



From the Acquisition Support Center Director

Successful career development planning starts with the individual. You are your own best career manager. This is the position of Army Acquisition Executive/Assistant Secretary of the Army for Acquisition, Logistics and Technology Claude M. Bolton Jr. and his Military Deputy and Director for Acquisition Career Management LTG N. Ross Thompson. I wholeheartedly agree with their position.



Good career development planning begins with the Individual Development Plan (IDP). The IDP is an automated system with multiple good second- and third-order effects through its linkage to all of our database systems. It begins with individuals working with their supervisors to craft their career development plans and documenting them on their automated IDP. This document is also the way we track continuous learning points, which is an important part of maintaining acquisition professionalism. Although we are working in a challenging resource-constrained environment, our senior leadership has maintained their commitment to training and educating the Acquisition, Logistics and Technology (AL&T) Workforce by ensuring adequate resourcing is made available to address Army Acquisition Corps (AAC)-wide training, education and professional development requirements. As LTG Thompson mentioned in his May Career Development Corner column in *Army AL&T Online Monthly*, "AL&T Workforce members are responsible for compliance with certification requirements for the positions they encumber. Supervisors are expected to hold their people accountable, and must be accountable themselves." With our leadership's support, we will endeavor to make sure that the necessary resources are available to achieve that goal.

The U.S. Army Acquisition Support Center (USAASC) is doing its part by providing the AL&T Workforce more accurate data and data-based management tools. USAASC recently released the new Certification Management System that provides the workforce with a more efficient and effective tool to request and obtain certifications in every Acquisition Career Field (ACF). It also allows individuals to print their own certificates by accessing their Acquisition Career

Record Briefs. In conjunction with our Defense Acquisition University (DAU) partners, we are continuing to address training-related issues that will broaden our "big picture" plan on how to best provide the necessary training that acquisition professionals need to achieve or maintain the certification level for the positions they encumber. My biggest concern as the Deputy Director, Acquisition Career Management, is that a great majority of our workforce has the natural tendency during challenging times with increased missions and other "squeezed" resources, to put training aside in favor of focusing on the mission. As admirable and selfless as this may seem, it does have a long-term effect on the workforce's competency over time. As leaders, supervisors and individuals, we must map out a carefully orchestrated plan that achieves the right balance between meeting today's mission and preparing our workforce for tomorrow's challenges — hence, the importance of well-planned and documented IDPs.

While our Generating Force Table of Distribution and Allowances (TDA) structure does not deploy as a typical operational military unit, our workforce is critical to the units we support. Yet, we are not doing as good a job of identifying the right people for critical training opportunities as we should be. A serious imbalance exists and is illustrated quickly by numbers. Case in point: there are more than 43,000 DA civilians in the AL&T Workforce. If just 1 percent of the appropriate individuals applied for our most coveted programs, we would ensure that we would send the best and brightest people to those opportunities at appropriate selection rates. Additionally, we would be able to logically build a case for the "right" amount of training resources. What I am suggesting is that our leaders and supervisors identify their most critical and qualified people for these programs, and ensure that we are posturing them and our programs for success. For most, training is never convenient, but you must ask yourself, "If not now, when?" It's a commitment we all must make to achieve both our organization's mission and our Nation's success. Training someone who may later take a position of greater authority and responsibility elsewhere in the Army is a good thing. It's a commitment and a leader's and supervisor's responsibility to properly train his/her people to support the most capable land force in the world.

Let me now highlight a few of our newer programs that are designed to help you further your career progression and that of those who you supervise. I encourage each of you to seriously consider these featured opportunities and then reassess what your career and professional development path should look like.

Civilian Training With Industry (TWI)

In our efforts to provide similar leadership and training opportunities for the military and civilian AL&T Workforce, USAASC developed an initiative to determine if a TWI program for civilians could be supported or was needed. In FY04, the TWI program for civilians became an Army Transformation Campaign Plan initiative. Preliminary research results supported a TWI for civilians that would mirror our existing military program. In 2006, USAASC partnered with the U.S. Army Human Resources Command's Acquisition Management Branch (AMB) to develop and execute a TWI program for civilians. It was determined that the program would mirror the military program and serve as an opportunity for the Army to partner with industry in a mutual sharing of best practices.

The civilian TWI program is a 1-year program that provides necessary on-the-job training. A select group of civilians will be placed in challenging assignments at one of the following companies:

- Boeing Co., Integrated Defense Systems, Huntsville, AL.
- Computer Sciences Corp., Falls Church, VA.
- General Dynamics Land Systems, Sterling Heights, MI.
- Lockheed Martin Simulation Training and Support, Orlando, FL.
- Rockwell Collins Simulation & Training Solutions, Sterling, VA.

These assignments will expose participants to current corporate business practices, management techniques, decision-making and business development processes, organizational structures and cultures, and technology development initiatives. To minimize or eliminate civilian relocation or extended temporary duty assignments and to achieve maximum program utility, assignments are restricted to the company located in the participant's local commuting area. The TWI participants will be assigned to the specific companies in the 4th quarter, FY08. While in the TWI assignment with the company, participants will remain on their organization's TDA. The TWI assignments have been established to provide selected individuals with program management experience.

