



From the Acquisition Support Center Director

It is hard to believe that we are now embarking on the second decade of the 21st century. Over the last 10 years, the U.S. Army Acquisition Corps (AAC) has provided our Soldiers with rapid logistical support, the best weapons systems, and the latest technology during a time of persistent conflict with our Nation's enemies. As the AAC begins its third decade of service, the Army Acquisition, Logistics, and Technology (AL&T) Workforce must remain vigilant and determined to face the challenges that lay ahead. My hope is that 2010 will be a continuum of the success that the AL&T Workforce has demonstrated thus far.



Farewell

This year brings the retirement of LTG N. Ross Thompson III, Principal Military Deputy (PMILDEP) to the Assistant Secretary of the Army for AL&T (ASAALT); Director, Acquisition Career Management (DACM); and Director, AAC. He leaves the Army with more than 35 years of service to our country. LTG Thompson took over the reins as DACM in November 2006 and brought leadership and commitment that will have a lasting impression on AL&T Workforce professional development for years to come. Here is just a small portion of his successes:

- Developed civilian leaders, allowing them to compete for leadership positions on a more even playing field.
- Revamped the Military Acquisition Position List process to a more equitable distribution method.
- Championed to keep military authorizations when Congress mandated growing the civilian acquisition workforce.
- Actively supported the Army's plan for implementing the *Defense Acquisition Workforce Development Fund*, resulting in increased AL&T Workforce growth and expanded career opportunities.
- Provided updates to Congress on Army acquisition programs and AL&T Workforce matters.
- Gave direct support to the Commission on Army Acquisition and Program Management in Expeditionary Operations as it reviewed Army contracting challenges.
- Led, supported, and created an Army Materiel Enterprise concept with specific focus on human capital initiatives.
- Developed a path ahead/strategic concept regarding the Army Acquisition Center of Excellence that created acquisition synergy and resource savings.

- Incorporated the Intermediate Qualifications Course for Acquisition Officers.
- Directed the strategic implementation plan to grow the Army acquisition workforce as per the Secretary of Defense-directed initiative (April 6, 2009).
- Reemphasized focus on the quarterly Acquisition Career Management Advocate (ACMA) video teleconference that brings all ACMAs together to discuss top acquisition workforce initiatives and stress certification of employees through an organizational view.
- Put supervisors to task on certification of acquisition personnel.
- Created the *Get Well Memo (Guidance Memo #3)* that led to a significant increase in certification Armywide by 50 percent.
- Held leadership accountable for ensuring that the AL&T Workforce adhered to *Defense Acquisition Workforce Improvement Act* requirements and intent.
- Placed continual emphasis on certification, Individual Development Plans, and Continuous Learning Points, showing workforce members how critical it is for them to meet these standards.

Serving as LTG Thompson's Deputy DACM, I have professionally and personally gained from following his leadership and by watching his commitment to making the AL&T Workforce the premier acquisition labor force it is today. His dedication reflects the very best in Army leadership. On behalf of the AL&T Workforce, I congratulate LTG Thompson on his retirement from an exemplary Army career, and I wish him well in his future endeavors.

As we say goodbye to LTG Thompson, we welcome our new PMILDEP, DACM, and AAC Director, MG(P) William N. Phillips, who was recently confirmed by the Senate. He comes to us after serving as the Commander, Joint Contracting Command, Iraq-Afghanistan. His previous acquisition assignments include Commanding General, Picatinny Arsenal, NJ/Commander, Joint Munitions and Lethality Life Cycle Management Command/Program Executive Officer (PEO) Ammunition and Deputy PEO Aviation, Redstone Arsenal, AL. I look forward to working with him as he shares his vast experiences in Army acquisition with us. I'm ready to follow his focus and priorities as he leads our workforce. We wish MG(P) Phillips well as he begins his journey as our new PMILDEP, DACM, and AAC Director.

