



DACM NEWS

DIRECTOR, ACQUISITION CAREER MANAGEMENT OFFICE

Welcoming the new PMILDEP/DACM



The Hon. Frank Kendall, undersecretary of defense for acquisition, technology and logistics, and the Hon. Heidi Shyu, the Army acquisition executive, at Lt. Gen Williamson's promotion ceremony on April 4, 2014. (U.S. Army photo by Jerome Howard)

Lt. Gen. Michael E. Williamson became the principal military deputy (PMILDEP) to the assistant secretary of the Army for acquisition, logistics and technology (ASA(ALT)) and the director, acquisition career management (DACM) on April 4. Williamson most recently served as deputy commanding general, Combined Security Transition Command-Afghanistan, Operation Enduring Freedom.

Williamson assumes the PMILDEP/DACM roles with a wealth of acquisition experience behind him. In particular, we at the Army DACM Office of the U.S. Army Acquisition Support Center (USAASC) remember him fondly during his tenure in this office. As a Functional Area 51 Major assigned as the Chief, Information Management and Analysis, Army Acquisition Executive Support Agency, he was instrumental in developing the precursor to the Career Acquisition Personnel and Position Management Information System (**CAPPMIS**), the repository for all acquisition workforce requirements and personnel data.

Williamson subsequently served as Centrally-Selected List (CSL) Product Manager for the Global Command and Control System-Army, and then the Acquisition Military Assistant to the Secretary of the Army. He served as Commander of Software Engineering Center-Belvoir and was then assigned as the CSL Project Manager, Network

Systems' Integration, Future Combat System (Brigade Combat Team). He then served as the Director of Systems Integration, within the Office of the ASA(ALT), as the Deputy Program Manager, Program Executive Office, Integration, and as the Joint Program Executive Officer, Joint Tactical Radio Systems. He is DAWIA Level III certified in Program Management and Information Technology, and Level I certified in Contracting.

As the DACM, Williamson's goal is to ensure a deliberate, centralized and coordinated process to optimize leader development. He's already making a significant impact on the acquisition workforce with his talent management initiatives for the military and civilian acquisition workforce populations. The Army DACM Office is working these initiatives by enhancing existing acquisition career development tools and developing new ones; researching best practices from existing talent management programs; and implementing pilot programs to test concepts focusing on high-performing military and civilian acquisition personnel.

Under Williamson's leadership, the Army acquisition workforce will continue to improve the ways it recognizes and cultivates talent and expertise, as it supports the Warfighter with the world's best equipment, services, technologies and capabilities.

The Office of the Army Director for Acquisition Career Management (DACM) is responsible for the career development and the certification (training, education and experience) of the Army Acquisition Workforce.

Upcoming Training Announcements

- ▶ **Defense Civilian Emerging Leaders Program (DCELP):** Opens May 19 – June 20
- ▶ **Acquisition Tuition Assistance Program (ATAP):** Opens June 17 – July 16
- ▶ **Competitive Development Group/Army Acquisition Fellowship (CDG/AAF):** Opens September 9 – November 6

FY15 DAU Course Registration:

The FY15 DAU course schedule went live Thursday, May 15. Army acquisition students should plan their training schedule to meet prerequisite requirements prior to registering for an FY15 course.

Army acquisition workforce members and their supervisors should plan their training and ensure they have adequate time to complete prerequisite training prior to attending the follow-on course. View the **DAU iCatalog** for the latest prerequisite(s) requirements.

Planning will ensure timely completion of certification requirements and give students the opportunity to obtain reservations in their desired timeframe. Eligible students should apply immediately to their most cost-effective location ("C" next to the class location) to ensure they get the seat of their choice.

Encourage your supervisor to approve your training request as soon as you apply. Supervisors must approve the training request in the **Army Training Requirements and Resources Internet Training Application System** for application processing by the USAASC Army DACM registration office.



The DAU Defense Systems Management College (DSMC) offers a wide array of program management (PMT) and acquisition (ACQ) 400 level courses. These courses are non-Defense Acquisition Workforce Improvement Act required courses geared toward Level III certified program managers and senior leaders and those who need to satisfy requirements of 10 U.S.C. 1735. The non-statutory courses include PMT 400, ACQ 405 and ACQ 404. These courses provide skills retention and refinement, DOD policy updates and best practices, and enable experience sharing for program, product and project managers (PMs). They're also a good addition to your continuous learning requirement. Leaders who have not been to an executive level course since 2009 are prime candidates for these offerings.

