



DEPARTMENT OF THE ARMY
WASHINGTON DC 20310

MAY 03 2008

SAAL-ZG

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Business Transformation and Acquisition Certification
Standards in Annual Military and Civilian Employee and
Supervisor/Manager Support Forms and Performance Evaluations

The Assistant Secretary of the Army (Acquisition, Logistics and Technology) (ASA(ALT)) vision is: "To equip and sustain the world's most powerful, capable and respected Army." As an organization, we are responsible for providing weapons systems and equipment to enable our Soldiers to accomplish their mission and return home safely. We must ensure that we keep our focus on delivering the right product to our Soldiers at the right time and place, and we must continue to look for ways to improve the effectiveness and efficiency of our business in doing so. The purpose of this memorandum is to facilitate the implementation of Business Transformation initiatives as well as satisfying Acquisition certification and Continuous Learning Point requirements. We will accomplish this by requiring that all addressees' incorporate these principles and requirements into their military support forms and civilian performance plans and resultant performance evaluations.

Business Transformation principles and concepts are key to improving the way we do business, both operationally and institutionally. Within ASA(ALT), two enterprise level transformation initiatives are critical: the ASA(ALT) Strategy Map, and Lean Six Sigma (LSS). The ASA(ALT) Strategy Map (shown at Enclosure 2) covers the full depth and breadth of the business of ASA(ALT), reflects the ASA(ALT) strategy, and provides a framework for managing and monitoring progress against that strategy. LSS is a key process tool that enables organizations to systematically identify and address improvement opportunities and realize tangible results.

In addition, we must ensure that the Acquisition, Logistics and Technology (ALT) workforce has met the appropriate acquisition certification and Continuous Learning Point requirements in order to be optimally effective and meet statutory requirements. The Defense Acquisition Workforce Improvement Act (DAWIA) of November 1990, and subsequent amendments as well as Department of Defense (DoD)'s implementing policies and regulations, mandate the professional career development of military and civilian Acquisition, Logistics and Technology workforce members. Congress intended that DAWIA would improve the effectiveness of military and civilian personnel who manage and implement Defense acquisition programs. We are committed to the continued development of the Army's ALT workforce and have captured this in one of our key strategic objectives: "Shape a High Performing Acquisition Workforce."

Successful attainment of this objective requires commitment from the entire ALT military and civilian workforce to comply with education, training, and experience requirements within the allotted timeframe. Compliance with these standard requirements helps grow an agile, efficient and knowledge enabled workforce. This investment in our workforce will have long-term payoffs. It will enhance workforce efficacy and morale and help attract and retain future talent.

We reinforced the U.S. Army's commitment to these requirements in the October 31, 2007 Director, Army Acquisition Corps (AAC) Guidance Memorandum #3. This memorandum established incremental milestones for achievement of certification compliance for the U.S. Army ALT workforce. We will share the U.S. Army's progress in achievement of full compliance with certification requirements with the DoD Senior Steering Board.

To ensure mission focus and compliance with DAWIA, all addressees' military and civilian support forms and resultant performance evaluations will incorporate Business Transformation and Acquisition Certification standards. This will be effective no later than the beginning of the First Quarter, Fiscal Year 2009 and thereafter by the end of the First Quarter for all subsequent rating cycles. For civilians, these items will be incorporated in all addressees' civilian employee and supervisor performance evaluation plans regardless of the civilian performance evaluation system(s) in which you participate. For military workforce members, including supervisors and managers, these items must be incorporated and addressed in military support forms. The table below lists the actions to be taken; Enclosure 1 provides additional details.

SUPERVISORY/MANAGER PERSONNEL: ACTIONS TO BE TAKEN	
Category	Actions to be taken with regard to support forms and performance evaluations for all ASA(ALT) military and civilian supervisors and managers
Business Transformation	1. Show linkage to specific Strategies/Initiatives in the ASA(ALT) Strategy Map. 2. Address how supervisors/managers apply Business Transformation principles and concepts as a means to achieve results in attaining performance goals.
Acquisition Certification	3. Incorporate the requirement for supervisors/managers to tailor Individual Development Plans (IDPs) for each of their military and civilian ALT workforce subordinates with inclusion of measured milestones for achievement of appropriate acquisition certification and completion of Continuous Learning Points (CLPs) where appropriate and within requisite timelines (see Enclosure 1).

