# INFORMATION PAPER

SFAE-CM                                                                                                          May 2, 2006

SUBJECT:  Army Acquisition Corps (AAC) Regional Rotation Program

1. Purpose.  Provide an overview and current status of the program

2.  Background.  The AAC Military Deputy (MILDEP) recognized the need to change the training strategy for Acquisition Officers prior to their selection for Product Manager.  Officers were typically stove-piped into one career field and received very little if any diversity of experience.  The premise of the Regionalization program was that the officer would be assigned to a "region" for 48 months.  During this time, he/she would rotate into at least two different positions, thereby receiving a different perspective of the acquisition life cycle.

3.   Facts.  The regional rotation pool applies to all Captain and Major authorizations within a designated region.  A region is defined as a 50 mile radius from the Senior Regional Acquisition Official (SRAO), and is being implemented at the following areas:  Aberdeen, MD; National Capital Region; Fort Monmouth, NJ; Picatinny Arsenal, NJ; Huntsville, AL, Orlando, FL; and Warren, MI / Rock Island, IL.  The Military Acquisition Position List (MAPL) is the primary tool for identifying regional assignments, with exceptions for specific organizational exemptions.

4.  Program Update.

   a. Force Structure:  The physical locality of regions will be further defined in order to assist the SRAO's with their rotation plans.  Regions will receive a list of all of their positions that may be used for rotational purposes.  Also, a list of organizations that are exempt from the regionalization program will be provided to each region.

   b. Quarterly updates via VTC are being implemented in order to offer regions a forum in which they will receive updated information, provide their lessons learned, and receive assistance with their issues and concerns.

   c. Metrics are being developed to help identify the strengths and weaknesses of the regionalization program.  The results of this new requirement will be reported bi-annually by each region, and will be used to further develop and improve the process.

   d. Source Selection Evaluation Board (SSEB) Training – Officers who participate in the Army Intermediate Contracting track of the Basic Qualification Course (BQC) will receive SSEB training.  SSEB is covered in a module called "Planning the Source Selection Process."  The training includes details of responsibilities of the Source Selection Authority (SSA), Source Selection Advisory Council (SSAC), and SSEBs.  Individuals will also participate in a practical exercise concerning a Civilian Assistance Program Contract for a contingency operation.

e.  Acquisition Proficiency Tool (APT) – This tool has been distributed to the Regional Account Managers (RAM) for dissemination among their regions. The APT tool is to be used to track the experiences gained by each officer as they rotate among their various assignments within the Regionalization program.  The tool will offer each officer and his/her rater/senior rater a before and after snapshot of the individual skills and qualifications that are gained as a participant of the regionalization process.

5.  Current Status.  There is a team working to identify and standardize an updated implementation plan.  This plan will formally identify the force structure available for regionalization, to include the organizations that may participate in the program.  This plan will also identify Acquisition Management Branch's execution requirements for the rotation of regional personnel.

Submitted by MAJ Andrea Williams/703-805-1248

# Information Paper

SFAE-CM                                                                April 25, 2006

SUBJECT:  Applicability of the Acquisition Proficiency Tool for Civilians

1.  Purpose:  The APT tool, originally designed for the military regionalization program is being considered for implementation with the civilian population.

2.  Background:  In its original format the tool is designed to track the experiences gained from developmental assignments with the regionalization program.  This tool has been fielded to the military regional community for use.  A set of metrics for the entire regionalization program will capture the utility of this tool so that changes can be implemented to make it a more useful option for raters and senior raters.  From the civilian standpoint, the tool was sent to the Functional Chiefs for their feedback.  This occurred in March 2006 with a suspense date of 31 March 2006.  To date, I have had only four functional representatives to respond.  Three responded in March and 1 in April.   The tool was also distributed to all Regional Directors for their comments and feedback.  And based upon the comments from the Regional Directors and the limited amount of feedback from the functional community, the following is offered as a course of action for implementing the APT tool for the civilian community.

3.  Recommendation:

   a.  Pilot the manual version of the tool to military population (FY 06)
   b.  Collect user utility data (Survey);  feed data to ALTESS (FY 06)
   c.  Determine Scope to include cost of Automation (ALTESS) (4 QTR 06)
   d.  Develop and Test Automated Proficiency Tool (With select PEO's) (1$^{st}$ and 2$^{nd}$ QTR FY 07)
   e.  Collect user utility data & adjust proficiency tool as required (3 QTR FY 07)
   f.  Market Proficiency Tool (2$^{nd}$ and 3$^{rd}$ QTR FY 07)
   g.  Launch Proficiency Tool to military and civilian populations (4 QTR FY 07)

4.  Advantages to the Workforce:

   a.  Allows workforce feedback and buy-in
   b.  Allows for resource development
   c.  Allows for required automation
   d.  Allows for mature product development
   e.  Allows time to develop a deployment plan
   f.  Allows Regional Directors time to market
   g.  Ensures workforce gets a quality proficiency tool they can use effectively

5. Disadvantages:

     a. If deployed prematurely, current lack of interest could ruin future opportunities for a successful product

     b. C-RDAP is not an option at this time, because of minimum command interest

     c. Fielding a manual tool to a large civilian population would create a hardship for the community


6. Current Status.  Based upon information gathered thus far and the lack of interest, we need a decision on whether to move forward with an implementation plan on the recommendations above.


          Submitted by MAJ Andrea Williams/703-805-1248

INFORMATION PAPER

SFAE-CM                                                                January 17, 2006

Subject: Competitive Development Group Program (CDG).

1. Purpose.  Provide the DACM with an updated overview of the CDG program based on policy revisions resulting from workforce survey and Community Workshop recommendations for expanding the CDG program.


2.  Facts:

        a.  Efforts to increase exposure to and understanding of the program continue to focus on information outreach through live sessions in the Washington Metro area and email "blasts" to a target population of eligible and interested GS-13 level employees in all acquisition career fields (ACF).

        b.  Beginning with Year Group 2006 (YG06), applications for the CDG program will be limited to eligible GS-13 level or equivalent employees based on assessment of first year CDGs going into Assistant Product/Project Manager (APM) positions which has indicated that some GS-12 level employees lack the experience and competency to be competitive and successful in an APM or other direct support program or senior leadership position.

        c.  With the elimination of Corps Eligible as a recognized acquisition status, CDG applicants are required to have attained Acquisition Corps (AC) membership or meet AC membership eligibility requirements for selection into the program.

        d.  Outreach efforts also continue to target AMC, PEOs and PMs to identify and allocate sufficient and realistic Staff leadership, and APM, positions specifically for CDG fill during the first and third program years/rotational assignments.

        e.  The dual track approach has thus far proven successful in increasing application and selection rates to the program, and is planned to continue.  Including a Senior Leader track provides experience and opportunity in acquisition career fields outside of Program Management for the development toward Director positions. Question: Do we want to focus only on PM development and eliminate the Sr. leader track? I believe this would be a mistake, we have recently established 6 new developmental General Staff position with AMC, this effort combined with other quality program policy change is a look ahead to develop future high quality PEO and LCMC Civilian candidate pool.

        f.  Evaluation will continue in the area of increasing the number of quality

applicants.  Included is the impact of the length of the announcement period to the number and quality of applications and the relative logistical issues.  Also included is the continued use of a Phase 2 board panel interview that resulted in an increase of higher quality selectees for YG05, and will continue into the YG06 process, but cannot be considered to have completely eliminated the possibility of individuals not considered to be the "best and brightest" being selected.  Establishing an alternate list beginning with YG06 will provide additional CDG opportunity while maintaining resource levels.  And finally, outreach efforts to the PEOs and PMs to assist in identifying potential candidates will be made in the future.

h.  To further ensure quality in the CDG experience, beginning with YG05, selectees are required to meet mandatory minimum training requirements and apply annually to the Program Management selection board in order to graduate from the program.  These requirements apply equally to those CDGs who are promoted prior to graduation.  No waivers will be given.

i.  CDGs are currently offered three developmental assignments up to one year each, one of which must be within the National Capital Region and includes both ASA(ALT) and AMC Senior Staff assignments.  These assignments are not a requirement for graduation, but clearly increase the selectee's competitiveness in seeking promotion and career opportunities.  Recommendation has been made to lengthen these developmental assignments to 18-24 months, effectively limiting the CDG to two assignments during the three-year program life. Extension of the assignments and elimination of the third rotation effectively reduces the value in the varied experience currently offered.  Longer association with an organization in this case would result in less opportunity exposure for the CDGs, and may result in an organization's over-reliance on the temporary nature of CDG's role.  Lengthening the program past three years involves several areas, the least of which is resources, which would require additional investigation.

j.  Recommendation has been made to restructure the program with no end state.  To satisfy this recommendation, the program would have to be comprised of a training phase (three years) and a career-managed phase.  In order to implement this type of program, the issues and resources surrounding centrally managing these individuals would have to be identified and resolved.  Specific, but not limited to central management, would be the removal of hiring authority from the gaining organization (a radical change in both the TDA and HR systems); establishing and/or acquiring resources to include facilities, labor, material, funding, etc. for the management of the CDGs; creating a central repository of positions; establishing and coding CDG positions for post-utilization; and resolving labor union issues with unfair competition.

