



From the Acquisition Support Center Director

As Army Acquisition, Logistics, and Technology (AL&T) Workforce members, we have a distinction that most Americans don't have—a commitment to support our Soldiers every day with the best weaponry, technology, and services. It's more than just a job; it is indeed an honor to provide for these men and women as they continuously defend our Nation from persistent conflict with courage, devotion, pride, and sometimes, with their very lives.



As we continue the “Year of the Noncommissioned Officer (NCO)” —the Army's year-long set of initiatives designed to focus on better developing the service's NCO Corps—I direct your attention to the article on Page 25, which discusses Military Occupational Specialty 51C-AL&T Contracting NCOs. The U.S. Army Acquisition Support Center (USAASC) assists the Director, Acquisition Career Management (DACM), in establishing personnel management policies that attract, develop, educate, and retain acquisition officers and NCOs to support the total force using the eight life-cycle management functions per applicable legislation and DOD, joint, and Army regulations and policies.

Please also visit *Army AL&T Online's* NCO Highlights section, which provides monthly articles spotlighting the courage and commitment of our Army NCOs. To view the latest issue of *Army AL&T Online*, visit <http://asc.army.mil> and click on the *Army AL&T Online* tab located on the bottom of the flash banner in the center of the page.

Defense Acquisition Workforce Growth

On April 6, 2009, Secretary of Defense Robert M. Gates delivered a Defense Budget Recommendation Statement announcing key recommendations made to the President with respect to the FY10 budget concerning Defense Acquisition Workforce Growth. “This budget will support these goals by increasing the size of the defense acquisition workforce, converting 11,000 contractors and hiring an additional 9,000 government acquisition professionals by 2015—beginning with 4,100 in FY10.”

The Army plans to grow more than 5,100 Army acquisition positions by FY15. Approximately 1,885 government acquisition professionals will be hired to reinforce the 13 Army acquisition career fields and more than 3,200 inherently governmental, or closely associated with inherently governmental,

contractor positions will be in-sourced. Army acquisition leaders believe it makes good business sense to in-source, and as growth occurs, realize the impact on training to support additional personnel. The DACM and Deputy DACM are confirming that a strategy is in place that ensures career developmental opportunities are provided. For more information about acquisition workforce growth and in-sourcing, contact Joan L. Sable at (703) 805-1243/DSN 655-1243 or joan.l.sable@us.army.mil.

U.S. Army Acquisition Corps (AAC) Professional Development

As the AAC force structure evolves and grows, it is necessary to keep building a viable and solid institutional training base that continues the professional development and certification of its acquisition professionals. USAASC, with its many educational, training, and experiential opportunities, continues adapting its programs to better prepare, develop, integrate, and train Army and allied acquisition officers, NCOs, and civilians in areas such as contracting, program management, and leader development.

With increased requirements in logistics, services, program management, and the ever-changing acquisition laws, statutes, and policies, AAC is “leaning forward in the foxhole” by modifying its curriculum to meet these challenges and requirements head on. The AAC acquisition courses for FY10 are:

- Army Acquisition Basic Course (Revised)—*Defense Acquisition Workforce Improvement Act (DAWIA)* Level I training in program management and contracting.
- Acquisition Intermediate Program Management—*DAWIA* Level II training.
- Acquisition Intermediate Contracting Course—*DAWIA* Level II training.
- Army Intermediate Contracting Laboratory—Standard Procurement System/Procurement Desktop-Defense software training.
- Acquisition NCO Leadership Course—NCO development training similar to the First Sergeants Course.
- Contracting Officer's Representative (COR) Course—preparation for COR certification.

As the Army's principal trainer for acquisition professionals, USAASC will continue evaluating, modifying, and integrating new and current training programs to better educate, train, and certify the acquisition workforce while ensuring exceptional and world-class support to the warfighter.

For more information regarding AAC acquisition courses, contact MAJ Kenny Johnson at (703) 805-2732/DSN 655-2732 or ellsworth.k.johnson@us.army.mil.

Civilian Incentive Program (CIP)

USAASC has been providing updates with its implementation of *Section 852 of the National Defense Authorization Act (NDAA) of 2008, Public Law 110-181*. This section of the NDAA directed the establishment of the Defense Acquisition Workforce Development Fund (DAWDF) to recruit and hire, train and develop, and recognize and retain the DOD acquisition workforce. For the complete NDAA text, visit <http://www.govtrack.us/congress/billtext.xpd?bill=h110-4986>.