PMT 401 and PMT 402 are statutorily required for program executive officers (PEOs), deputy program executive officers (DPEOs) and program managers/deputy program managers (PMs/DPMs) of ACAT I and II programs. Army policy is for CSL board-selected ACAT I or II PMs to attend the course before beginning their assignment. PEOs, DPEOs and DPMs must complete the mandatory training 36 months from assuming their position. Potential ACAT I, II or III PMs and DPMs or high potential Level III acquisition professionals directly supporting a program may participate if slots are available.

The ACQ 45x series of courses are leadership specific courses for Level III certified personnel in any acquisition career field who have at least three years of acquisition experience. These courses are also part of the core-plus development guide for many acquisition career fields. Topics covered include obtaining critical skill sets, self-assessment and building relationships, and the paradigm shift from manager to leader. See Table 1 for a detailed matrix of what these courses entail.

Eligible candidates should apply in ATRRS Application Internet Training Application System (AITAS).

Defense Acquisition University (DAU) Executive Courses for Acquisition Professionals

TABLE 1

Course	ACQ 450 Leading in the Acquisition Environment	ACQ 451 Integrated Acquisition for Decision Makers	ACQ 452 Forging Stakeholder Relationships	ACQ 453 Leader as Coach
Value Proposition	Leading Up, Down, Across	Integrated Acquisition – A Wider Field of View	Building Ownership Across the Enterprise	Making Coaching Count Across the Enterprise
Performance Goal	Strengthen leadership and decision-making in the acquisition environment	Expand acquisition managers' perspectives, readiness and abilities to make integrated acquisition decisions	Strengthen acquisition managers' understanding and ability to work with stakeholders for mission success	Strengthen acquisition leaders' ability to encourage and reward self-discovery through powerful questioning and support
Themes	<ul style="list-style-type: none"> Know Yourself Know Your People Commit to Lead 	<ul style="list-style-type: none"> Six Degrees of Integration Decision Support Systems Functional; Life Cycle Integration; System of Systems Joint & International Programs 	<ul style="list-style-type: none"> Stakeholder Assessment Strategies Building Trusting Relationships 	<ul style="list-style-type: none"> Being a Contributor Identifying an Extraordinary Future Applying an Extraordinary Future to Yourself and Others
Components	<ul style="list-style-type: none"> Leadership Challenge 360 Self Assessment & Improvement plan Communication Strategies Critical Thinking 	<ul style="list-style-type: none"> Problem Solving Tools Case Studies Integrated Strategies Plan 	<ul style="list-style-type: none"> Stakeholder Framework Stakeholder Management Plan Trust Building 	<ul style="list-style-type: none"> Extraordinary Future Blueprint Asking Powerful Questions
Prerequisite	DAWIA Level III certification in any career field and at least 3 years of level III experience.	DAWIA Level III certification in any career field and at least 3 years of level III experience.	DAWIA Level III certification in any career field and at least 3 years of level III experience.	1.) DAWIA Level III certification in any career field and at least 3 years of level III experience. 2.) ACQ450
Target Audience	<ul style="list-style-type: none"> Civilians GS 13-15, NH III/NH IV, Military O4-O6 Core Plus Development Training 			
# Days	3.5	3.5	3	3
Continuous Learning Points	31	25	25	27

CSL Civilian Applications (5th in the series)

Previous articles have shed light on the composition of civilian competition in the Centrally-Selected List (CSL) board positions, otherwise known as Product Manager and Project Manager positions. Following a recent deep dive analysis of the FY15 CSL Product Manager board process, insightful information related to the civilian applicant pool came to light. Our take-away? The board will be asking, "Are you ready?"

Note: All of those selected on the primary list were military, and all were at the rank of Lt. Col or Maj. (P); therefore, all officers competing were of above average performance versus very mixed levels of performance and experience of civilians.

Despite many claims to the contrary, previous military experience and the military opt in/opt out disparity did not seem to have a significant effect on selection or non-selection of civilians. Rather, the following diverse and significant experiences did seem to rise to the top of the civilian candidate pool:

Supervisory Experience: Whether codified in the official position description, the table of distribution and analysis, or obtained by leadership and competence as articulated in the civilian resume, such experience was quite significant in increasing the demographic profile of civilian candidates. If you have had it, list it clearly. You do not have to have had a coded supervisor position to demonstrate supervisory experience.

Education: While not deemed an eligibility criterion, all of the successful civilian packages showed evidence of master's degrees and education in varying disciplines.

