



DACM NEWS

DIRECTOR, ACQUISITION CAREER MANAGEMENT OFFICE

The Army DACM Office is responsible for talent management, career/leader development, Defense Acquisition Workforce Improvement Act certification, policy, and advocating for the professionals who are members of the Army Acquisition Workforce.

THE CAREER ISSUE

“What and why: Individual Development Plan (IDP)”

By *Stephanie Watson*
Acquisition Career Manager

As discussed in our ongoing “Back to the Basics” column in the **May DACM newsletter**, where we dove into the “what and why” of the Defense Acquisition Workforce Improvement Act (DAWIA), the Individual Development Plan (IDP) helps you track and plan your training and update your acquisition career objectives. This all helps you plan ahead and successfully meet the requirements for your acquisition position certification. Today we will continue to explore the IDP to show the benefits of this tool.

Think of the IDP as a formal yet flexible agreement between you and your supervisor detailing where you want to go and who you want to be. Schedule time with your supervisor to discuss your objectives and plans at least twice a year, in conjunction with your midterm and annual performance reviews. The IDP is a one-stop tool for monitoring training, goals, acquisition position certification and the status of continuous learning points (CLP) to ensure you remain relevant. For supervisors, the IDP is where you manage your acquisition employees’ desire for career progression and approve training requests.

Step one in creating a useful IDP is to ensure your supervisor has added you as their employee in the IDP module located within the Career Acquisition Management Portal/Career Acquisition Personnel and Position Management Information System (CAMP/CAPPMIS). This linkage is critical in allowing you to move forward on the IDP. **Important:** If you don’t have a supervisor listed in your IDP, you cannot do ANYTHING in the IDP.

Step two is to add short- and long-term objectives for your career. The point of these objectives is to start a dialogue between you and your supervisor about your goals and aspirations. YOU are the best advocate for your career, but this is a way to get your supervisor in your corner. **Key:** If you do not update your objectives and have them approved by your supervisor, you cannot do ANYTHING in the IDP. (Noticing a trend here?!) We recommend you write SMART goals for your objectives: They should be Specific, Measurable, Attainable, Relevant and Timely. Where do you see your career heading—both in the immediate future (one to three years) and in the distant future (five-plus years)? Then write how you plan on achieving your goals and what your ideal timeline is. Writing these goals down in a place you can see them often can make them that much more obtainable! These goals can vary from furthering your education, completing specialized training, taking a more challenging position, and broadening your acquisition experience through developmental assignments. If you’re still looking for inspiration, take a look at

the **acquisition career models** (or the article later in the newsletter, “The Civilian Acquisition Career Model”) for your acquisition career field (ACF), as they provide suggested training and assignments by grade in your ACF, or can help you plan a different path in another ACF if that is a goal.

After you get your objectives approved by your supervisor in the IDP module, it’s time to plan training to help you obtain DAWIA certification within the 24-month grace period. There are three types of training you can add: Defense Acquisition University (DAU) training, non-DAU training, and other training (free text). DAU training is self-explanatory (I hope). Non-DAU training is for primary training courses like Civilian Education System courses, the Army Acquisition Basic Course, Naval Postgraduate School courses, and other acquisition education training and leader development opportunities offered centrally through the Army Director for Career Management (DACM) Office. The “Other Training” category is a catch-all and allows free-text entries. This category can include professional activities such as training, conferences, symposiums and seminars where the acquisition professional can earn the mandatory CLPs. Workforce members should track training, including CLPs, in the CAPPMIS IDP. It holds you and your supervisor accountable in tracking your progress toward obtaining your acquisition career development goals.

Once you set up the basics, the IDP isn’t something you must log in to daily. You do, however, need to update it at least once every six months with a review of your objectives and goals every three years. The IDP is one of the premier tools in CAPPMIS because of its versatility, and it is vital as the initial road map for AAW members to get to where they want to go in their acquisition career. Learn more about the IDP and other tools in CAPPMIS by attending the New Hire Workforce Brief (either in person or online). To register for the New Hire Brief (even if you just want it as refresher training) submit a **Help Ticket in CAPPMIS** and select the “New Hire Brief” subject line with the dates you are interested in attending, and the Army DACM Office will ensure you are enrolled.