k.  Recommend that central management be considered as a separate TCP initiative. Currently there is an implied task from leadership to provide hands on central management of our best trained, and experienced human resources, specifically end of tour Program Managers, Senior Staff College graduates, and Competitive Development Group graduates. If accepted the initiative could consider phased, iterative resources

and implementation for all three populations, or it could be approached with a pilot that would only include NSPS expert grade trained and experienced leaders as recommended by the ASC HR Division Chief. Follow on populations could be considered as the processes mature and resources become available.

l.  Continued emphasis will be placed on senior leadership commitment to holding supervisors and senior raters responsible for a quality evaluation of CDG member performance.  Emphasis during marketing briefs with PEOs and PMs will continue to be placed on providing CDGs with meaningful and valuable developmental experience as well as providing PEOs and PMs with a capable and qualified workforce resource.  The emphasis must remain on development of leadership potential from both fronts.

m.     The FY 05 SLC provided two key CDG recommendations; 1) Command Endorsement by the first SES/GO in the rating chain and, 2) Organizational return rights to the organization that supported their application to the program. Both of these recommendations should ensure a higher quality applicant to the program as well as the PM board.  The new requirement may also provide a partial solution for candidates who are concerned about their assignments after graduation. The new focus will be to place graduates in APM or similar leadership positions after graduation, they will continue to build their PM experience and therefore their competitiveness for Product Manager or Senior Staff positions.

o.  Two additional positive changes to the program; 1) 4 week Intermediate Qualification Course will be part of the curriculum beginning in FY 06, this course is the MEL 4 qualification for officers, but more importantly for civilians it will allow a forum to exchange experiences with their military counterparts that may serve to create a new hybrid culture for the acquisition community.  In terms of development, PM boards should recognize IQC completion as a professional benchmark. 2) Proposed program name change; ACAF-Army Civilian Acquisition Fellow, this initiative should be synchronized with the program changes above.


Ancel B. Hodges (703) 805-1234
Approved by: _____

INFORMATION PAPER

SFAE-CM                                                                June 13, 2006

Subject: Competitive Development Group/Army Acquisition Fellowship (CDG/AAF) Program

1.  Purpose.  Provide the DACM with an updated overview of the CDG/AAF program based on policy revisions resulting from workforce survey and Community Workshop recommendations for expanding the CDG program.

2.  Reference.  Information Papers dated February,  June 2005, Subject:  Competitive Development Group Program (CDG).

3.  Facts:

        a.  Efforts to increase exposure to and understanding of the program continue to focus on information outreach in the Washington Metro area and email "blasts" to a target population of eligible and interested GS-13 level employees in all acquisition career fields (ACF).

        b.  Applicants to the CDG/AAF program are limited to eligible GS-13 level or equivalent employees based on assessment of first-year Fellows going into Assistant Product/Project Manager (APM) positions which indicated that some lower graded employees lack the experience and competence to be competitive and successful in an APM or other direct support program or senior leadership position.

        c  CDG applicants are required to have attained Acquisition Corps (AC) membership or meet AC membership eligibility requirements prior to selection into the program.

        d.  Outreach efforts also continue to target PEOs and PMs to identify and allocate sufficient and realistic APM positions specifically for CDG fill during the first and third program years/rotational assignments.

        e.  The dual-track approach has proven successful in increasing application and selection rates to the program and is planned to continue.  Including a Senior Leader track provides experience and opportunity in acquisition career fields outside of Program Management for the development of director positions.

        f.  Evaluation continues in the area of increasing the number of quality applicants.  The impact of the length of the announcement period to the number and quality of applications and the relative logistical issues is being assessed as is the continued use of a Phase 2 board panel interview.  The board interview resulted in an increase of high-quality selectees for YGs05 and 06, but this cannot be considered to have completely eliminated the possibility of individuals not considered to be the "best and brightest" being selected.  An alternate list was established in YG06 and provided additional CDG/AAF opportunities while maintaining resource levels.  Finally, outreach efforts to the PEOs and PMs to assist in identifying potential candidates will continue to be made in the future.

g.  To further ensure quality in the CDG/AAF experience, selectees are required to meet mandatory minimum training requirements and apply annually to the Program Management selection board in order to graduate from the program.  These requirements apply equally to those CDGs who are promoted prior to graduation.  No waivers will be given.

h.  CDGs are currently offered three developmental assignments up to 1 year each, one of which must be within the National Capital Region.  These assignments are not a requirement for graduation, but clearly increase the selectee's competitiveness in seeking promotion and career opportunities.  A recommendation was made to lengthen these developmental assignments to 18-24 months, effectively limiting the CDG to two assignments during the 3-year program life; however, it was determined that the extension of the assignments and elimination of the third rotation would reduce the positives gained by having a variety of developmental experiences.  Longer association with an organization in this case would result in fewer opportunities for the CDGs and may result in an organization's over-reliance on the temporary nature of CDG's role.  Lengthening the program past 3 years raises a number of concerns, including personnel and funding, which would be difficult to overcome during this time of cutbacks and reduced appropriations.

i.  Recommend that central management be considered as a separate TCP initiative. Currently there is an implied task from leadership to provide hands on central management of our best trained, and experienced human resources, specifically end-of-tour Program Managers, Senior Staff College graduates, and CDG/AAF graduates. If accepted, the initiative could consider phased, iterative resources and implementation for all three populations, or it could be approached with a pilot that would only include NSPS expert grade trained and experienced leaders as recommended by the ASC HR Division Chief. Follow-on populations could be considered as the processes mature and resources become available.

j.  Continued emphasis will be placed on commitment by senior leadership to holding supervisors and senior raters responsible for a quality evaluation of performance by Fellows in their command.  Emphasis during marketing briefs with PEOs and PMs will continue to be placed on providing Fellows with meaningful and valuable developmental experience as well as providing PEOs and PMs with a capable and qualified workforce resource.  The emphasis must remain on development of leadership potential from both fronts.

k.  Beginning with YG07, applications will include two additional requirements: 1) command endorsement by the first SES/GO in the rating chain and, 2) organizational return rights to the organization that supported their application to the program. Both of these recommendations should ensure a higher quality applicant to the program as well as the PM board.  The new requirement may also provide a partial solution for candidates who are concerned about their assignments after graduation. The new focus will be to place graduates in APM or similar leadership positions after graduation, they will continue to build their PM experience and therefore their competitiveness for Product Manager or Senior Staff positions.

l.  The 4-week Intermediate Qualification Course was added to the curriculum in FY 06.  This course is the MEL 4 qualification for officers and will give civilians a forum

to exchange experiences with their military counterparts that will serve to create a new hybrid culture for the acquisition community.  In terms of development, IQC completion should be recognized by PM boards as a professional bench mark.

Kimberly V. Carroll (703) 805-1240

Approved by:  _____

**REPLY TO
ATTENTION OF**

SFAE

Career Management Structures Influencing Army Personnel

Army personnel both civilian and military who are assigned to positions which have been designated as acquisition positions are subject to two sets of career management guidelines.  One does not necessarily take precedence over the other in that they are intended to work in concert.  The acquisition career management structures were created by DAWIA to improve the quality of the acquisition workforce by establishing standards and criteria that were generally (there are exceptions to this) more stringent than those in place for the rest of the DoD workforce for non-acquisition positions.

The Army has for years had a career management structure in place for both military and civilian members.  Army Regulation 5-22 , The Army Proponent System, identifies four categories of proponency:  Branch, Specified, Functional, and Personnel.  The first three categories of proponency are designated and assigned in AR 5-22.  AR 600-3, The Army Personnel Proponent System designates Personnel Proponents.  "Personnel proponents are responsible for the eight personnel life-cycle management functions.  These functions are structure, acquisition (read – recruiting), individual training and education, distribution, deployment, sustainment, professional development and separation.  Personnel proponents are designated for all officer immaterial, branch, functional/medical functional areas (FAs/MFAs) and skills (table 1-52); warrant officer military occupational specialties (MOSs), special qualification identifiers (SQIs), additional skill identifiers (ASIS) (table 1-53); enlisted personnel career management fields (CMFs), (table 1-54); and civilian series and career fields (table 1-55).  The personnel proponent is the commander or chief of an organization or agency assigned primary responsibility for providing recommendations relating to personnel management matters to the Deputy Chief of Staff for Personnel (DCSPER) (military) or the Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA (M&RA) (civilian) [these have now been consolidated into Army G-1].  These responsibilities include career field development and/or changes to personnel management policies in specific occupational career fields."[1]

The Army executes some of these personnel proponent functions and responsibilities through direction provided in two separate documents, DA PAM 600-3 for officers and warrant officers, and enlisted, and AR 690-950 for civilians.  These documents address professional development and career management, as well as the positions or organizations responsible for specific MOSs, Functional Areas, Areas of Concentrations, Additional Skills Identifiers, and occupational series.  DA PAM 600-3 states "Military proponency responsibilities (development of concepts, doctrine, tactics, techniques, procedures, organization designs, materiel requirements, training programs, training support requirements, and manpower requirements) for the Army ALT FA51 military

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[1] AR 600-3, The Army Personnel Proponent System.

members and *civilian functional acquisition career management*[2] support are executed by the Acquisition Support Center (ASC), Ft. Belvoir, VA—the responsible agency".[3]

Civilian career management is detailed in AR 690-950, Career Management. Career management for civilians is managed based on career programs. Career Programs are established for career fields or a grouping of career fields that perform similar types of work, and a career field can be composed of one or more occupational series that are related. Occasionally, occupational series may be split across career fields, as well as career programs. Two examples of this would be the 1101 and 0301 occupational series which may be covered by multiple career programs or no career program at all based on the position in an organization.

