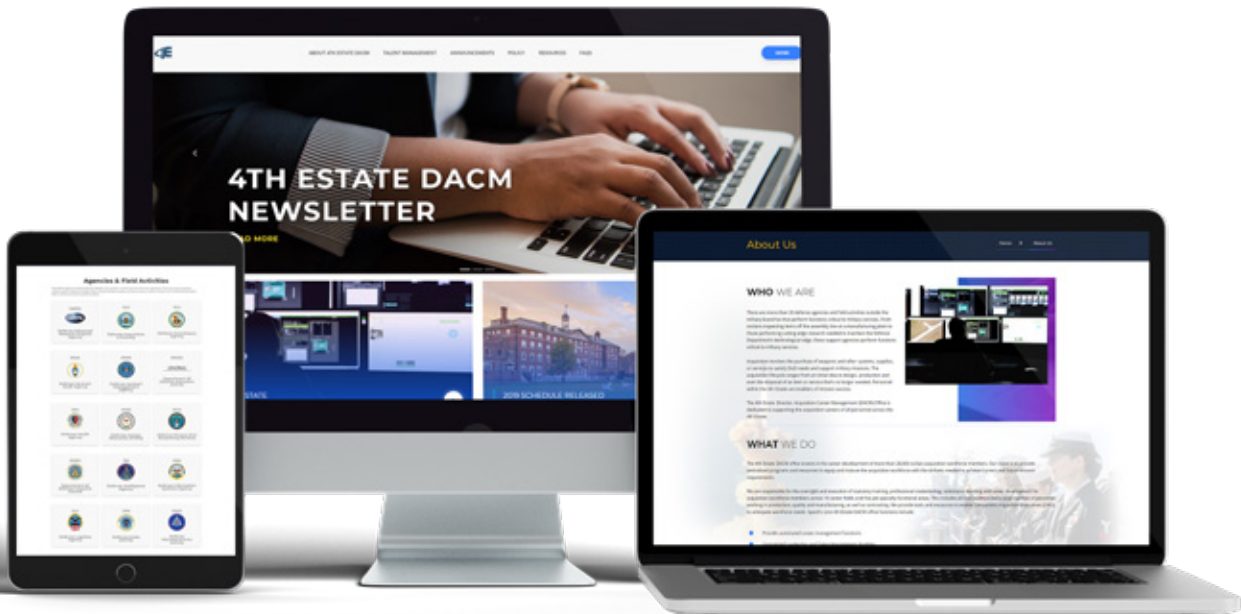
FULL PENTAGON FINANCIAL AUDIT



In a November 21, 2018 Washington Post article by Aaron Gregg about the first full financial Pentagon audit, several 4th Estate agencies received a passing grade from auditors. The audit itself was a massive effort requiring 1,200 accountants who visited more than 600 locations. Agencies that did pass the audit included: the Defense Health Agency (DHA), Defense Contract Audit Agency (DCAA), and the Defense Finance and Accounting Service (DFAS). Rep. Mac Thornberry (R-Tex), the outgoing head of the House Armed Services Committee stated, “We must take advantage of this opportunity to continue our reform efforts and make the Pentagon more efficient and agile...It should not be used as an excuse for arbitrary cuts that reverse the progress we have begun on rebuilding our strength and readiness.” Rep. Adam Smith (D-Wash) added, “If we want to reduce defense waste, have greater transparency over defense dollars, and eliminate mismanagement, it is essential that we get the Defense Department to a position where Congress, taxpayers, and DoD itself can track and account for the money that is being used.”

NEW 4TH ESTATE DACM WEBSITE ...COMING SOON!

There comes a time when everything needs an update – even websites. Over the last several months, the 4th Estate DACM team has been working on an update to its own website. Its new look will be fresh, user- and mobile-friendly, and more visually engaging.



JOIN THE DAU ALUMNI ASSOCIATION AND STAY CONNECTED TO DAU!