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Officer professional development and career management

By Lt. Col. Robert Rugg
Proponency Branch Chief

During the first quarter of this year, DA Pamphlet (DA PAM) 600-3 was reviewed at the Army level. The title of the publication is “Officer Professional Development and Career Management,” and this revised base document was published on 26 June 2017. In an effort to better align acquisition’s unique functional area career management and education requirements with the Army development and career management baseline, the Army Acquisition Corps portion (Chapter 41) underwent changes and updates that are now published in this revised DA PAM.

For this revision, the baseline guidance (Chapters 1-7) was published in the traditional manner of release, while the remaining branch specific portions (Chapter 8-41) were linked through MILSuite with the noted link posted in the “Summary Of Changes” page within the base document: <https://www.milsuite.mil/book/groups/smart-book-da-pam-600-3>.

Acquisition Career Field (ACF) Competency Assessment

The Army DACM Office continues to launch the TrueChoice ACF assessments across the Army Acquisition Workforce (AAW). AAW professionals are encouraged to take the assessments that were sent to individual email accounts. Assessments should be completed at your earliest convenience and will be open until Aug. 15. This initiative supports a goal outlined in the FY17-21 AAW Human Capital Strategic Plan (HCSP) to develop and sustain a professional, agile and qualified acquisition workforce. The assessment is designed to collect information from military and civilian acquisition professionals to inform future AAW human capital planning and investments; it complements the **OSD Acquisition Workforce Qualification Initiative**.

Assistant secretary of the Army (acquisition, logistics and technology) releases strategic objectives

By Shannon Potter
Army DACM Office Outreach

Ms. Steffanie Easter, acting assistant secretary of the Army for acquisition, logistics and technology, has released nine strategic objectives for ASA(ALT):

“The Army is continuously faced with the changing character of war, geopolitical challenges, multifaceted threats and constantly evolving technology. As the organization responsible to develop, acquire and field capabilities to our Soldiers, we must adapt to ensure we provide critical capabilities on schedule and within budget. The nine strategic objectives listed below ensure the Assistant Secretary of the Army (Acquisition, Logistics and Technology) (ASA(ALT)) remains proactively positioned and engaged to meet the immediate demands of the current fight, urgent gaps and shortfalls for the next fight while remaining focused on the ground work for the future fight.”

Objective 1: Identify process gaps and efficiencies throughout all phases of acquisition to better inform decisions by Army leadership (i.e., requirements, acquisition, sustainment and disposal).

Objective 2: Foster a fiscal environment where resources are committed and provide stability, flexibility and agility needed to efficiently execute Army acquisition strategies.

Objective 3: Maintain and leverage a robust relationship with industry and government research and development to better inform requirements development and acquisition strategies.

Objective 4: Maintain a trained and agile Army acquisition work force in a competitive labor market, to include civilian leadership development at all acquisition workforce grade levels, and enhanced supervisory hard and soft skills development.

Objective 5: Lead and conduct the Army’s activities associated with defense exports and cooperation to further U.S. national security policies and objectives.

Objective 6: Establish and improve processes to better inform the acquisition life cycle with the latest intelligence to ensure overmatch throughout all acquisition phases.

Objective 7: Increase agility in requirements generation, acquisition, sustainment and contracting processes to keep pace with the rapidly changing nature of war and advances in technology.

Objective 8: Rapidly identify, procure and field materiel solutions to address immediate, near-term and mid-term emerging threats and capabilities through rapid prototyping initiatives that enable Soldiers to decisively engage in contested environments.

Objective 9: Develop an integrated monitoring, detection and risk-mitigation framework to arrest or deny unauthorized U.S. technology transfers.