In April 2009, USAASC issued a call for applications for its pilot CIP. Open to all Army acquisition organizations, CIP facilitates the recruitment and retention of highly qualified civilian AL&T Workforce members. The following criteria is used for the submission process:

- Recruitment incentive—available to newly appointed Army AL&T Workforce employees, as defined in *Title 5 Code of Federal Regulations 575.102*, who fill an acquisition position that is likely to be difficult to fill without such an incentive.
- Retention incentive—available to Army AL&T Workforce employees who have unusually high or unique qualifications or when the organization has a special need for the employee's services, making it essential to retain the employee who would likely leave the federal service if an incentive is not offered.

As a result of the CIP open announcement and *Section 852 DAWDF*, the Army provided 53 recruitment incentives and 103 retention incentives of more than \$1.6 million to AL&T Workforce members. For more information on CIP, visit <http://asc.army.mil/career/programs/852/initiatives.cfm>.

USAASC will continue to ensure that the AL&T Workforce is kept apprised of future *Section 852 DAWDF* implementation via future *Army AL&T Magazine* and *Army AL&T Online* articles. For more information, contact Joyce Junior at (703) 805-2879/DSN 655-2879 or joyce.junior@us.army.mil.

Craig A. Spisak
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Acquisition Support Center

AL&T Workforce Professional Reading List

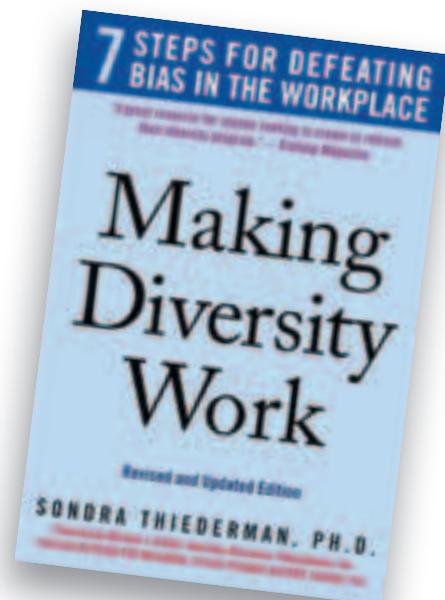
Continual professional development, education, and training are crucial to keeping the Acquisition, Logistics, and Technology (AL&T) community prepared and able to perform its duties as effectively as possible. To support his effort to encourage these initiatives in our workforce, LTG N. Ross Thompson III, Principal Military Deputy (MILDEP) to the Assistant Secretary of the Army for AL&T, publishes a monthly Professional Reading List (PRL) in *Army AL&T Online* that serves as a resource for busy acquisition professionals. The following books or articles that supplement current acquisition workforce and career development issues or challenges have all been highlighted in the MILDEP's PRL so far this year.

To view current and archived issues of *Army AL&T Online*, please visit <http://asc.army.mil> and click on the "Army AL&T Online" tab located in the bottom right corner of the flash banner in the center of the page.

January—Creating a Discrimination-Free Workplace

Making Diversity Work: 7 Steps for Defeating Bias in the Workplace by Sondra Thiederman. Thiederman offers simple solutions to curb biased thoughts—whether conscious or unconscious—and defeat bias in the workplace.

Managing Diversity: Toward a Globally Inclusive Workplace by Michalle E. Mor Barak. Mor Barak explains the important role corporations play in eradicating discrimination in the workplace and the implications this has on society and the global community.



Equal Opportunities Handbook: How to Deal with Everyday Issues of Unfairness (Fourth Edition) by Phil Clements and Tony Spinks. The authors advise that recognizing one's prejudice or discrimination is essential to eradicating it. The straightforward advice and exercises in the book make implementing equal opportunity in the workplace a practical reality.

February—Emergency Management and Disaster Prevention

Introduction to Emergency Management (Third Edition) by George Haddow, Jane Bullock, and Damon P. Coppola. The authors detail current emergency management best practices in the United States and elsewhere, providing essential information on emergencies ranging from terrorism to natural disasters.

Data Against Natural Disasters: Establishing Effective Systems for Relief, Recovery, and Reconstruction by Samia Amin and Markus Goldstein. Amin and Goldstein address the systems and tools used globally to aid in disaster prevention and relief and analyze response tools to ensure that they provide the most efficient and effective support possible.