It is useful to point out at this point that the term "career field" may have different operational definitions dependent upon the context in which it is used. Various communities have adopted the term and used it in different ways. For example there is an inconsistency between AR 600-3 and DA PAM 600-3 for what constitutes a career field, so it must be recognized that the term has different meanings to different communities based on their context and usage. A good example is the difference between career field in the AR 690-950 context versus the term career field in the DoD Acquisition community, where the term is meant to imply and acquisition career field.

For most Army civilians the term "career field" refers to the career field to which their occupational series belongs and the career program through which their career field acquires professional development and career management support, direction, guidance and funding. Each established career program has a Functional Chief (FC) and a Functional Chiefs Representative (FCR). The Functional Chief (FC) is frequently, but not always, the Personnel Proponent. When the FC is not the Personnel Proponent, the FC is required to establish a Memorandum of Agreement that delineates the responsibility that each has for the personnel life cycle management functions. The ASA(M&RA) appoints FCs and FCs designate FCRs, who are usually a senior official (normally a civilian) holding a top-level position in the occupational field. FCs and FCRs provide direction and guidance for professional development and career management of the career program through the publication of ACTEDS (Army Civilian Training and Education Development System) Plans.

The foregoing describes the Army unique career management structure in a summary fashion. This structure has been in place for decades and provides the professional development and career management structure applicable to all Army personnel. For individuals who occupy acquisition positions there is an additional set of career management and professional development standards and criteria which are delineated in the DoD directives and instructions that implement DAWIA.

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[2] Emphasis added. Note, DA PAM 600-3 designates "functional" acquisition career management, and one must refer back to AR 5-22 for the definition of functional proponency, although that regulation needs to be updated to include changes made since its last publication. Otherwise functional in this context may be taken to relate to Acquisition Career field vice "functional proponency" in an Army context.

[3] DA PAM 600-3, Commissioned Officer Professional Development and Career Mangement.

Each Acquisition Career Field (ACF) is composed of a number of occupational series. Each ACF (sometimes referred to as a functional area) is represented by a functional integrated product team (FIPT) and led by a Functional Advisor (FA). These FIPTs advise the USD (AT&L) on career development issues and identify training, education, and experience requirements for their respective functional areas. Those recommendations when approved are integrated into the criteria or standards for certification at the three Acquisition Certification Levels that are associated with an Acquisition position. Each Acquisition Position has an Acquisition Position Category (APC) with an overarching Position Category Description (PCD) (the PCD describes the occupational series or MOS for each service associated with the description of work performed by individuals in these positions), and a required Acquisition Career Level (ACL). Individuals who aspire to occupy Acquisition Positions should be certified at the ACL required for the position and certified in the ACF associated with the APC and desiring to perform the type of work described in the PCD.

Neither career management structure, nor their implementing regulations supersedes the other. All Army personnel are subject to the requirements and guidance in the Army documents. Army personnel who are assigned to acquisition positions are additionally subject to the requirements established in the DAWIA implementing DoD directives and instructions, which establish minimum standards of education, training and experience for individuals who desire to follow a professional development, and career progression within the Acquisition Workforce, and these standards generally exceed the standards established by OPM or the Army for career program progression in positions in the Army that are not included as Acquisition Positions. There is no direct relationship between the DoD FAs and FIPTs. One may consider the relationships to be parallel and analogous with each having a different focus. For example, AR 690-950 establishes the Career Program Policy Committee (CPPC) which discusses and resolves career management, reviews proposals for program changes, and reviews program effectiveness for issues impacting on all Army civilians. The CPPC can be considered to be analogous to the AT&L Workforce Senior Steering Board (SSB), or the AT&L Workforce Management Group (WMG). AR 690-950 directs each Career Program to establish a career program planning board which may be seen as similar in function to the FIPTs.

Most Army civilians have a FC and a FCR who establish career management and professional development progressions and standards. Most of those FCs and FCRs have no interaction with the DoD FAs or FIPTs. The FAs and FIPTs establish standards for those Army civilians (and other DoD Acquisition Workforce members) who occupy acquisition positions.

The relationship between ACFs and Career Programs may be even more confusing. For civilians, individuals in an ACF may all be in a career program, but not all members of the career program are in Acquisition Positions. In fact this is more the norm, where most of the members of a career program are not in an Acquisition Position and do not worry about meeting ACL requirements for an ACF. For Army civilians this relationship can be described as all Army AT&L Workforce personnel are hired based on standards

for an occupational series identified for a position (with more stringent standards if it is an Acquisition position) and these individuals are included in a civilian career field which in most cases is managed and supported by a career program.  For military members certain personnel proponency functions have been assigned to the ASC for execution, with the ASA(ALT) being the designated personnel proponent.

INFORMATION PAPER

SFAE-CM                                                          June 13, 2006

SUBJECT:  Implementation of NDAA FY 2004 and 2005 Changes to
DoD 5000.52 Directive and Instruction, "Defense Acquisition, Technology &
Logistics Workforce Education, Training, and Career Development Program"

1.  Purpose.  To provide information to the DACM on the status of revisions to
    subject regulations that implement the NDAA FY 2004 and 2005 changes.

2.  Facts.

   a.  The National Defense Authorization Acts for Fiscal Years 2004 and
       2005 made changes to the U.S.C Title 10, Chapter 87 (Defense
       Acquisition Workforce Improvement Act (DAWIA)).  Most
       significantly, the revised DAWIA (often called DAWIA II) established
       a single Defense Acquisition Corps, streamlined outdated and
       obsolete provisions, and provided additional management
       flexibilities to create a professional, agile and motivated AT&L
       Workforce.
   b.    The  Department of Defense published the following three
         documents to implement the changes to DAWIA:
       1.  DoD Directive 5000.52, "Defense AT&L Workforce ET&CD
           Program."  This new directive provides overarching policies
           and responsibilities for DAWIA II implementation.
       2.  The DoD Instruction 5000.66, "Operation of the Defense
           Acquisition, Technology, and Logistics Workforce Education,
           Training, and Career Development Program", dated
           December 21, 2005.  This Instruction provides uniform
           guidance for managing positions and career development of
           the AT&L Workforce.
       3.  The DoD "Desk Guide for Acquisition, Technology, and
           Logistics Workforce Career Management" dated January 10,
           2006.  This guide is not policy but compliments the DoDD
           5000.52 and the DoDI 5000.66.

   c.  The most significant changes to DAWIA are:
       1.  Integrated Management Structure
       2.  CAP civilian grade requirement eliminated
       3.  Key Leadership Positions (KLPs) established
       4.  Reqm't to meet Certification from 18 months to 24 months
       5.  Waiver no longer required for acceptable deviations
       6.  Acquisition Career Program Board (ACPB) was repealed.

                                          Carlyn Diamond/ 703-805-1239

INFORMATION PAPER

SFAE-CM                                                    June 13, 2006

SUBJECT:  Critical Acquisition Position (CAP) and Key Leadership Position
(KLP) Tenure Waivers

1.  Purpose.  All military and civilians in Critical Acquisition Positions (CAP)
    and Key Leadership Positions (KLPs) require a tenure agreement.  If the
    incumbent requests (or is requested) to leave the position before the tour
    ends for any reason, a waiver is needed.

2.  Facts.

    a.  CAPS are a subset of acquisition positions.
    b.  KLPS are a subset of CAPs.
        i.  KLPs are newly established positions to identify very
            specifically those positions that require special AAE and
            Defense Acquisition Executive attention in regard to
            qualifications, accountability, and position tenure.
    c.  Delegation of Authority for CAP and KLP tenure waivers is as
        follows: the Army Acquisition Executive (AAE) is the approval
        authority for all KLPs; the Director, Acquisition Career Management
        (DACM) is the approval authority for all Central Select List (CSL)
        CAPS and non-KLP General Officer/Senior Executive Service
        positions, and the Deputy Director, Acquisition Career Management
        (DDACM) is the approval authority for all non-CSL CAPs.
    d.  CAPS require a 3-year tenure agreement.
    e.  CAP tenure waivers are no longer required for the following
        acceptable deviations (except in the case of CSL and KLPs where
        a waiver is still required):
        i.    Promotion/Separation/Retirement
        ii.   Reassignment to a command/command-equivalent position
        iii.  Removal for cause/Reduction-in-force
        iv.   Mobilization
        v.    Assignment to military theater/zone of operation
        vi.   Elimination of position
        vii.  Reassignment due to program cancellation, merger, or
              organizational realignment
    f.  KLP tenure agreements are agreed upon by the individual going to
        the position and the AAE.