Grade Level: CSL positions should not be deemed promotion potential positions. While they do afford applicants an opportunity for pay and grade growth, many successful candidates were selected as lateral movements. While the lateral movement is an increase in responsibility and compensation, it is not an increase in grade. The likelihood of the board giving someone a promotion from NH-03 to NH-04 is very low. We believe that those who have the rest of the blocks checked will have a much better chance once they are already in a GS-14 level position.

SRPE: Above center of mass ratings with quality and quantified comments matter. Most civilians on the alternate list had a Senior Executive Service member as their senior rater (SR). Comments should clearly state that you should be selected for CSL PM and that you are one of the top performers within the organization. Write the draft for your SR, so that they'll have something to work with.

Experience: Diversity and progression of experience matter. Those on the alternate list have had many of the same progressive PM positions as their military counterparts (APM, DASC, DPM, PD). This identification is necessary to demonstrate to the board your competency in managing cost, schedule and performance, and instills confidence in their voting. That said, we found no hard descriptive related to years of service or age. The age of successful candidates varied greatly, as did the years of federal service.

Resume: Keep it short and sweet, and use a bulleted format. Your resume should clearly articulate leadership and successful management of cost,

schedule and performance where applicable. DO NOT use the generic Civilian Personnel Advisory Center resume format.

Developmental Programs: The Competitive Development Group/Army Acquisition Fellows (CDG/AAF) program, like others with similar purpose, has been fairly effective in providing participants with highly desired skill sets and experiences like APM, DPM, DASC, Joint, Operational and Headquarters. However, those in the CDG/AAF program need to clearly highlight the developmental experiences they have had, in their resumes and in their acquisition career record briefs. Listing "CDG" as the complete job title masks the actual job that you performed and did not seem to be viewed favorably by the selection board. Instead, consider something like "CDG-PRODUCT DIRECTOR," as appropriate.

Administrative Issues: Some take-aways from an administrative perspective pertain to the composition and content of civilian resumes. Consistent format and identification of competence in cost, schedule, performance and leadership are vital components. Limit the number of attachments to only highlight the required documents and any positive discriminators. For example, do not submit copies of common commendations such as a letter of appreciation or an annual performance award.

For additional information, please review the CSL articles found in the August and November 2013 and the February 2014 **DACM Newsletters**.

Highlights from Civilian Training Council of Colonels

The Civilian Training Council of Colonels met on March 27. A representative from the Army DACM Office attended on behalf of the USAASC Direct Reporting Unit and the entire Army Acquisition community. The purpose of the day-long meeting was to discuss civilian workforce transformation and civilian acculturation, redesign of the Civilian Education System (CES) curriculum, and provide updates on CES enrollment issues, the Army Centralized Individual Training Solicitation survey and GoArmyEd. We'd like to share a few important updates that directly impact workforce members:

- **CES Advanced Course** – G-3/5/7 is evaluating options to reduce throughput issues. Any changes would impact FY15, not FY14. CES Advanced course has increased throughput by 50 percent from FY13 to FY14, but there are still over 900 people on the waitlist for FY14.

- **Interim CES Policy** – Sent out in February, the policy loosened requirements for the Advanced Course prerequisite for some senior-level training courses, including Harvard, Federal Executive Institute and the House Armed Services Committee. The waiver allows individuals to still apply for these senior-level training programs as long as they are on the waitlist for the resident portion and have completed the online portion. This waiver is valid through September 30, 2016.
- **Supervisor Development Course** – The Council reminded the group that new supervisors of civilians (including military supervisors) are required by AR 350-1 to complete the Supervisor Development Course (SDC) within 12 months of hire. By law, the SDC refresher course must be taken every three years and, according to the Office of Personnel Management, a new supervisor can be removed if he/she does not complete it. Current supervisors should have

this as part of their Performance Objectives. NOTE: If there is an equal employment opportunity (EEO) complaint against a supervisor, the EEO officer will verify if the supervisor is up to date on training. If not, it will reflect poorly on the supervisor and the command.

- **Command CES Quota Management** – Command representatives are reminded to strategically manage their number of CES quotas. Commands might not receive the exact allotment of seats they requested, and should rank their applications and send the most deserving individuals. Commands should identify the talent within their organizations, and those with the most potential for senior leadership roles should be the ones who attend this training. Applications should not be approved by the Quota Source Manager on a first come, first served basis. REMINDER: CES Advanced is a prerequisite to Senior Service College and the DAU-Senior Service College Fellowship.

The Department of Defense Finance Management (FM) Certification Program: How will it impact the Army Acquisition Workforce?