Understanding, Assessing, and Responding to Terrorism: Protecting Critical Infrastructure and Personnel by Brian T. Bennett. Bennett provides a comprehensive analysis on the prevention of and response to terrorism and uses detailed, step-by-step suggestions and processes to reduce the risk of terrorism.

March—Challenges of Succession in the Workplace

Leaders at All Levels: Deepening Your Talent Pool to Solve the Succession Crisis by Ram Charan. The author offers solutions for leaders, managers, and human resources personnel to find qualified successors who are prepared to take on the leadership roles needed to keep the company or organization successful.

Building Tomorrow's Talent: A Practitioner's Guide to Talent Management and Succession Planning by Matthew Gay and Doris Sims. The book offers an easy-to-follow plan for ensuring successful talent assessment, talent review, succession planning, and identification of high potentials.

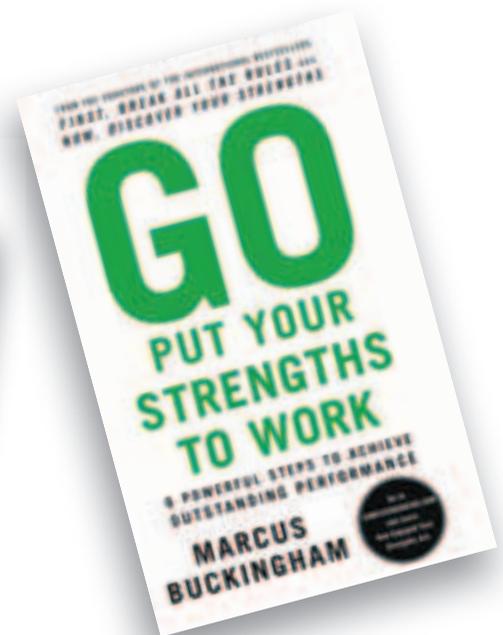
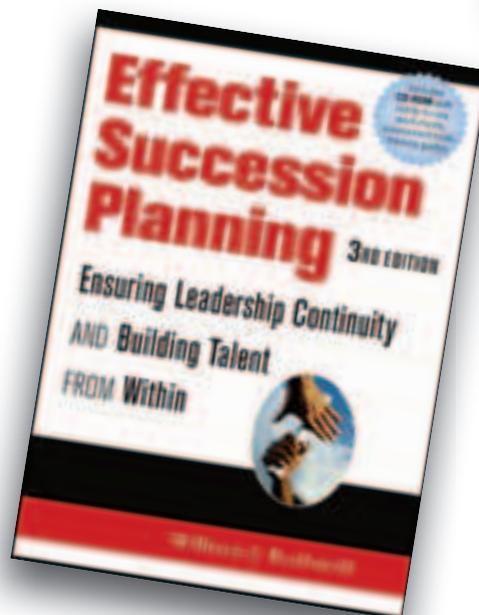
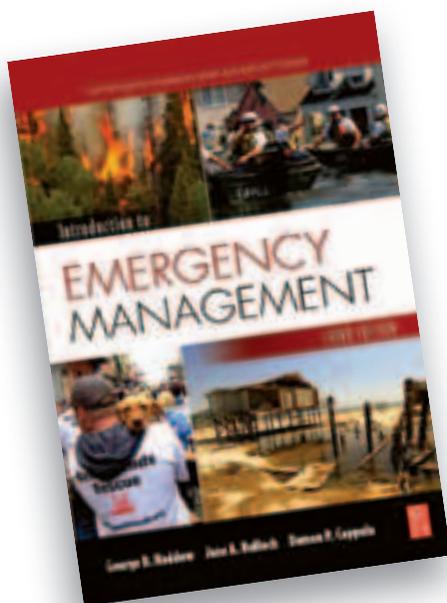
Effective Succession Planning: Ensuring Leadership Continuity And Building Talent from Within (Third Edition) by William J. Rothwell. Rothwell instructs how to quickly and effectively fill vacant positions in an organization with talented, qualified personnel and uses case studies to illustrate his points.

April—Recognizing and Employing Your Strengths

Go Put Your Strengths to Work: 6 Powerful Steps to Achieve Outstanding Performance by Marcus Buckingham. Buckingham provides a thorough discussion of how readers can sustain workplace success by employing their strengths and provides a simplistic and easy-to-follow guide on improving workplace performance.