2009 Senior Leaders' Training Forum (SLTF)

The SLTF, held Nov. 16–19, 2009, in Dallas, TX, was a resounding success. Army acquisition senior leaders and selected members of the Army's senior leadership team met to share and discuss information about acquisition direction, guidance, and policies. SLTF attendees are now sharing the knowledge and experience gained from the SLTF with their respective organizations, keeping the acquisition workforce honed and ready to

serve. My sincere gratitude goes to all who helped make the SLTF a tremendous learning experience.

I wish you all a very happy and healthy new year.

Craig A. Spisak

Director, U.S. Army
Acquisition Support Center

- Commitment to lifelong learning.
- Balance of training, education, and experience.
- Outcomes-based education.
- Coordination with the Army Force Generation model.
- Management of different types of talent.
- Replication of battlefield complexity in the classroom and home base.
- Focus on mentoring.
- Development of leaders to operate at the highest U.S. government levels.

Army Senior Leaders Discuss Leader Development at AUSA Annual Meeting

Jaclyn Pitts

The U.S. Army is working on a new Army Leader Development Strategy that will address four broad emerging trends that affect the military environment: uncertainty, an increasing pace of change, higher levels of competitiveness among the Army's enemies, and increasing decentralization. GEN Martin E. Dempsey, Commanding General (CG), U.S. Army Training and Doctrine Command (TRADOC), led a leader development panel discussing these trends and other requirements and conditions needed to create the best Army leaders for tomorrow at the 2009 Association of the United States Army (AUSA) Annual Meeting and Exposition in Washington, DC, Oct. 6, 2009. The issue of leader development "is the most important topic we face as an Army," Dempsey said.

BG Edward C. Cardon, Deputy Commandant, U.S. Army Command and General Staff College, said the strategy will have four "annexes," dealing respectively with officers, noncommissioned officers (NCOs), warrant officers, and Army civilians. Each component will follow the same eight imperatives guiding the Army's leadership development:

MG Sean J. Byrne, CG, U.S. Army Human Resources Command (HRC), discussed leader development from a manpower perspective. He cited personnel, time, and retention as key issues the HRC is facing. "Right now, your Army is short about 2,000 captains and 2,000 majors," he said. "We're filling in gaps where we can."

Focus on Education

Byrne also addressed the Army's education priority, which some have argued is less necessary because of the large amount of wartime experience most Soldiers possess. Many Soldiers lack the education they should have at certain stages of their careers. Byrne said about 59,000 NCOs have missed educational opportunities because of high operations tempo, leaving them "a step or two behind" where they should be.

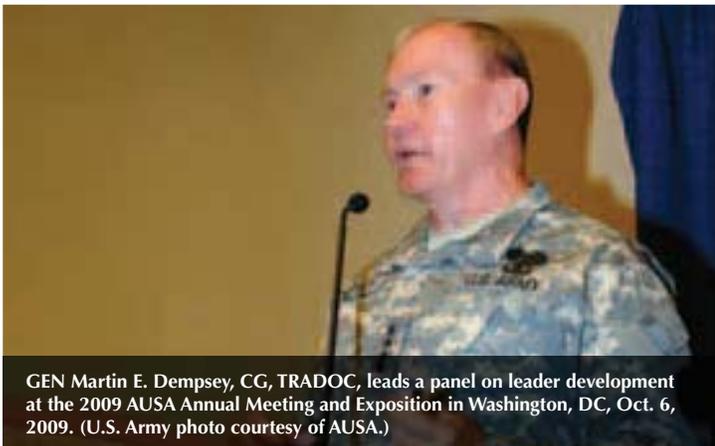
Additionally, for the first time, Professional Military Education will be extended to Army civilians, not just to officers and enlisted Soldiers. "The way we thought about the generating force was that it was a stable, relatively straightforward organization that produced things on very long timelines to support the operating Army, which did most of the adaptation," said BG Volney Warner (USA, Ret.), Commandant, U.S. Army Civilian University. "In the future, it has to be more about a functional competency base that forms a basis for individuals to adapt, to have lifelong learning, to continue to improve their skills and contributions, and lead in new and different environments."