Kathryn Eileen Giglio, Capital Chapter President

The Defense Acquisition University (DAU) Alumni Association's (AA) vision is to bring together the best leadership and management resources — people, ideas, skills, experiences — to improve defense acquisition outcomes. Benefits of joining DAUAA include:

- Personal and early notification of annual DAU Symposium and bi-monthly hot topic training forums
- Connectivity with DAU through web site, e-mail and newsletter updates on acquisition policies
- Networking with other acquisition professionals
- Access to scholarships for members' families
- Eligibility for no-cost membership in DAUAA LinkedIn Group
- Training course discounts from DAUAA partners
- Addition of DAUAA membership to your resume

Membership Website: <https://dauaa.org/membership/>

To become a member of the Capital Area Chapter - or any of the six DAUAA chapters - you first need to become a DAUAA national member. When you sign up for national membership you have the option to then become a Chapter member as well.

DAUAA is currently running a promotion through April 30 for "3 years of membership for the price of 2" so now is the perfect time to sign up!

Capital Chapter Members of the Defense Acquisition University Alumni Association (DAUAA) are a valuable resource of talent and experience to the community. These representatives of Industry and Government, retired and active duty military and civilians, represent multifaceted assets to enhance discussion and outcomes about innovation for the production and procurement of goods and services. The Capital Chapter Organization looks forward to partnering with the 4th Estate DACM Office and agency personnel to contribute to the successful adaptation facing the challenges ahead.

NO-COST COURSERA COURSE OFFERINGS

Online offerings are a natural and convenient venue for providing additional learning. As the largest provider of massive online open courses, Coursera partners with top universities and organizations to offer more than 3,000 courses. The Defense Acquisition University (DAU), in alignment with its goal to expand training opportunities for the workforce, has agreed to provide licensing for three specialization programs. Specializations include a series of courses to be completed along with a hands-on capstone project. Generally, courses run for four weeks and will require four to eight hours of student engagement per week. The specializations available this year include:

1. **Agile Software Development**
 - a. Agile Development Specialization (University of Virginia)
 - b. Software Product Management (University of Alberta)
 - c. Software Development Lifecycle Specialization
2. **Data Analytics**
 - a. Executive Data Science (Johns Hopkins University)
 - b. Data Science (Johns Hopkins University)
3. **Digital Engineering** – Digital Manufacturing & Design Technology (SUNY Buffalo)

Interested? For more information, contact David Pearson at david.pearson@dau.mil.

DAU'S STRATEGIC PARTNERSHIP PROGRAM

Looking to further your education or meet requirements within your career field? Defense Acquisition University's Strategic Partnership Program can help! Defense Acquisition University has partnered with numerous colleges and universities to offer transfer credits toward your certificate or degree based on your DAU career specific training. Workforce members can apply DAU courseware toward certificates and degrees (including doctoral programs) at participating institutions.

Our newly deployed database allows you to search by career field, desired degree type, or institution to see what programs may fit your needs. Tuition discounts are also available from partners for students transferring DAU courseware for credit.

Visit <https://www.dau.mil/partnerships/> for more information and to view participating institutions.

Updated Partnership Page

Get College Credit for Defense Acquisition University Courses

Defense Acquisition University works with several external entities in granting college credit to workforce members who have completed DAU courses. Through the Strategic Partnership Program, DAU has established partnerships with colleges and universities so Defense Acquisition Workforce members can transfer DAU course work toward college and university degrees and certificates. While each partnership is unique, the objective of the partnership program is to provide opportunities to maximize academic accomplishments by receiving credit for DAU courses toward an undergraduate, graduate, or certificate program offered by a strategic partner.

Looking for other ways to get credit? Click here for other credit opportunities.