                                    Carlyn Diamond/703-805-1239

INFORMATION PAPER

SFAE-CM                                                                      June 13, 2006

SUBJECT:  Senior Rater Potential Evaluation (SRPE)

1.  Purpose.  To provide information to the DACM on the SRPE, to include its
    evolution and current status.


2.  Facts.

    a.  SRPE is used to evaluate the potential of civilian employees in
        designated grades to perform in positions of increased
        responsibility.
    b.  As a result of concerns from the field that requiring the SRPE for all
        GS-13s, 14s, 15s and equivalent pay bands was burdensome and
        not necessary, the DACM temporarily suspended the SRPE
        *blanket* requirement.  The "Temporary Suspension of the Senior
        Rater Potential Evaluation (SRPE)" memorandum was issued
        January 27, 2005.
    c.  SRPE is still required for project/product boards, Competitive
        Development Group boards and Acquisition Education, Training,
        and Experience boards.
    d.  The SRPE policy is currently under amendment to delete the
        *blanket* requirement.  Also, the number of days that senior raters
        may correct a SRPE is being reduced from 60 days to seven days
        in the updated policy.

Carlyn Diamond/ 703-805-4965

INFORMATION PAPER

SFAE-CM                                                              June 13, 2006

SUBJECT:  The Acquisition Career Program Board (ACPB)

   1.   Purpose.  To provide information to the DACM pertaining to the ACPB.


   2.   Facts: The ACPB was repealed in the FY04/05 Legislation.

Carlyn Diamond/ 703-805-1239

INFORMATION PAPER

SUBJECT:  The Functional Area 51 Leader Development Plan

1.  Purpose.  To provide information on FA51 Leader Development Plan, to include the FA51 Basic Qualification Course (BQC) and the FA51 Intermediate Qualification Course (IQC).

2.  Facts.

    a.  Background:  The FA51 Leader Development Plan is an end-to-end plan designed to prepare newly accessed acquisition officers for assignment to any acquisition organization, and to develop them at the ranks of captain and major for positions of higher responsibility.  The FA 51 Leader Development plan was validated by the Army G-3 on 12 SEP 05 and consists of the following elements:
        i.  The FA51 Basic Qualification Course (BQC), intended for acquisition officers to complete prior to their first acquisition assignment.  Note that in previous info papers BQC was referred to as the "Qualification Course".  The name has been changed to avoid confusion with the Army G-3.
        ii.   Regionalized rotational assignments in multiple acquisition career fields.  Regionalization is discussed in a separate information paper.
        iii.  The Army's core Intermediate Level Education (ILE)
        iv.  The FA 51 Intermediate Qualification Course on Acquisition Leadership (FA51 IQC).  FA51 IQC is the Army Acquisition Corps' functional-area specific follow-on course to ILE as required by the Army G-3's ILE implementation message.  Note that in previous info papers IQC was referred to as "ILE Phase 2" and "FA51 Leadership Course".  The name has been changed to avoid confusion with the Army G-3.
    b.  FA51 BQC:
        i.  BQC background and description.  BQC is an extension of the existing Army Acquisition Basic Course (AABC).  AABC replaced the Materiel Acquisition Management (MAM) course as the entry-level course primarily for newly accessed acquisition officers and selected civilians; while MAM provided 2 DAU equivalencies, AABC provided 10.  AABC provided expanded training, but required further expansion to support recent guidance from senior leadership on developing "pentathletes", to develop Life Cycle Management Command commanders of the future, and to support the goal of certification in multiple acquisition Areas of Concentration (AOCs).  FA51 BQC is primarily focused on

certification training and preparation for initial assignments under regionalization. FA51 BQC consists of AABC plus either a Logistics module (formally called Army Intermediate Logistics Course) or a Contracting module (formally called Army Intermediate Contracting Course), both of which consist of Level II training. The first Logistics module was conducted in October, 2005 and the first Contracting module will be held in March, 2006 (the start date was delayed from January, 2006 to line up with the end of AABC module 06-002). The intent of FA51 BQC is that every newly accessed acquisition officer will receive Level I training in Contracting; Test; Information Systems Management; Lifecycle Logistics; and Systems, Planning, Research ,and Development - Science and Technology Manger; plus Contingency Contracting training and level II training in Program Management. Additionally, ½ of the officers will receive Level II training in Contracting and the other ½ will receive Level II training in Lifecycle Logistics and Systems Planning Research Development and Engineering - Science and Technology Manger. Civilians may attend the FA 51 BQC, although ALMC Huntsville staff expects civilians will only attend the AABC portion due to TDY time constraints. Note that ALMC- Huntsville strives to ensure their course material is up to date to ensure DAU equivalencies, but ALMC is dependent upon DAU for the course learning objectives. There may be temporary periods where one or more courses do not align with DAU while ALMC is waiting for the latest information.

ii.  FA51 BQC Administration and logistics: the Army Logistics Management College (ALMC), Huntsville campus, runs the FA51 BQC, and manages the course in ATRRS. The course code for the AABC module is AABC, the course code for Army Intermediate Contracting is AAICC, and for Army Intermediate Logistics is AAILC . The course location has recently moved from the building leased by DAU in Huntsville to the US Army Corps of Engineers' Tom Bevill Center, located on the campus of the University of Alabama in Huntsville. The Bevill Center provides more classroom and breakout rooms space and is less expensive than the previous facilities, and also has lodging and dining facilities located on the premises. The maximum annual capacity for the course is 290 at its current staffing level.

iii.  Advantages of BQC: Having ALMC create an Army-specific resident course has three major advantages over DAU courses: First, condensed course curriculum and elimination of redundancies saves approximately 50% training time. Second, the courses are taught with an Army perspective and facilitate insertion of Army doctrine, including FM 4-93.41. Third, experience shows that officers often not do take all required DAU courses on their own time due to the daily demands of their positions; the ALMC

courses create a "one-stop" opportunity for officers to take all of the required courses to be Level II certified in multiple AOCs before assuming duties.

c. ILE and the FA51 IQC:

    i. ILE background: Traditional Command and General Staff College (CGSC) at Fort Leavenworth has been replaced with ILE in order to provide 100% of mid-career officers the opportunity to attend residence MEL 4 schooling. The implementation date was AUG 05 and ILE attendance is mandatory for YG94 and subsequent year groups between their 8$^{th}$ and 12$^{th}$ year of commissioned service. YG93 CGSC selectees and current deferred officers who have not yet completed CGSC will have to either complete the non-resident course or complete the same ILE courses as YG94 and subsequent year groups. ILE consists of two pieces: a 15-week core ILE and a branch, career field, or Functional Area Course. Nearly all Operational Career Field (OCF) officers will attend core ILE at Ft Leavenworth, followed by their follow-on portion, the Advanced Operators Warfighters Course (AOWC). Due to the doubling of the Fort Leavenworth ILE class size, attendance at Fort Leavenworth will be reserved for primarily OCF and most other-than-operators (OTOs) will attend the core ILE at one of four regional locations (Fort Belvoir, Fort Lee, Fort Gordon, or the Naval Post Graduate School). OTOs will also attend their functional area (FA) qualifying coursework at a location determined by their functional area.

    ii. FA51 IQC Background: Guidance from the Military Deputy to the Army Acquisition Executive was to concentrate our functional-area specific ILE-follow-on course on leadership training, not certification training. Additional guidance was to leverage existing acquisition investments in leader development, and to co-locate leadership training with warfighters. Additionally, the Civilian Competitive Development Group (CDG) program manager recently decided to leverage IQC to provide acquisition leadership to CDG candidates in lieu of more expensive leadership programs such as Darden. IQC can support the CDG program with no degradation in training to the target officer population.

    iii. FA51 IQC course description and administration: the FA 51 IQC is 4 weeks in length (20 training days) and is conducted by the University of Texas in Austin's Institute for Advanced Technology. IQC is co-located with the Senior Service College Fellowship. The intent is for IQC is to be attended after an officer attends the Core ILE (or Sustaining Base Leadership and Management course (SBLM) for CDGs), although it can be taken prior to attending the Core ILE on a case-by-case basis. There will be four classes in calendar year 2006. Each class can accommodate up to 35 students. IQC is in ATRRS and ATRRS class rosters are updated

by HRC, ASC, and eventually the UT Austin course manager.
Priority for attendance at IQC is:

1. Acquisition officers who require ILE for MEL IV as per the G-3 ILE implementation message (YGs 94 and subsequent). Attendance for these officers will be funded by ASC in FY 2006.
2. CDG candidates who have SBLM and who need IQC for CDG graduation. Attendance for these civilians will be funded by the CDG program.
3. Acquisition officers who do not require ILE for MEL IV but who desire attendance at IQC for professional development. ASC will not fund these officers; their commands may fund at their discretion.