NONSUPERVISORY PERSONNEL: ACTIONS TO BE TAKEN	
Category	Actions to be taken with regard to support forms and performance evaluations for all ASA(ALT) military and civilian nonsupervisory personnel
Business Transformation	1. Show linkage to either specific Strategies/Initiatives in the ASA(ALT) Strategy Map, or show linkage to their Deputy Assistant Secretary of the Army (DASA), Program Executive Officer (PEO), Direct Reporting Program Management Offices, or Direct Reporting Unit's (DRU's) organizational Strategy Map. 2. Incorporate/integrate Business Transformation activities into appropriate overarching performance objectives.
Acquisition Certification	3. Reflect nonsupervisory employees' progress against their IDPs and whether or not they met their measured milestones for position certification and/or CLP completion.

Additionally, we expect at least five percent of the ALT workforce in each addressed organization to apply for acquisition training per year, or activities such as those in the U.S Army's Acquisition Education Training and Experience Catalog (http://asc.army.mil/docs/pubs/aete/AETE_catalog_2007.pdf).

Organizations are reminded to meet their statutory labor relations obligations prior to the implementation of this policy.

The U.S. Army Acquisition Support Center point of contact is Ms. Mary McHale, commercial (703) 805-1234, DSN (703) 655-1234 or e-mail:mary.mchale@us.army.mil. The DASA for Strategic Communications and Business Transformation is responsible for coordinating ASA(ALT) Strategy Map and LSS efforts. The point of contact for this office is COL Von Clark Presnell, commercial (703) 604-7272, DSN 644-7272, or e-mail: vonclark.presnell@hqda.army.mil.



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Enclosures

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BUSINESS TRANSFORMATION AND ACQUISITION CERTIFICATION
STANDARDS IN
SUPPORT FORMS AND PERFORMANCE EVALUATIONS

SUPERVISORY/MANAGER PERSONNEL

Among the criteria for measuring their effective management and supervisory skills, Support Forms and Performance Evaluations for all military and civilian supervisors assigned to Assistant Secretary of the Army (Acquisition, Logistics and Technology), Deputy Assistant for the Secretary of the Army (DASA) Staff, Program Executive Officers (PEOs), Direct Reporting Program Management Offices, and Direct Reporting Units (DRUs) will include addressing their support for/adherence to Business Transformation principles and concepts.

In addition, their performance will be evaluated based on how well they have managed their military and civilian ALT workforce to ensure that each of their ALT workforce personnel meets their Acquisition Certification requirements: (1) the certification requirements imposed for the position they encumber, and (2) the annual requirement of achieving 40 Continuous Learning Points. Accordingly, for each of their individual ALT workforce members, supervisors and managers will need to: (1) determine any outstanding position certification requirements that remain unattained, and (2) provide measured milestones for those subordinates fulfilling those outstanding position requirements on their respective Individual Development Plans. Similarly, for each of their subordinate ALT workforce personnel, they will provide measured milestones as to how those subordinates will meet the annual 40 CLPs.

Supervisor and manager's performance criteria related to Business Transformation concepts and practices as well as Acquisition Certification achievement will be incorporated/integrated within an appropriate supervisory/manager performance objective and will not comprise stand alone objectives dealing solely with the Business Transformation and Acquisition Certification areas. The overall objective will be weighted no less than 10 percent. For military supervisors, these areas will be included and addressed in military support forms and in the resultant Officer Evaluation Report. For civilians, this applies regardless of the civilian performance evaluation system in which they participate.

For those organizations under the NSPS, these supervisory objectives may best align with the contributing factor of Leadership; however, each ASA(ALT) organization may make its own determination where to incorporate and the weight to be assigned. Due to space constraints in NSPS documentation, the content may need to be compressed. Likewise, NSPS objectives should be written to be Specific, Measurable, Aligned, Realistic/Relevant, and Timed (SMART). While individual tailoring of the text below may be appropriate to meet organizational needs, the intent of these requirements should not be diminished.

a. ASA(ALT) Business Transformation

With respect to attaining results based on their application of Business Transformation principles and concepts, supervisors/managers' performance evaluations will be weighted more heavily in this area than nonsupervisory personnel.