The civilian TWI program's main objective is to develop a select group of participants and provide them with experience in high-level managerial techniques and to develop an understanding of industry as it relates to specific Army functions. The program will be open to all AAC members who occupy positions within the AL&T Workforce in grades

GS-13/14 or equivalent within a Demonstration Project or the National Security Personnel System. Other TWI eligibility requirements include:

- Must be an AAC member at the time of application.
- Must be serving in competitive appointment tenure group 1 or 2.
- Must hold at least a bachelor's degree.
- Must be Level III certified in your current ACF.
- Must have, or be able to obtain, a secret security clearance.

TWI participants will be exposed to innovative industrial management practices, techniques and procedures that can benefit the Army. Upon TWI completion, participants will have acquired hands-on business experience and a better understanding of how corporate America conducts business with DOD and other commercial businesses. This broadened business perspective will enhance each graduate's performance as he/she progresses toward senior leadership positions. TWI civilian applications are being accepted through July 2007. The announcement is posted on AMB's Web site at <https://www.hrc.army.mil/site/protect/active/opfam51/ambmain.htm>.

DAU-Senior Service College Fellowship (SSCF)

In June 2007, the first nine fellows graduated from the 10-month DAU-SSCF pilot program in Huntsville. The program, conducted under the auspices of DAU, will also be offered in Warren, MI, beginning with the 2007-2008 class and Aberdeen Proving Ground, MD, in 2008. The fellows who participated in the pilot were from the Army, DAU and Missile Defense Agency. This program is designed to attract participants from local commuting areas while exposing them to leadership training and learning opportunities that will prepare them for critical senior leadership positions as product and project managers, program executive officers and other key acquisition leadership positions. Individuals who complete the program are awarded equivalency for the Program Manager Course (PMT 401) and have an option to obtain a master's in program management from the University of Alabama-Huntsville. Individuals who attend the Warren course offering will have an option to obtain a master's in global leadership from the Lawrence Technological University. DAU-SSCF emphasizes leadership in acquisition with core elements in leadership, research, program management and mentoring. Specifically, the program includes:

- PMT 401 certification.
- Leadership and application to acquisition.

- Acquisition training in life-cycle management linked with the Life Cycle Management Commands.
- Studies in resource requirements and acquisition integration for senior and strategic leaders.
- Studies in executive leadership.
- Applications of acquisition in national defense/security studies.
- Research in acquisition issues and processes.
- Mentoring program with government and industry senior leaders.
- Senior Leadership Speaker's Program.

Eligibility requirements for the DAU-SSCF are the same as for the TWI program.

Naval Postgraduate School (NPS) Master of Science in Program Management (MSPM)

NPS MSPM is one of several education opportunities that are available to AL&T Workforce members and can be earned through distance learning. The MSPM degree is designed to provide acquisition professionals in DOD and other federal agencies a defense-focused advanced degree in a distance learning environment. The curriculum provides acquisition professionals with the knowledge, skills and abilities to lead and manage effectively. Students will engage in the study of concepts, methodologies and analytical techniques necessary for successful leadership of programs or projects within complex organizations. The curriculum focuses on problem solving and decision making within the acquisition environment using case studies, teaming exercises, hands-on applications, active participation, research and integrative exercises. Lecture and laboratory sessions require the application of critical thinking to problem solving within notional and actual situations. Students who complete the degree program will also receive:

- Level III training requirements for PMT 352 and Logistics 301.
- Level II training for Software Acquisition 201, System Engineering 201 and Production, Quality and Manufacturing 101/201.
- Level I training in Contracting 101.
- *Defense Acquisition Workforce Improvement Act* requirements for 24 hours of business subjects and 40 hours of annual continuous learning.

AL&T Workforce members interested in learning more about NPS MSPM and other training, education and experience opportunities are encouraged to review the Acquisition Education Training Experience/Acquisition Tuition Assistance

Program catalog available at http://asc.army.mil/docs/pubs/aete/AETE_catalog_2007.pdf.

For more information on any of these programs, please contact Gloria R. King at (703) 805-1251/DSN 655-1251 or gloria.king@us.army.mil.



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Contracting Community Highlights



Necessity is the mother of invention, and this issue highlights some of these innovations. The feature article shows how a law and order complex was completed using a mix of resources, skills and determination. The article also discusses the dangers of working in a hostile

environment, as we honor the memory of CDR Philip Murphy-Sweet, who made the ultimate sacrifice for his country. We extend our gratitude for his service and our condolences to his family and friends.

Also included are the challenges and rewards of contracting in Southwest Asia, and contracting services lessons learned in Bulgaria. On a lighter note, some of our newest contracting community members from the Natick Contracting Division share their views of the intern program.

As always, we appreciate support from the field in providing a variety of material from across the contracting community.

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(Policy and Procurement)