- Better user interface
- Links directly to partner university site
- Search by degree type and career field

<https://www.dau.mil/partnerships/Pages/StrategicPartnerships.aspx>

Partner Institution	Offered Programs
American Public University System	Certificate, Bachelor's, Master's
American University	Certificate, Master's
Bellevue University	Bachelor's, Master's
Boston University Metropolitan College	Certificate, Bachelor's, Master's
Bowling Green State University	Certificate, Bachelor's, Master's

FROM THE DATMS HELP DESK

In late June, 2018, the DATMS Help Desk converted to a ticketing management system. Since that time, calls and emails have been effectively tracked and we want to thank you both for your patience as we implemented the new system and for your suggestions on how to improve. For example, after hearing from users who were confused when they received emails indicating their issue had been resolved but didn't believe their issue had been resolved yet, we changed our operating procedure so users receive fewer but clearer notifications. Also, sometimes duplicate tickets will be created for the same issue. In those cases, an explanation will be provided to the user explaining why certain tickets were closed.

This month's frequently asked questions (FAQs) included the following:

- Where can I view my certifications?
- How do I register for my DAU training?
- How do I update my profile?

NOTE: For responses, refer to the **Resource** list at the end of the newsletter.

4TH ESTATE ACRONYMS: HOW MANY CAN YOU FIND?

Of the 4th Estate Agency/Field Activity acronyms mentioned in this newsletter, there are 13 hidden below – vertical and horizontal – how many can you find? When you think you've found them all, send your completed word search to the 4thEstateDACM@doddacm.mil.

O D H A R M D A R D
D I G C O B S G D A
C F G N S A D F C U
A S R F D O L O M N
A T D A R P A F A N
R D I B O U M G A I
O T S C A D F A S U
T R A C S G N S C S
G A D A N R O A A D

SEND US YOUR IDEAS!

WE WELCOME YOUR COMMENTS & IDEAS

The 4th Estate newsletter is published quarterly. The contents are geared for acquisition professionals serving in career positions covered by the Defense Acquisition Workforce Improvement Act (DAWIA). One FY19 goal is to provide feature stories focusing on real people and events within the agencies. As a result, we are searching for articles that discuss individual experiences with problems and solutions in acquisition or with emerging trends.

Please submit articles, ideas, suggestions, or comments to 4thEstateDACM@doddacm.mil (ATTN: D Jackson) or call 703-805-3387. If you are submitting an article, use the following guidelines:

1. Send as MS Word attachment.
2. Submissions should be no more than 2,000 words unless specific permission granted.
3. In fewer than 50 words, include the author's name, email address, office phone number, and brief biographical statement.
4. Accompanying photos or graphics should be sent as email attachments.
5. Do not include classified or personally identifiable information (PII).

ADDITIONAL RESOURCES

Remember, for agency-specific training or career development guidance, always begin with your agency Training Coordinator or Quota Manager Point of Contact (POC) – typically located in your training, human resources, or acquisition office.

- For resident DAU training, DAWIA certification, continuous learning, or Defense Acquisition Corps applications/ issues, contact the DATMS Help Desk at 703-645-0161 or datmshelp@asmr.com. Their hours of operation are 7:30 a.m. to 5:30 p.m. (EST) Monday-Friday.
- Agency Travel Managers can contact the DACM Travel Manager at 703-645-0161 (commercial), 703-645-0432 (fax), or DATMS.travel@asmr.com.
- Agency Quota Managers can contact the DACM Quota Manager at 703-645-0161 (commercial) or DATMS.quota@asmr.com
- For online training questions and specific DAU course information, e.g., course directions, welcome messages, online course registration, etc., contact the DAU Helpdesk at dauhelf@dau.mil, 703-805-3459, or toll-free 866-568- 6924/DSN 655-3459. Choose option 1.

We hope you find this newsletter informative. Let's collectively commit to continue providing outstanding support to our 4th Estate Defense Acquisition Workforce.