iv. The IQC curriculum includes:

1. Classes and seminars from same faculty that speaks/instructs the War College fellows:
   a. Team building seminar
   b. Guest speakers
   c. PPBES seminar
   d. Leadership and ethics seminar
   e. Art of negotiation seminar
2. PEO and PM guest speakers & instructors to provide acquisition operational lessons learned
3. Site Visits to warfighters and Army activities with relevance to acquisition
   a. III Corps Transformation, III Corps Warfighter panel
   b. Reset
   c. Consolidated Test Support Facility (CTSF)
   d. 21st Cav BDE and Apache Materiel Fielding Team
   e. Corpus Christie Army Depot (CCAD)
4. Visits to industry with relevance to the ongoing Global War on Terrorism, including Stewart & Stevenson

MAJ Aaron Brown/703-805-1236

INFORMATION PAPER

SFAE-CM                                                          June 14, 2006

SUBJECT:  Update of Assimilation of the Civilian Facilities Engineering Career
          Field, Acquisition, Logistics and Technology Workforce Positions

  1.  Purpose.  To provide information on assimilation activities for the Facilities
  Engineering (FE) community

  2.  Facts.
      a. The moratorium on designating people and positions as part of the
      Defense Acquisition, Technology and Logistics (AT&L) Workforce that
      halted the Army Corps of Engineers' assimilation in October 2003, was
      lifted as of November 9, 2005.  Action to identify and assimilate the U.S.
      Army Corps of Engineers (USACE); Assistant Chief of Staff, Installation
      Management (ACSIM); Installation Management Agency (IMA); and
      Reserve Components (RC) has resumed.  The assimilation of the FE
      acquisition career field will be accomplished under a three-year phased
      approach.

      b.  An FE Working Group (WG) was launched in December 2005 and
      meets monthly several times to strategize the process of assimilation of
      the Army FE population into the AT&L workforce. The most recent effort
      was a "run through" of the process whereby a position is reviewed to
      determine if it is acquisition and whether it should be coded as FE.
      Various PDs were provided by the affected organizations (ACSIM, COE,
      IMA, NGB) and WG members reviewed various PDs to reach group
      consensus.  All appreciated this demonstration of the process.

      c.  General guideline information for validating positions will be provided
      under separate command cover.  During phase I, commands will be
      responsible for developing detailed instruction for use by their respective
      organizations in validating those positions.  The execution phase will be
      complete when all positions have been validated and accepted by the
      Army Acquisition Support Center (ASC).  The final phase will address
      post-assimilation activities.

      d.  ASC committed to quickly staffing the DACM memorandum outlining
      this intent prior to signature. The WG leads agreed to establish FE WG's
      at their respective HQ's to develop specific execution instructions from
      their commands to their respective communities. ASC will continue to
      maintain and facilitate the overarching FE WG.

                                    Mary McHale/(703) 805-1234

Army Acquisition Corps (AAC) Regionalization Implementation Plan

The purpose of the Army Acquisition Corps (AAC) regionalization policy is to ensure we meet the Chief of Staff, Army and Director, AAC goals to stabilize, build the bench and develop future leaders.  Today, the following locations have been designated to participate in the regionalization program:

Aberdeen, MD
Fort Monmouth, NJ
Picatinny Arsenal, NJ
Warren, MI / Rock Island, IL
Orlando, FL
Huntsville, AL
National Capital Region

Force Structure:

All Captain and Major authorizations within a designated region are considered part of the regional rotation pool, with the following exemptions:

a.  Joint Duty Assignment List (JDAL)
b.  Table of Organization and Equipment (TO&E)
c.  Nominative assignments located in:
    a.  Army Staff
    b.  Joint and OSD Staff
    c.  Department of the Army System Coordinators
    d.  Acquisition Management Branch
    e.  HQ Acquisition Support Center

The exemptions are needed to ensure we comply with Department of Defense and Army policy/guidance.  We continue to work with Defense organizations, i.e., Defense Contract Management Agency, to gain their approval for participation in the regionalization plan.

The Military Acquisition Position List (MAPL) will be the primary tool for identifying regional assignments.  In addition, no officer shall be assigned to a position that is not supported on the MAPL unless a valid Army FA51 authorization is identified as a billpayer and approval has been granted by the Director, Army Acquisition Corps or his representative.

Beginning 4QFY06, a group of experts representing the Director, Army Acquisition Corps will be established to review MAPL and personnel changes. The group will consist of representatives from the Deputy Assistant Secretary for Plans, Programs and Resources, Acquisition Support Center and the Acquisition Management Branch at the Human Resources Command.  The quarterly review will be the venue for organizations with FA51 assets to request changes to the

Military Acquisition Position List and **revise a regionalization personnel slate (Brian:  Make sure I'm not saying something I shouldn't be…)**.  Additional information on the quarterly reviews is currently being drafted.  Once approved, this guidance will be amended to incorporate quarterly review procedures.  In order to graphically display the proposed procedures, a flow chart is at Appendix B and C, respectively, for the force structure and personnel procedures.

Composition of a Region:

The region will be comprised of all Captain and Major authorizations, less those exempted above, within a 50 mile radius of the position's duty location and the Senior Regional Acquisition Official (SRAO).  Commuting distance for the affected officer will be considered by the SRAO, but will not be the primary factor for assignments.  An aggregate listing of qualifying authorizations can be found at Appendix A.  A detailed listing will be provided separately and will be ultimately available to the Regional Acquisition Managers in the new web-based Military Acquisition Position List application (to be fielded in May 2006).

In order to assist the community in determining appropriate points of contact (POC) for force structure and personnel, a POC listing has been prepared and is posted in Army Knowledge Online (AKO).  In order to access this listing, please login to AKO, click on Files Tab.  Then using the drop down menu on the left, click on US Army Organizations; Acquisition; ASA(ALT); Plans, Programs and Resources; FY06 Non-CSL MAPL; MACOM Points of Contact.

REPLY TO
ATTENTION OF

SFAE-CM


MEMORANDUM FOR RECORD


SUBJECT:  Acquisition Proponency Review for Announcement Number NCAW05037971, International Cooperative Program Specialist, GS-0301-15 (U)

Issue: This is an Acquisition Corps position; candidate does not currently meet Corps requirements.

Analysis: Although candidate does not currently possess all of the business hours or training certification requirements for Corps membership, he does meet four of the five critical position requirements. Candidate possess complex acquisition experience in program management, logistics, DoD policy, expert knowledge of Latin/South American multi-lateral institutions, and he speaks, writes and reads Spanish.

Recommendation: Recommend approval of candidate for this position, it is the opinion of the Army Acquisition Proponency Office that this candidate meets all experience requirements now for this position, and can easily meet the training and education requirements within the established 24 months.

If you have any questions you may contact me at DSN: 655-1241 or Commercial (703) 805-1234, E-mail address is ancel.hodges@us.army.mil.




Ancel B. Hodges
Division Chief
Acquisition Career Development
Acquisition Support Center

INFORMATION PAPER

SUBJECT:  Senior Executive Training Programs

  1.  Purpose.  To provide information on Senior Executive Training Programs
      available for members of the Acquisition and Technology Workforce

  2.  Facts.

          The Acquisition Support Center is responsible for developing the policy,
          implementation guidance, and the management of the senior executive
          training programs for military and civilian workforce members.  The senior
          executive training programs are as follows:

              **(1) Industrial College of the Armed Forces (ICAF):** This Senior
              Service College (SSC) prepares selected military officers and
              civilians for senior leadership and staff positions by conducting
              postgraduate, executive-level courses of study and associated
              research dealing with the resource component of national power.
              The curriculum is a broad-based national security decision-making
              for senior policy makers, and a master's degree in National Security
              and Strategic Studies is awarded upon graduation.  The Army
              Acquisition Corps is allocated seven civilian acquisition slots annually
              for senior acquisition professionals (GS-14/15 or pay/broadband
              equivalent), and its selection is competitive through a Department of
              the Army board process.  ICAF, a 10-month program, is conducted at
              Fort McNair, Washington, DC, from August to June.  The Vice Chief
              of Staff instituted a policy for placement of civilian SSC graduates,
              which began with Academic Year 2003-2004.  The SSC graduates
              are matched to key leadership positions (at the same grade), which
              require advanced leadership education.  G-1 is the proponent for this
              centrally managed program, the Graduate Placement Program.

              **(2) Senior Service College Fellowship Program (SSCFP) at
              University of Texas (UT) at Austin.**  This fellowship has a trilateral
              focus in which Fellows study the relationships between national
              security policy and process, critical technologies, and national
              industrial policy and base.  The Fellows pursue a resident program
              for ten months (August – June), Austin, TX, in affiliation with the U.S.
              Army War College (AWC).   Since the U.S. Army designated UT as a
              host university for the SSCFP, the officer receives the award of
              Military Education Level One, and the civilian receives SSC

equivalency.  Each year, in lieu of AWC, Army Human Resources Command slates five AAC officers at the rank of COL or LTC.  There are two officers selected from the Reserves and two officers selected from the Guard.  Additionally, two acquisition allocations are set-aside for two civilians, in which the selection is competitive through the Acquisition Education, Training and Experience (AETE) selection board process.  During FY 06, the AETE board process to select civilians was suspended due to funding constraints.