DOD is implementing a new finance management (FM) certification program that will require Army Acquisition Workforce members to achieve the DAWIA business—financial management certification before beginning the DOD FM certification. Those affected must maintain both DAWIA and DOD FM certifications for the duration of their FM careers. The affected positions will be dual-coded, indicating the requirement for a certification in both.

The implementation of this program is underway and is expected to culminate in early fall. The U.S. Army Materiel Command, the U.S. Army Medical Command, the Army Training and Education Center and the U.S. Army Corps of Engineers are a few of the Army command elements that are responsible for servicing FM workforce members who require dual-coding in both acquisition and finance management. This competency-based program directly affects approximately 800 Army Acquisition Workforce personnel in positions coded as occupational series O5xx with financial management occupational specialties.

The DOD FM certification process is automated and housed in the web-based Learning Man-

agement System (LMS), which lets users track certification progress, including administration, oversight, validation and audit-ability. LMS was designed to document and track FM workforce member work experience and developmental assignments; display individual course requirements and achievements; and house certification standards/continuing education and training (CET) hours.

The Acquisition FM workforce is required to obtain both continuous learning points (CLPs) and CET hours. Although calculation and time lines differ in how CLPs and CETs are accumulated, overlapping training hours or double-dipping is acceptable (i.e., all acquisition CLPs may be counted toward FM CETs). Commands are responsible for ensuring that the DAWIA business-financial management workforce members are included in the organization's FM certification efforts.

Business managers and G-8 Office managers are encouraged to visit the **DOD's FM Certification website** to familiarize themselves with the training and tools available to the FM careerist.

FY15 DAWDF Requirements Memo

The USAASC Army DACM office sent out the FY15 Section 852 Defense Acquisition Workforce Development Fund (DAWDF) data call with a suspense date of May 30. Your command/organization may request funding to support quality initiatives in support of the Army Acquisition Executive's strategic objectives. Consider initiatives that will improve certification rates among your workforce, build functional and leadership skills, increase acquisition core competencies and recruit/retain/recognize the best talent. Approval of funds against requested initiatives will be prioritized and allocated with Army and organizational priorities.

Since the enactment of Section 852 DAWDF in 2008, the Army has received over \$475 million in funding to recruit, train and retain our acquisition workforce. The Army has numerous program accomplishments using DAWDF that have led to great results, including hiring 1,943 acquisition interns and journeymen, upgrades that ensure top-of-the-line training facilities, partnerships with universities, new concept training program pilots and training that filled critical gaps in acquisition competencies.

FY15 is the last year for DAWDF hiring, so target your requests to fill critical acquisition skill gaps in the areas of business and financial management, contracting, systems engineering, science and technology, and key project/product management.

Commands/organizations are encouraged to contact their Section 852 team points of contact and look for creative ways to develop and retain the acquisition workforce. These DAWDF program managers can give advice on submitting requests or highlighting initiatives that benefited other organizations. National Defense Authorization Act 2013 extended DAWDF funding levels through FY18, as the program remains an important enabler for the Defense Acquisition Workforce. The deadline for Army acquisition FY15 requirements is May 21.