Warrant Officer Education

COL Mark T. Jones, Commandant, U.S. Army Warrant Officer Career College, addressed education reform for warrant officers. Starting in FY11, senior education levels for the ranks of CW3, CW4, and CW5 will change from a "poorly focused 4-week course" to a 5-week course focusing on leadership, knowledge and project management, counterinsurgency, and working in multinational environments, Jones said. The Warrant Officer Senior Staff Course will be expanded from 2 weeks to 4 weeks, focusing on topics including policy, strategy, globalization, and media relations.

NCO Education and Distance Learning

CSM Raymond Chandler, Commandant, U.S. Army Sergeants Major Academy, provided an update on NCO education. NCO courses are being expanded to incorporate more of the context



GEN Martin E. Dempsey, CG, TRADOC, leads a panel on leader development at the 2009 AUSA Annual Meeting and Exposition in Washington, DC, Oct. 6, 2009. (U.S. Army photo courtesy of AUSA.)



CSM Raymond Chandler, Commandant, U.S. Army Sergeants Major Academy, provides the leader development panel discussion audience with an update on NCO education. (U.S. Army photo courtesy of AUSA.)

in which military actions take place. “We have to look at the echelon at which they’re learning,” Chandler said. “For the Warrior Leaders Course, are we going to teach them national security decision-making processes? No, but what we are going to teach them is why they’re doing what they’re doing.”

The panel also addressed the use of distance learning technology in leader development. Originally introduced as a means to save money, Soldiers, particularly NCOs, are taking classes remotely at record numbers. In some cases, classes are only available online. “We have NCOs right now taking classes from Afghanistan and Iraq,” added Cardon. “Because of distance learning, NCOs already have a culture of lifelong learning.” An audience member raised a question regarding the education quality of the traditional classroom setting versus online learning. “The bottom line is it’s a balancing act,” Chandler responded. “You have to do some analysis and determine what it is that a person can learn on [his or her] own and maybe not necessarily need to be in a brick and mortar facility to do it.”

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The Importance of Fiscal Law in Acquisition

Edward T. Delnero

Fiscal law is one of the principles that governs all resource managers. It sets the rules we are to obey and sets the penalties if we do not.

As an intern at the U.S. Army Communications-Electronics Command Life Cycle Management Command (CECOM LCMC), I was given the *Seventy-Sixth Fiscal Law Course* book from the U.S. Army Judge Advocate General’s Legal Center and School, Charlottesville, VA. The Fiscal Law Course is found in all CP-11 interns’ program of instruction. The course book is about 2 inches thick with 18 chapters and would take approximately 2–3 weeks to read. My first reaction to being assigned this large volume was, “Why me?” Since the course is mandatory, I wondered why there was an urgency to complete it. The Functional Chief Representative for the Comptroller Civilian Career Program prefers that Department of the Army interns fulfill this requirement in a classroom instead of online because of its importance to our mission, so I figured a head start on this complex topic could only be beneficial.

Recently, I finished reading the course book, and along the way, contemplated each chapter and how it applies to the other courses and training that I have taken. I discovered that I was able to fit each chapter into the budget arena and see the overall relevancy to the total resource process.

In the first pages of chapter one, reference is made to the *U.S. Constitution, Article 1, Section 9*, which provides that “No Money shall be drawn from the treasury but in consequence of an Appropriation made by Law.” Here begins our legal responsibility in our role as fiscal stewards to ensure to the best of our ability that appropriations are used for the intended purpose, time, and amounts appropriated by Congress. As I progressed through the chapters, I saw the history that developed the additional fiscal laws and guidelines, such as the *Bona Fide Needs Rule*, *Antideficiency Act*, and *Economy Act*.

I wanted to relay my experience and belief that each of us will find the importance of this topic as we continue our acquisition careers. Fiscal law covers everything from appropriations to our potential liability as accountable officers. Throughout our entire careers, we need to constantly ensure that we and those we serve perform within these legal parameters.

For those employees who are unable to take live training or who wish to refresh their knowledge, the Fiscal Law Course is available online at <https://jag.learn.army.mil/webapps/portal/frameset.jsp>.

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