Utilizing Business Transformation principles and concepts to positively impact on mission accomplishment, the following listed factors include ways or means to measure how successful the supervisor/manager integrated Business Transformation into their actual performance. In other words, these factors should reflect how effective they were in impacting the ultimate result for attaining Business Transformation. They are to be viewed as the means to the end of achieving Business Transformation. Again, these Business Transformation means are not to be used as stand alone objectives but are to be incorporated into appropriate overarching objectives. With respect to their resultant performance evaluation, the end result will be to show how well they incorporated Business Transformation principles and concepts into their performance to achieve the desired results.

The following are examples of various activities (not all inclusive) that can reflect whether supervisors/managers incorporated Business Transformation principles and concepts into their performance for achieving a particular objective:

- (1) Create, update, and manage organizational priorities utilizing the established ASA(ALT) Strategy Map
- (2) Show linkage to specific Strategies/Initiatives in the ASA(ALT) Strategy Map
- (3) Monitor the creation of all employee (military and civilian) performance objectives in specific and direct alignment to Strategies/Initiatives resident on the ASA(ALT) Strategy Map and/or their DASA, PEO, or DRU-level Strategy Map
- (4) Sponsor a LSS project within the annual appraisal cycle with validated project benefits
- (5) Gain Department of the Army certification as a Green Belt/Black Belt/Master Black Belt to include the completion of a validated LSS project
- (6) Participate personally in LSS events during the annual appraisal cycle. LSS events could include, for example:
 - (a) Serving as a Project Team Member (adequate and sufficient participation as approved by the project sponsor);
 - (b) Participating in a Rapid Improvement Event (adequate and sufficient participation as approved by the project sponsor);
 - (c) Participating in a Project Selection and Identification Workshop;
 - (d) Attending Executive Leadership Training or a Project Sponsor Workshop;
 - (e) Or other LSS activities

b. Acquisition Certification:

The supervisor/manager will tailor an Individual Development Plan for each of their military and civilian ALT workforce subordinates. This will not become a stand alone performance objective for the supervisor/manager, but will be used as a factor in evaluating their overall supervisory/managerial skills with respect to effective management. Supervisors/managers will be held accountable for this matter to ensure their subordinates meet both their position certification as well as their CLP requirements. In measuring how effectively they manage their workforce with respect to their workforce's acquisition certification requirements, supervisors/managers will be evaluated based on such factors as how effectively they manage their financial resources and personnel to ensure they receive the required training/certification requirements applicable to each subordinate.

To that end, supervisors/managers will review, discuss, and update the IDP for each assigned military and civilian ALT workforce member, at a minimum, during the initial performance review, interim review, and end of cycle review.

For all ALT subordinate employees newly assigned to their acquisition position during the rating cycle, supervisors/managers will ensure that these subordinates' IDPs will identify the measured milestones for attaining the appropriate level (level 1, 2, or 3) of acquisition certification for their particular position within the first 12 months of the rating cycle and then completion of the remaining position certification requirements within the subsequent 12 month rating cycle, for a total of 24 months maximum for completing the required position certification from their initial assignment to that new position.

For all individuals currently encumbering acquisition positions without having previously satisfied their position certification requirements, they will ensure that their subordinates' IDPs will identify measured milestones for attaining the appropriate level (level 1, 2, or 3) of acquisition certification within the first 12 months of the rating cycle and then completion of the remaining position certification requirements within the subsequent 12 month rating cycle, for a total of 24 months maximum for completing the required position certification.

Supervisors/managers will ensure that all of their subordinates' IDPs will have measured milestones for completion of 80 CLPs within the two-year cycle for all assigned ALT workforce members, with a goal to attain 40 CLPs each year.

NONSUPERVISORY PERSONNEL

Among the criteria for measuring performance, performance evaluations for all nonsupervisory military and civilian employees assigned to ASA(ALT) DASA Staff, PEOs, Direct Reporting Program Management Offices, and DRUs will be partly based on addressing their support for/adherence to Business Transformation principles and concepts. Their support forms and resultant performance evaluations will specifically

reflect this subject. For civilians, this applies regardless of the performance evaluation system in which they participate.