DAWDF HIGHLIGHTS FY13 \$105.4 M FUNDED

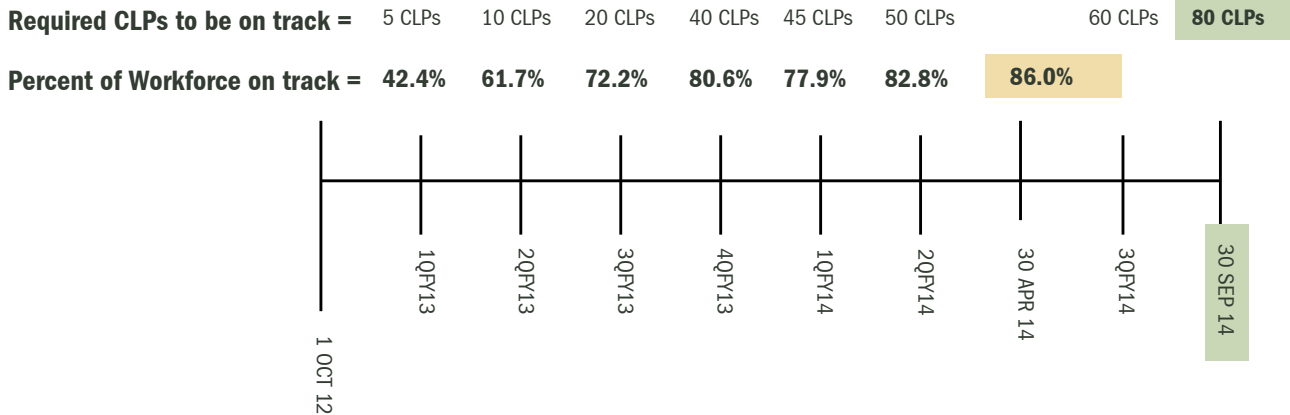
197 QUALITY AWF INITIATIVES FUNDED / 205 NEW ACQUISITION PERSONNEL HIRED

- 98 INTERNS + 107 JOURNEMEN = 205 NEW HIRES
- 28 INCENTIVES AWARDED
- 674 SLRP (w/3 YEAR COMMITMENT/ OVER 3,000 TO DATE)
- PILOT PROGRAMS
 - VIRTUAL MENTORING PILOT: VIRTUAL CAREER ACQUISITION CAREER GUIDE (VACG)
 - Transfer Intellectual Capital/provide dynamic environment for exchange of a consistent message; Face to face dialogue focusing on functional competencies
 - SE2T ENGINEERING PROGRAM
 - Partnership program to develop & replace talent w/in RDE Centers; expanded to 3 sites; S05E81 championed
 - CONTINGENCY CONTRACTING EXERCISE
 - Annual Joint Contracting Exercise @ Ft Bliss 200 military/ deployable civilians; Led to a Joint Staff FY14 exercise
 - PREDICTIVE STAFFING MODEL
 - Provides PM Office staffing recommendations based on a program's life cycle phase; uses Acquisition Workload Based Staffing Analysis Program (AWBSAP) to capture "real time" touch hours of the work being performed; specific to functions within the Army
- TARGETED TRAINING TO PRIORITY SKILL NEEDS AND GAPS; OVER 100 QUALITY TRAINING INITIATIVES
 - 5,000+ TRAINED
 - 2,300 IN CLASSES
 - ACQUISITION TRAINING ACADEMY
 - 11 WK PROGRAM; 19 TRAINED IN FY13; 114 OVERALL
 - USACE CONTRACTING PERSONNEL
 - 175 WARRANTED; OVER 500 INCREASE SINCE FY11
 - ARRG/RESERVE ACTIVE DUTY SPECIAL WORK (ADSW)
 - PREP FOR DEPLOYMENT (CONTINGENCY CONTRACTING); 64 SOLDIERS



Army Continuous Learning (CL) Requirement

Per the approved DACM CL glide slope, each workforce member should have achieved and documented at least 60 points by June 30; however, the requirement for the end of the fiscal year is at least 80 continuous learning points (CLPs). Make sure to document your CLPs on your individual development plan (IDP) and have your supervisor approve them.



Note: In addition to ensuring you are on the proper glide slope for CLP completion, you also need to regularly update your IDP. Please note that keeping your IDP up to date is a metric shown to the DACM on a quarterly basis. Take a few minutes to log in to **CAPPMIS** and make sure you have current short and long term objectives in your IDP. The good thing about updating your objectives is not only does it mark your IDP as updated, but it also does NOT require supervisor approval—remember, they are your short and long term objectives, not anyone else’s.

To ensure you receive any DACM announcements, please update your email address in your Acquisition Career Record Brief within the Personal Section. Tell your co-workers, too, so they receive notices as well!

Career Corner

Interested in having an Acquisition Career Manager (ACM) personally review your education, training and experience records and provide you with suggestions? Have a burning question? The USAASC DACM Office is here to help. Please submit questions to our “Ask an ACM” help desk.

The screenshot shows the 'CAREER ACQUISITION MANAGEMENT PORTAL' with a search bar and various filters. The 'Problem Area' is set to 'CAREER OFFICE - Career Advice, General'. There are buttons for 'Submit Request' and 'Cancel'.

Contact Information:

U.S. Army Acquisition Support Center,
Acquisition Career
Development Division
9900 Belvoir Road
Fort Belvoir, VA 22060-5567

Please email us any questions or suggestions.

UNITED STATES ARMY
DACM
DIRECTOR, ACQUISITION CAREER MANAGEMENT OFFICE

Headline Highlights

- ▶ March Education and Training Corner Column
- ▶ USAASC announces April MOS 51C reclassification board results
- ▶ Competitive Development Group welcomes 2014 fellows
- ▶ Education key for contracting certification
- ▶ Training with Industry Interviews and Testimonials