**(3) Naval Postgraduate School (NPS) Resident, Monterey, CA**. This program consists of two Department of Defense acquisition focused MBA programs—Systems Acquisition Management and Acquisition and Contract Management.  Each program, 18 months in length, provides equivalency for DAU mandatory training courses for Level III certifications and satisfies DAWIA requirement for either 12 or 24 business hours.  Both military and civilian are selected to attend NPS, but the largest population is AAC officers.  The ASC uses the AETE selection board process to competitively select civilians to attend NPS in residency.  During FY 06, the AETE board to select civilians was suspended due to funding constraints.

**(4) Naval Postgraduate School (NPS) Distance Learning**.  There are two distance-learning programs—Master of Science in Contract Management and Master of Science in Program Management.  Each program satisfies DAU mandatory training requirements for Level III certifications in contracting and program management, respectively, and DAWIA requirement for either 12 or 24 business hours.  Other than the one-week orientation at NPS, Monterey, CA, this is a part-time program, conducted 2 days per week.  This removes the requirement to travel and allows the student to stay at their duty station.  Class instructors at NPS are linked via video teleconference to the student at each of the sites.  Currently, the sites include Fort Monmouth, NJ; Huntsville, AL; Aberdeen Proving Ground, MD; and Rock Island, IL. The ASC uses the AETE selection board process to competitively select civilians to attend NPS DL. During FY 06, the AETE board to select civilians was suspended due to funding constraints.

**(5) Defense Acquisition University Senior Service College Fellowship (DAU-SSCF) Pilot Program.**  The DAU-SSCF Pilot Program provides leadership and acquisition training for Army Acquisition Corps (AAC) members at the GS-14 and above levels. The program will develop civilian acquisition leaders for critical senior leadership roles such as Product and Project Managers, Program Executive Officers and other key acquisition positions.  The program contains core elements on leadership, research, program

management and mentoring.  DAU-SSCFP is a 10 month program and was announced in May 06 as a pilot with the first class starting in Huntsville, Alabama in July 06.  Upon successful completion of the pilot, it will be expanded to other Life Cycle Management Centers. Individuals who complete the program will be awarded equivalency for the Program Managers Course (PMT 401 and provided the option to obtain a Master's degree in Program Management from the University of Huntsville.

Gloria King/703-8051251

Information Paper

SFAE-CM                                                                May 15, 2006

SUBJECT:  ARMY ACQUISITION CORPS (AAC) TRAINING WITH INDUSTRY (TWI)
PROGRAM

1.  Purpose.  To provide information on Training with Industry Program for military
    and civilian Army personnel.

2.  Facts.

    a.  The Army's TWI Program is designed as a one year on-the-job
training program, targeting a small, selected population of civilian and military Army
professionals. The program places these individuals in challenging external
assignments at specific industry locations to expose them to current corporate business
practices. This broadened business perspective enhances their performance as they
progress toward Army Acquisition Corps (AAC) senior leadership positions. There are
ten quotas each year for TWI.   A TWI assignment is usually one year in length.  The
companies that currently participate with the government TWI Program are Computer
Science Corporation, General Dynamics Land Systems, Lockheed Martin Simulation,
Training and Support, Harris Corporation, Boeing Company, Oak Ridge National
Laboratory, Stewart & Stevenson, Raytheon Corporation, Rockwell Collins Simulation
and Training Solutions.

    b.  Currently, the TWI Program is only available to our military officers.
The TWI Program was offered to the civilian workforce in previous years, but was
underutilized and/or not executed due to administrative and personnel management
issues.  In FY04, TWI became an acknowledged AAC Transformation Campaign Plan
(TCP) Transformation Initiative.  The purpose of the initiative was to reevaluate TWI
processes and procedures, as well as determine whether there is a need to reestablish
TWI for civilians.

    c.  During the December FY05 through April 06 an internal and external
assessment to determine why the program was not executed in prior years; as well and
query key stakeholders on their need and support of a TWI Program for civilians.  The
results of the internal assessment identified administrative and personnel related issues
that may have contributed why the program was not fully executed in prior years.  The
external assessment conducted with key stakeholders (Commanders, Program
Executive Offices, Program Managers and Acquisition Career Management Advocates)
resulted in a need to offer some type of TWI assignment to civilians.  As such, the
AcqSptCtr is exploring the option of integrating civilians into the existing military TWI
program. This option has been coordinated with HRC's Military TWI Manager and
requires further coordination and staffing with the Chief, Acquisition Management
Branch.

Gloria King 703-805-1251

INFORMATION PAPER

SFAE-CM                                                                                  April 13, 2006

SUBJECT:  Army Acquisition Corps Transformation Campaign

1.  Purpose.  To provide information on status of the AAC Transformation

2.  Facts.

    a.  Background:
        i.  In February of 2004 the ASA(ALT) and Military Deputy released the Army Acquisition Corps White Paper entitled "The Future Force Acquisition Corps," which laid down the vision of an Acquisition Corps that was organized to be a strategic, operational and tactical force multiplier for the Combatant Commander.  The acquisition community chartered their own Transformation Campaign and formed a leading coalition called the Army Acquisition Corps Transformation Team "AACTT" or "ACT" for short.
        ii.  The one strategic goal of the team was to align the Army Acquisition Corps to the Army Campaign Plan.  Three strategic objectives in support of this goal were identified: 1. Build an Army ALT core capability, in concert with our strategic partners, 2. Grow flexible and well-rounded leaders prepared to lead any organization, agency, or team within the ALT enterprise 3.  Build, maintain, and sustain an expert, relevant and ready workforce. These goals were the essence of the Army Acquisition Corps' Transformation Campaign launched by LTG Yakovac in April of 2004.
    b.  Accomplishments during year #1:
        i.  Develop AAC Transformation
            1.  Vetted Initial Efforts through Community Feedback Workshops
            2.  Put "Personal" Back into Personnel – Flow-Down of OER Rating Schemes

3. Rewrote DA PAM 600-3 to Reflect Move to Diversified Leader Development
            4. Removed Mobility Clause and Achieved Initial DAWIA Reform
    ii. Strategic Alliances
            1. Put in Place LCMC MOA
            2. Achieved CASCOM Acceptance as ALT Proponency Sponsor and Integrator
    iii. Concept Development
            1. Developed the Military Regional Rotational Developmental Assignment Program
            2. Developed the Civilian Rotational Developmental Assignment Program
    iv. AAC as a "Player – An Army Capability"
            1. Chartered a Combined ALT Design Team between AMC and ASA(ALT)
            2. Developed a Multi-Compo, Expeditionary, Modular ALT Concept
            3. Got Approval of ALT Concept and Design by AAC/AMC/Strategic Partner Community Leaders
            4. Successfully Launched Design into the TRADOC FDU Junior Army Wide Staffing Process
  c. Accomplishments during year #2:
    i. Institutionalize Change
            1. AAC Transformation Campaign Plan management
                    a. Designed ALT Intermediate Level Education (init. 41)
                    b. Converted Army Acquisition Basic Course to FA 51 Basic Qualification Course (Init. 47)
                    c. Adopted Supervisor Outreach Program (init. 13)
                    d. Completed First round of Change Leadership Training (init. 11)
            2. AAC Transformation Campaign Plan accomplishments
                    a. Completed 35 transformation initiatives to date (56 Originally)
    ii. Strategic Alliances.
            1. Developed and integrated ALT Proponency Concept and Design
            2. Staffed for approval the ALT doctrine Proponency Office Implementation Plan
            3. Continued to jointly work the Army Field Support Brigade (AFSB) Force Design Update
    iii. Concept Development
            1. Developed Transformation Campaign Plan (TCP) Standing Operation Procedure (SOP)
            2. Developed TCP Review
    iv. AAC as a "Player – An Army Capability"

1. Army Field Support Brigade (AFSB) - Force Design Update
2. ALT Futures Office
3. Determined AAC military requirements

    d. Partial Accomplishments during year #3:

        i. Institutionalize Change

1. AAC Transformation Campaign Plan management
   a. Conducted monthly TCP Change Leadership Team (CLT) Video Teleconference
   b. Developed Transformation Webpage and monthly Newsletter
2. AAC Transformation Campaign Plan accomplishments
   a. Completed 48 Transformation initiatives to date (56 Originally)

        ii. Strategic Alliances

1. Continued integrating the ALT Proponency Concept and Design
2. Received approval of the ALT doctrine Proponency Office Implementation Plan
3. Continued to jointly work the Army Field Support Brigade (AFSB) Force Design Update

        iii. Concept Development

1. Enhanced Transformation Campaign Plan (TCP) Charter and Standing Operation Procedure (SOP) - included Lean Six Sigma Language
2. Improved Transformation through Quarterly TCP Reviews/Senior Leader Updates
3. Implemented Supervisor Outreach Program
4. Developed Civilian Operational Experience Program (COEP) Handbook/Catalog
5. Enhanced the Competitive Development Group (CDG) Program

        iv. AAC as a "Player – An Army Capability

1. Completed Army Field Support Brigade (AFSB) - Force Design Update
2. Stood up and manned ALT Futures Office
3. Determined AAC military requirements