RESOURCES

809 Panel

- Article: <https://www.dau.mil/News/Section-809-Panel-Recommends-Reforming-Defense-Acquisition-with-Updated-Structures,-Simplified-Procedures-and-an-Empowered-Workforce>
- <https://section809panel.org/>

Elmer B. Staats Award Nominations

- Application: <http://procurementroundtable.org/documents/2019-Staats-Award-Nomination-Form.pdf>
- Award Page: <http://www.procurementroundtable.org/awards.html>

Defense Acquisition Workforce Awards

- Awards: <http://www.hci.mil/what-we-do/Awards.html>
- Memorandum: [http://www.hci.mil/what-we-do/awards/USD\(AS\)%20Congratulatory%20Memo.pdf](http://www.hci.mil/what-we-do/awards/USD(AS)%20Congratulatory%20Memo.pdf)

The Honorable Al Shaffer, DUSD(A&S)

- Bio: https://www.acq.osd.mil/bio_shaffer.html
- Edwards, Jane, August 22, 2018, "DoD Acquisition Nominee Alan Shaffer Talks Workforce at Senate Confirmation Hearing," retrieved from <https://www.executivegov.com/2018/08/dod-acquisition-nominee-alan-shaffer-talks-workforce-at-senate-confirmation-hearing/> on 28 February 2019

DATMS Update

- DATMS: <https://www.atrrs.army.mil/datms>

Quota Manager Update

- BCE, Level I: <http://icatalog.dau.mil/onlinecatalog/CareerLvl.aspx?lvl=1&cflid=17>
- BCE, Level II: <http://icatalog.dau.mil/onlinecatalog/CareerLvl.aspx?lvl=1&cflid=17>
- BFM, Level I: <http://icatalog.dau.mil/onlinecatalog/CareerLvl.aspx?lvl=1&cflid=17>
- BFM, Level II: <http://icatalog.dau.mil/onlinecatalog/CareerLvl.aspx?lvl=1&cflid=17>

Help Desk Update

- <http://www.doddacm.mil/assets/help-desk-notes-winter-2019.pdf>

Cornerstone (CSOD) Update

- Virtual Campus FAQs: <https://www.dau.mil/faq/documents/csodfaqs.pdf>
- Student Guide: <https://www.dau.mil/about/Documents/Student%20Guides.pdf>
- DAUHelp@dau.mil

LEAP Program Interview

- LEAP Description: <http://www.doddacm.mil/assets/leadership-excellence-in-acquisition-program3.pdf>

Welcome Kim Herrington

- <https://www.acq.osd.mil/dpap>

Pricing and Contract Legends Award

- Policy Vault: https://www.acq.osd.mil/dpap/ops/policy_vault.html
- Memorandum: https://www.acq.osd.mil/dpap/policy/policyvault/2018_Legends_Award_DPC.pdf
- Legends Award Webpage: https://www.acq.osd.mil/dpap/ops/acquisition_contracting_legends_award.html

Other Transactions (OTs)

- ACQuipedia: Search for OT terms, policies and guides.
- [video 0:05:00 minutes] Pathways to Commercial Innovation and Other Transaction Authorities
- USD(A&S) Policy Memo
- <https://aaf.dau.mil/ot-guide/>

Interactive Adaptive Acquisition Framework Tool

- <https://www.dau.mil/tools/t/Interactive-Adaptive-Acquisition-Framework-Tool>

Agency Highlight: Defense Logistics Agency (DLA)

- <http://www.dla.mil>

Coursera Learning Opportunities

- Coursera: www.coursera.org
- Executive Data Science: <https://www.coursera.org/specializations/executive-data-science>
- Data Science: <https://www.coursera.org/specializations/jhu-data-science>
- Digital Engineering Program: <https://www.coursera.org/specializations/digital-manufacturing-design-technology>
- Agile Development Specialization: <https://www.coursera.org/specializations/agile-development>
- Software Product Management: <https://www.coursera.org/specializations/product-management>
- Software Development Lifecycle Specialization (<https://www.coursera.org/specializations/software-development-lifecycle>)

Strategic Partnerships

- DAU's Strategic Partnerships: <https://www.dau.mil/partnerships/>

Recruitment Strategies and Interview Skills

- Doyle, A. (2018, November 28). Behavioral Based Job Interview Questions. Retrieved from <https://www.thebalancecareers.com/behavioral-job-interview-questions-2059620>