Did you know you can get all the newest AAW career and other applicable acquisition information emailed straight to your inbox? Go to <http://asc.army.mil/web/news-june-hot-topics/> and subscribe at the bottom of the page.



CAREER CORNER

Just in time doesn't always work with training and jobs

By Scott Greene
Chief, Leader Development Branch

While instant gratification is what people often seek, if you look for that with regard to certain education, training and high-level jobs within the acquisition community, you'll surely be left behind. Most advanced training comes with prerequisite training, while most jobs come with a long list of implied previous types of positions and responsibilities. The key is to recognize this seemingly obvious fact as early in your acquisition career as possible and PLAN AHEAD.

Training

It might be hard to do, but try to think of what advanced training you might want to take further along in your acquisition career. Just as with many DAU classes, certain Army and DOD advanced leadership classes come with prerequisite courses that cannot be waived. Therefore, you must plan accordingly. You can't expect to throw your name in the hat for advanced training if the prerequisites aren't completed. Complete them now! Plan ahead.

An example is the Civilian Education System (CES) Advanced course. This course is "mandatory" for certain Army civilians. I put it in quotes purely to emphasize that the only real forcing function of making it mandatory is the follow-on courses many people will desire to take and won't be able to without completing CES Advanced: Senior Service College, DAU Senior Service College Fellowship, Federal Executive Institute (FEI), or Harvard University for Senior Executive Fellows. The [ACTEDS catalog](#) will provide you a link into many of these Army programs.

Personally, I completed CES Advanced a few summers ago. It was nice to gain some insights into the bigger Army, to network, and to have an opportunity to learn and reflect for a few weeks. What was nicer is that I now have it completed so that in two to three years, when I want to apply for FEI and then on to SSC, I am already prepared.

Please read more about the multitude of civilian acquisition opportunities [here](#).

Jobs

"Position planning," as I refer to it, should also be something our AAW deliberately does. Identifying what position or type of position you desire as you move along in your career is the first step. The next and more important steps are then identifying what positions (and training) you need in order to be competitive for it. I am going to specifically use the Product/Project Manager Centralized Selection List (CSL) positions as an example. More and more civilians are interested in competing alongside our talented officers as best qualified in the annual CSL board to become a PM. From my foxhole, I see many acquisition civilians applying who only meet the minimum entrance criteria: Level II/III certified in program management and in the GS-14/15 (or broadband equivalent) pay grade. The criteria that isn't necessarily posted is that in order to be viewed as "highly qualified" by the DA Secretariat Board, a candidate really needs to have what I refer to as diversity of experience—demonstrated mobility (multiple organizations and locations in assignments) and requisite broadening positions. In order to be selected to lead multibillion-dollar programs, you need multiple years of assistant product manager (APM) or similar program management office or acquisition functional time, years of managing cost, schedule and performance, along with years of leading and supervising people. All of that takes dedicated planning and years to execute!

The Army DACM Office has a wealth of acquisition career development information available. Please refer to the [Civilian Acquisition Career Model](#) for ideas and information on relevant jobs and competencies necessary to progress upward with your Acquisition Career Field (ACF) or in ACFs you might consider pursuing in the progression of your acquisition career. For additional information on the CSL process, please visit our [site](#). Identify your goals early and plan accordingly—just don't expect things to happen tomorrow!

Mr. Greene serves as the chief of the Leader Development Branch within the Army DACM Office. He is an Army Acquisition Corps member and Level III certified in program management. He holds an M.S. in leadership from Marymount University and a bachelor's in American politics from the University of Virginia.

Connecting organizational purpose with leadership talent

By Joyce Junior
Talent Management/Post-Utilization Coordinator

The Army DACM Office has received numerous requests from the acquisition community to offer leadership coaching for the AAW. In June, the DACM office launched a Coaching Pilot Program with experienced and certified executive coaches. This talent management initiative is in accord with the AAW HCSP. The coaching participants include AAW members from the DACM office, Program Executive Office (PEO) Soldier and PEO Enterprise Information Systems. The pilot includes both group and individual sessions.