With respect to the nonsupervisory personnel's performance criteria related to Business Transformation concepts and practices, Business Transformation concepts and practices will be integrated into the appropriate overarching performance objective(s) and will not comprise stand alone objectives dealing solely with Business Transformation. For those organizations under the NSPS, utilization of Business Transformation principles and concepts may best align with the contributing factor of Technical Proficiency. However, each ASA(ALT) organization may make its own determination where to incorporate Business Transformation principles and concepts and the overall weight to be assigned to the overarching objective. Due to space constraints in NSPS documentation, the content may need to be compressed.

With respect to Acquisition Certification requirements (position certification and CLPs), nonsupervisory personnel are expected to meet the measured milestones addressing their attainment of these requirements in their IDPs. Meeting these requirements will enhance their professional competency and career development. On the other hand, their supervisors will be evaluated on how successfully their subordinate nonsupervisory personnel meet their Acquisition Certification requirements.

a. ASA(ALT) Business Transformation:

Utilizing Business Transformation principles and concepts to positively impact on mission accomplishment, the following listed factors include ways or means to measure how successful the nonsupervisory military and civilian personnel incorporated/integrated Business Transformation into their actual performance. These factors should reflect how effective they were in impacting the ultimate result for attaining Business Transformation. They are to be viewed as the means to the end of achieving Business Transformation. Again, these Business Transformation means are not to be used as stand alone objectives but are to be incorporated/integrated into appropriate overarching objectives. With respect to their resultant performance evaluation, the end result will be to show how well they incorporated Business Transformation principles and concepts into their performance to achieve the desired results.

The following are examples of various activities (not all inclusive) that can reflect whether nonsupervisory personnel incorporated Business Transformation principles and concepts into their performance for achieving a particular overarching objective by promoting and actively participating in ASA(ALT) Business Transformation activities.

(1) Link performance and progress of all key work activities to Strategies/Initiatives outlined in the ASA(ALT) Strategy Map and/or their DASA, PEO, or DRU-level Strategy Map, as discussed with their supervisor

(2) Participate personally in LSS activities during the annual appraisal cycle. LSS activities could include, for example:

(a) Serving as a Project Team Member or providing subject matter

expertise to a project team (adequate and sufficient participation as approved by the project sponsor);

(b) Participating in a Rapid Improvement Event (adequate and sufficient participation as approved by the project sponsor);

(c) Attending Deployment Director approved Awareness Training;

(d) Identifying potential improvement opportunities for LSS application;

(e) Or other LSS activities

(3) Gain Department of the Army certification as a Green Belt/Black Belt/Master Black Belt to include the completion of a validated LSS project

b. Acquisition Certification:

All nonsupervisory military and civilian ALT personnel are expected to meet their IDP milestones. To that end, they are expected to review, discuss and update their IDP with their supervisor at counseling milestones to include, at a minimum, during the initial performance review, interim review and end of cycle review.

For all ALT subordinate employees newly assigned to their acquisition position during the rating cycle, they are expected have their IDP provide measured milestones to identify the attainment of acquisition certification at the appropriate level (level 1, 2, or 3) of acquisition certification within the first 12 months of the rating cycle and then completion of the remaining position certification requirements within the subsequent 12 month rating cycle, for a total of 24 months maximum for completing the required position certification from their initial assignment to that new position.

For all ALT subordinate individuals currently encumbering acquisition positions without having satisfied their position certification requirements, they are expected to have their IDPs identify measured milestones for attaining the appropriate level (level 1, 2, or 3) of acquisition certification for their position within the first 12 months of the rating cycle and then completion of the remaining position certification requirements within the subsequent 12 month rating cycle, for a total of 24 months maximum for completing the required position certification.

All ALT subordinate individuals are expected to have their IDP document the measured milestone efforts toward achievement of the required 80 Continuous Learning Points within the two-year cycle, with a goal to attain 40 CLPs each year.

ASA(ALT) STRATEGY MAP