What Got You Here Won't Get You There: How Successful People Become Even More Successful by Marshall Goldsmith and Mark Reiter. Goldsmith and Reiter examine certain behaviors that will generally produce successful results, as well as behaviors and habits that may restrict readers' potential for future successes.

Strengths-Based Leadership by Tom Rath and Barry Conchie. The book details the results of the Gallup research and studies on the different aspects and dynamics of leadership and instructs how to use these findings to improve leadership skills.



May—Leadership Development

Remarkable Leadership: Unleashing Your Leadership Potential One Skill at a Time by Kevin Eikenberry. Eikenberry provides valuable guidance on using your individual skills to holistically develop into a stronger leader. Stressing that we make ourselves into leaders through personal growth, not external factors, he provides guidance on how you can adopt leadership core competencies.

Coaching for Leadership: The Practice of Leadership Coaching from the World's Greatest Coaches (Second Edition) by Marshall Goldsmith and Laurence Lyons. The authors review the basics of coaching, explain the methods for coaching successfully, and provide guidance to improve leadership development within your organization.

An Integrative Approach to Leader Development: Connecting Adult Development, Identity, and Expertise by David V. Day, Michelle M. Harrison, and Stanley M. Halpin. The authors use the research known about adult development to conclude how leaders are developed and improve the conventional leader development methods and processes used today.

June—DOD's Joint, Enterprise-Wide Strategy

U.S. Military Program Management: Lessons Learned and Best Practices by Gregory A. Garrett and Rene G. Rendon. Garrett and Rendon explain what they view as the core competencies needed for effective military program management and address the complex challenges that military program management and defense systems present.

Enterprise Asset Management in DOD: Penetrating the Fog of Management by Daniel S. Appleton. Appleton reviews DOD management doctrine and its shift within the military's changing environment, citing specific quotes from prominent leaders to explain this paradigm shift.

The Power of Enterprise-Wide Project Management by Dennis L. Bolles and Darrel G. Hubbard. The book offers information and insight on adopting an enterprise-wide approach to project management and overall strategy.

July—Essential Leadership Skills

The Leadership Code: Five Rules to Lead By by Dave Ulrich, Norm Smallwood, and Kate Sweetman. The authors set out to describe what makes a good leader by conducting extensive interviews with a variety of respected Chief Executive Officers, academicians, experienced executives, and seasoned consultants, and came up with their five rules dubbed the Leadership Code.

Know-How: The Eight Skills that Separate People Who Perform from Those Who Don't by Ram Charan. The book provides an

important linkage in the study and understanding of leadership: incorporating “soft skills” as well as the ability to think quickly, effectively, and opportunistically.

Start With the Answer: And Other Wisdom for Aspiring Leaders by Bob Seelert. The book presents and explores the eight dimensions of business life and contains 94 brief essays that portray an honest account of the challenges Seelert faced throughout his career and impart subtle wisdom for winning strategies.

August—Evidence-Based Management

Hard Facts, Dangerous Half-Truths, and Total Nonsense: Profiting from Evidence-Based Management by Jeffrey Pfeffer and Robert I. Sutton. Pfeffer and Sutton show how companies can bolster performance and trump the competition through Evidence-Based Management, an approach to decision making and action that is driven by hard facts rather than half-truths or hype.

Becoming the Evidence-Based Manager: Making the Science of Management Work for You by Gary P. Latham. Latham presents readers with a thorough understanding of how to put the science of management to work for themselves and their organizations.

The Science of Management: Fighting Fads and Fallacies with Evidence-Based Practice by Simon Moss and Ronald Francis. Moss and Francis reveal the more than 800 surprising findings regarding common management practices, which they discovered after collecting and analyzing nearly 16,000 scientific research articles in the fields of psychology and management.

September—Negotiation Skills

Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond by Deepak Malhotra and Max Bazerman. The authors present a systematic and effective approach to negotiation, leveraging the latest research in negotiation and dispute resolution.

Bargaining for Advantage: Negotiation Strategies for Reasonable People (Second Edition) by G. Richard Shell. Shell uses storytelling, proven tactics, and reliable insights gleaned from the latest negotiation research to explain the six foundations of successful negotiation.

The New Art of Negotiating: How to Close Any Deal by Gerard A. Nierenberg and Henry H. Calero. The book is an updated, expanded version of the million-copy bestseller, *The Art of Negotiating*, the first book on the subject of negotiating that introduced readers to the art of effective negotiation. This version provides Nierenberg's effective strategies redesigned for today's world.