MAJ James Bamburg/703-805-2732

INFORMATION PAPER

SFAE-CM                                                          June 1, 2006


SUBJECT:  The Army Field Support Brigade (AFSB) and Contingency Contracting (CC) Force Design Update (FDU)

    1.  Purpose:  Provide information on the AFSB and the CC FDU.

    2.  Facts:

        a.  The new Acquisition, Logistics and Technology (AL&T) capability, concept of support and unit design builds on the existing AMC Forward structure and expands it to provide a single face to the warfighter for AL&T as part of the Army modular conversion efforts.  This AL&T capability and concept of support provides:  strategic, operational and tactical level contracting, contractor C2, life-cycle logistics, systems, test, technology call forward elements as required.  This concept develops a modular TOE able to provide flexible C2 over all AL&T functions in the theater.

        b.  This concept is an expansion of the Army Material Command's (AMC) Logistics Assistance Program with its Logistics Assistance Offices and Logistics Support Elements.  The current concept incorporates the experiences of Operation Enduring Freedom (OEF) and Operation Iraqi Freedom (OIF) resulting in a full AL&T multi-faceted organization to support military operations.  In the past contracting Soldiers were required within the Army Component, Corps, Division, Sustainment Brigades, and Brigade Combat Teams (BCTs).  There are not enough contracting officers to fill each element and continued compliance with this process would have required a substantial increase of acquisition assets to be approved for the AAC.  Imbedding the 51C, Contingency Contracting Officer at the BCT level is an inefficient and ineffective use of this critical and low density AAC asset.  Provisional TOEs assign individual contracting Soldiers versus the more effective method to assign a 4-person contracting team.  The Contracting design develops an integrated and standardized structure for all components and restructures contracting personnel into modular teams and battalions to afford mission commands the best support capabilities to support the expeditionary Army.

        c.  The current TDA AMC Forward organizations have been realigned to create the 7 Active Component AFSB headquarters.  The TDA will be adjusted as the MTOE units are fielded.  The contracting force redesigns the Army's existing contracting assets into 4 Principal Assistants Responsible for Contracting (PARC) commands (Contracting Brigades), 3 Contingency Contracting Battalions (CC Bns), 7 Senior Contingency

Contracting Teams (SCCTs), and 30 Contingency Contracting Teams (CCTs). The new structure ensures an effective, specialized, trained, and experienced CC Force to support the Theater Sustainment Command and below organizations.

d. The AFSB HQ is the Army Component/Corps/Division/BCT Commander's access point to the sustainment base support structure. The AFSBs TOE organization is commanded by an O6/90A and will consist of 10 personnel; three in the command section and seven in the Plans and Operations Section. The AFSB HQ consolidates Army Component/Corps/Division/BCT Commanders contracting requirements and positions CC units, with the assistance of the HQ PARC, to provide the best contracting support to the warfighter. The linkage of the AFSB design to the CC force design is that the AFSB will provide the HQ interface functions to the Army Component/Corps/Division/BCT Commanders for the CC Bns.

e. The Contracting Commander/PARC, a 51Z/O6, commands a 19 person staff; 5 in the command section, 5 in the Operations Section, 7 in the Plans and Policy section, and 2 in the Legal Section. The PARC plans for and coordinates all contracting functions within a theater of operation, prepares, integrates with AFSB plans, and coordinates execution of the theater contracting support plan. The PARC also provides operational command, control, and supervision to all assigned and attached contracting elements, planning assistance to the supported command and /or host nations, and local procurement. The Deployable PARC wears two hats: 1) The Army Commander's contracting advisor, and 2) the Commander of Contracting Command (Installation Management Agency (IMA) mission). The Contracting Commander/PARC in conjunction with the Army Contracting Agency is responsible for providing all contracting support for Army installations.

f. The CC Bn Commander, 51Z/O5, commands an 8 personnel staff; 3 in the command section; 3 in the Operations Section, and 2 in the Plans and Policy Section. The CC Bns are composed of multiple modular SCCTs and CCTs providing contingency contracting support planning to leverage available commercial support as a force multiplier for deployed maneuver units. The CC Bns participates in all supported unit deliberate and crisis action planning and reviews unit concepts of operations, Operation Plans (OPLANs), Concept Plans (CONPLANs), and theater contracting support plan. The CC Bns in turn publishes contracting support plans for each Corps and Division OPLAN and CONPLAN. The CC Bn personnel advise Corps and Division maneuver unit commanders and staffs on contracting support. The CC Bn Commander coordinates with the theater warfighting PARC and receives their CC authority from that PARC, while integrating unit contracting operations with theater and

mission area contracting plans.  The CC Bn deploys one or more of its modular CCTs as required as an early - entry module within thirty-six (36) hours of alert notification as part of the AFSB.  The CC Bn deploys additional CCTs as required, each capable of split operations, to support limited contingencies.  The modular CC Bn structure affords maneuver unit commanders the capability to plan and support multiple simultaneous missions.

g.  The SCCTs and CCTs can deploy independently or in direct support of a maneuver force and are capable of split operations, and of being combined with other teams to form larger CC offices as the mission and the local vendor base dictate.  Both teams provide contracting support to maneuver units directly or on an area bases.  Each team consists of 1 Contracting Team Leader in the grade of Major, 1 Contracting Officer in the grade of Captain, and two (2) Contracting Noncommissioned Officers.  The NCOs in the CCT will be in the grade of E6 or E7 and the NCOs in the SCCTs will be in the grade of E6 and E8.  The only difference between the CCTs and the SCCTs is that the SCCTs are aligned with divisional elements in order to provide contract support planning.

MAJ JAMES BAMBURG / 703-805-2732

Information Paper

SFAE-CM                                                    Sept 20, 2006

SUBJECT:  ARMY ACQUISITION CORPS (AAC) TRAINING WITH INDUSTRY
(TWI) PROGRAM

    1.  Purpose.  To provide current status of the processes to execute TWI
       for civilians.

    2.  Background

    a.  In FY04, TWI became an acknowledged AAC Transformation
Campaign Plan (TCP) Transformation Initiative. The purpose of the initiative was
to reevaluate TWI processes and procedures, as well as determine whether
there was a need to reestablish TWI for civilians. An historical internal
assessment was conducted to determine if TWI should be reestablished.   In
addition, Commands, Program Executive Offices, Programs Managers and
Acquisition Career Management Advocates were queried to determine if they
would endorse and support the reestablishment of the TWI Program for civilians.

    b.  The results of the query identified an overall support rate
of 34%.  Although the overall support rate of 34% could be considered low,
decision was made to provide some type of TWI program that allowed civilians to
participate. In addition, further guidance was given by MILDEP to develop a
regionally focused civilian TWI program that considered which Army industry
partners were willing to offer TWI assignments to civilians in order to mitigate
cost travel.

    c.   Director, USAASC provided decision brief on results of query. Director
approved course of action to define processes to integrate civilians into existing
military TWI program, but restrict assignments to industry in participant's local
area.

    3.   Current Status/Actions to Date

    a.  On 19 June 2006, ACDD Chief and TWI AO meet with AMB
Chief and AOs to garner support and discuss the processes required to execute
TWI for civilians, leveraging where applicable, the existing processes used for
the military TWI program.  AMB Chief supported the recommendation to integrate
civilians into the military TWI processes.  The following areas were discussed in
order to initiate processes to execute TWI:

       1)  Announcement/Board Processes
       2)  MOI

3) Selection criteria
4) Management and oversight (Civilian and Military TWI Program)
5) Modify existing TWI agreements in place to military to include civilians
6) Develop procedural guidance for civilians assigned to industry
7) Market TWI program
8) TWI annual orientation
9) Budget funds for incidental travel

b. At the TCP Process for Closure Review held on 17 August 2006, the Director requested that a streamlined board process be considered for selection of the TWI participants.

c. Our policy and procedures states that AMB has responsible for organizing, advertising, conducting and issuing the results of the AET&E selection boards. The intent of this policy was to have one annual board each year, standardized application and board process and eliminates the requirement to conduct a board for each opportunity listed in the AET&E Catalog.

d. On 20 September 2006, ACDD, Chief and AOs meet with AMB Chief and board officer to discuss AMB's and USAASC's annual board requirements. The AET&E announcement and board is scheduled for January – April 2007. The AET&E board will use the virtual board process used in 2005 to evaluate individuals for training opportunities. TWI and the Defense Acquisition University – Senior Service College Fellowship Program will also be included. The board will be conducted by AMB and slating of the civilians to available TWI assignments will be conducted along with the military in 2007. The board will not be conducted by the DA Secretariat. The board to select military officers for the 2007 opportunities has been conducted.  In order to incorporate civilians into the TWI Program for 2007, an announcement and board need to be conducted to select participants. The plan is to have a joint military and civilian board process for the 2008 opportunities.

e. The nine industry partners that Army currently has agreements with have been contacted for possible assignments for civilians.  The following industry have expressed an interest in having civilians participate in an TWI assignment: (1)  Computer Science Corporation, Falls Church, VA ; (2) General Dynamics Land Systems, Sterling Heights, MI; (3)  Rockwell Collins Simulation & Training Solutions, Sterling, VA ;  (4) Stewart and Stevenson Truck Group, Houston/Sealy TX and  (5) Oak Ridge National Laboratory, Oak Ridge, TN. The Harris Corporation in Palm Bay, FL indicated that they are not interested at this time. Our plan is to offer a TWI assignment in the National Capital Region, Northeast and Southern regions. The identification of new industry companies would require higher level approval by DA and general counsel.  New agreements would have to be established and approved.  This could delay the efforts to offer this opportunity to civilians in 2007.

f.  Draft Procedural Guidance has been prepared in accordance with Title 10, Title 5, CFR, Long Term Training Guide, DOD Directive, 1322.6.  It is currently out for review and comment.  A copy of the draft Procedural Guidance is attached.

g.  Initial marketing of the program have been started.  Articles have appeared in the AL&T Magazine and Transformation newsletters. Six civilians have expressed an interest in TWI.  Draft memorandum has been prepared which informs field of USAASC's decision to offer civilians TWI.  The memorandum also provides procedural guidance on how civilians will be assigned under the TWI Program.  A copy of the draft memorandum is attached.

4.  The above processes were recommended so that TWI Program could be offered to civilians in FY07, leveraging where applicable, the existing processes and procedures currently used by the military.

Gloria King
703-805-1251

Attachments
 1. Procedural Guidance for TWI
 2. TWI Memo

INFORMATION PAPER

SFAE-CD                                                    January 18, 2007

SUBJECT:  Uniformed Army Scientist and Engineer (UAS&E) Program

   1.  Purpose. To provide information on the UAS&E Program.

   2.  Facts.

a.  The Assistant Secretary of the Army (Acquisition, Logistics and Technology) announced the start of the UAS&E Program within the Army Acquisition Corps Functional Area (FA) 51 Area of Concentration (AOC) 51S (Research and Engineering) in 2003.  The 51S AOC requires a science or engineering bachelors' degree, while the primary qualification requirement for UAS&E membership is an acquisition corps officer with an advanced degree in a science or engineering field. Masters degrees are the minimum standard for UAS&E membership and PhDs are preferred.  UAS&E membership is voluntary and there are currently 127 members. Note that not all UAS&E members are serving in UAS&E positions; some are serving in program management, testing, or contracting positions.  The UAS&E program was formally recognized by the Army G-1 in 2004.

b.  UAS&E officers serve as experts supporting the Army's scientific and engineering needs across a broad spectrum of assignments.  UAS&E officers find real time technology solutions to immediate battlefield requirements while looking forward to provide technical leadership to meet future program needs.

c.  Note that in accordance with guidance from the MILDEP on career development goals of FA51 officers, members of the UAS&E program will be expected to rotate through other types of acquisition assignments.  Acquisition officers in YGs 99 and younger will not be "stovepiped" into any single Area of Concentration (AOC), but instead are expected to seek diversity of experience and attain level 2 certification in at least 2 AOCs prior to their LTC board.

d.  The majority of UAS&E positions are in the Research, Development, and Engineering Command (RDECOM), a major subordinate command under the Army Materiel Command (AMC).  All but one of RDECOM's MAPL positions are designated for 51S officers.  In accordance with direction from SAAL-ZR, RDECOM has reduced their total number of MAPL positions from 102 to equal their TDA authorized strength of 89.  RDECOM has submitted a concept plan to reclassify all but one of their 89 TDA position authorizations to FA51S to match their MAPL positions.  Additionally, the concept plan documents the requirement for advanced degrees on the TDA .

e.  UAS&E positions within RDECOM include the Science Advisors to Combatant Commanders.  Science Advisor MAPL positions have been established at XVIII ABN Corps, CENTCOM, FORSCOM, JFCOM, ARNORTH, SETAF, SOCOM, SOUTHCOM, USAREUR, USFK, JRTC, and NTC.  RDECOM is working with HRC to find qualified officers to replace PCSing officers.

f.   The UAS&E program continues to pursue a multi-pronged strategy in order to build and maintain the population of UAS&E members.  The strategy includes recruiting acquisition corps officers with advanced degrees, recruiting officers with advanced degrees outside of the acquisition corps to branch transfer into the AAC on a case-by-case basis (this requires getting the officer certified and AAC membership if the officer is a MAJ(P) or above), and sending some junior AAC officers to advanced civil schooling to attain masters or PhDs.  We have been successful with recruiting one non-AAC officer with a PhD to branch transfer in 2005, and have established a process for future branch transfers.  Recruiting letters for AAC officers and non-AAC officers have been signed by both GEN Griffin and Mr. Bolton, and were mailed to prospective officers in January, 2006; these letters generated approximately 5 new UAS&E members with masters or PhDs.

g.   We started 5 officers on PhD programs in 2005, and started four officers to begin PhD programs and two to begin technical masters programs in 2006.  One officer is currently scheduled to begin a PhD program in 2007, and one in 2008.  While a goal of the UAS&E program is conduct an annual board to choose 4 to 5 PhD candidates to start every year, there are currently no additional new start PhDs planned due to funding issues.  The proponent submitted POM requests for the FY 08-13 POM to support the goal of starting 5 officers in PhD programs per year, but the Army G-1 did not validate the requirement.  Individuals currently in PhD programs will be funded to completion, but additional new start PhDs are dependent upon funding.  RDECOM is examining the possibility of obtaining alternative funding sources pending MILDEP approval of the PhD funding concept.  However, the UAS&E program is currently planned to continue to have force structure and personnel requirements regardless of the outcome of the PhD program.

h.   Program accomplishments to date:
    i.   program formally recognized by HQDA G-1 in 2004
    ii.   UAS&E program input into DA Pam 600-3 in 2005, updated in 2006
    iii.   UAS&E PhD input into DA Pam 600-2 (Instructions to Boards) in 2005 (informs board of value of PhD, asks board not to penalize officers)
    iv.   Two PhD selection boards held to date (under AMB as convening authority)
    v.   Three recruiting drives held to date
    vi.   Sufficient TDA authorizations and MAPL positions established to sustain viable 51S AOC and UAS&E program
    vii.  UAS&E program is established and viable

3.  For more information on the UAS&E program, contact the RDECOM G-1 UAS&E representatives:
    Mr. Steve Latour, (410) 436-3239, mailto:steven.latour@us.army.mil
    CW3 JoAnn Wright, (410) 436-1088, mailto:joann.wright@us.army.mil

                              LTC Aaron Brown/703-805-1241

INFORMATION PAPER

SFAE-CM                                                                                   June 14, 2006

SUBJECT:  Army Acquisition Corps (AAC) Regionalization Program

1. Purpose.  An Overview of the Regionalization Program.

2.  Background.  The AAC Military Deputy (MILDEP) envisioned a way to stop
the one tracked careers of acquisition officers.  For years, officers were stove-
piped on a single career track throughout much of their tenure in the acquisition
corps and were subsequently not as prepared for Product Management in areas
such as contracting. Contracting officers, on the other hand, had long
commented that they were not equally competitive for positions as Product
Managers because they had not been given the opportunity to pursue Assistant
Product Manager (APM) positions.  The other career management areas were
not of major concern because they are easily achieved through training with the
Defense Acquisition University; and/or they were embedded within Product
Management positions.

3.   Facts:
    a. Officers were typically assessed into the acquisition corps at the ten-year
mark of their career, so their timelines did not support dual certifications prior to
the Lieutenant Colonel Promotion board.  Additionally, officers were not able to
cross train within the different career fields because of the amount of time spend
in one location.  One way to change this cycle was to give officers the opportunity
to work in more than one career field during one assignment to a specific area;
hence, the concept of regionalization.  This concept allows officers to be
assigned to one of seven regions for a period up to four years.  During this time,
the officer is expected to have at least two diversified assignments.

    b. Another important aspect of regionalization is the opportunity for
mentorship.  The MILDEP identified a Senior Regional Acquisition Official
(SRAO) for each of the seven regions.  The SRAO is a General Officer or a
Senior Executive Service (SES) within a pre-designated region.  These SRAOs
are responsible for the oversight, counseling and monitoring of the assignments
for officers within their region to ensure that they receive diversified experience
within the Army Acquisition Corps.

4.  Current Status.

All seven regions are in the execution phase.  This is the 2$^{nd}$ year of
implementation, and an assessment will occur in order to continue to improve the
process.

                Submitted by MAJ Andrea Williams/703-805-1248