The first group coaching session focused on emotional intelligence (EQ/IQ) and the importance of leaders having both personal and social competence that includes self-awareness and relationship management. Two other group sessions are scheduled addressing trust and the challenges of a leader. There are 18 members of the AAW participating in this individual coaching pilot. This aspect focuses on meeting the participant "where they are" and assisting in the development of goals, strategies and personal action plans to meet their leadership objectives.

This four-month coaching pilot will conclude in September and be assessed for implementation on a wider scale for the AAW in the future. Leadership coaching complements other leader development programs offered to the AAW through the Army's leader development opportunities and acquisition-specific career development opportunities. The proven benefits for coaching to leaders and organizations includes increased productivity, improved relationships, better teamwork and increased job satisfaction.



Civilian contracting professional development symposium

By Giselle Whitfield
Acquisition Proponent for Program Management, Contracting, Information Technology, Facilities Engineering and Small Business

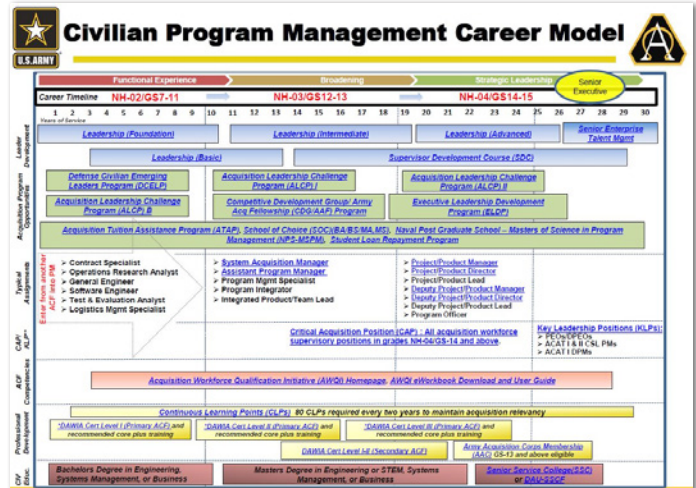
The director for procurement policy for the Office of the Deputy Assistant Secretary of the Army (Procurement) (DASA-P) hosted a Civilian Professional Development Symposium June 22 at the Defense Acquisition University. Speakers included Brig. Gen. Michael Hoskin, acting director of DASA-P, with an overview of civilian contracting professional and leader development, including lessons learned for success, benefits of counseling, and the importance of work-life balance.

Ms. Steffanie Easter, the Army acquisition executive, provided the audience with the four C's of contracting: commitment, communication, collaboration and courage. She stated that a contracting professional should be committed to being the best professional they can be, which could include accepting a developmental assignment or a rotational assignment. Ultimately, a consummate professional should make up their mind to do what it takes.

Ms. Easter emphasized the importance of effective communication in order to get the job done and recommended practicing communicating, joining Toast Masters, writing clearly and getting the point across. She stated that collaboration and relationship building is key for a contracting professional, stressing that it is helpful to be likeable and approachable. After an example of an incident when she had to exercise personal courage, she reiterated that a contracting professional has to have a value base, a good moral foundation, and has to speak up, stand up and do what's right. Ms. Easter skillfully elaborated on how using the tools will help contracting professionals excel in the acquisition workforce.

A "What Do You Wish You Knew Earlier In Your Career" panel discussion was moderated by Ms. Kim Buehler, DASA-P; with Ms. Ann Castiglione-Cataldo, the deputy assistant secretary of the Army for defense exports and cooperation (DASA-DEC); Mr. Stuart Hazlett, director of contracting for the U.S. Army Corps of Engineers; Mr. John Lyle, deputy to the commanding general of the U.S. Army Contracting Command (ACC); and Ms. Kristan Mendoza, executive director of ACC-Warren, Michigan. The

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Example: The career model for the program management Acquisition Career Field (ACF) is shown above.

The Army DACM Office developed civilian career models for each ACF designed to provide a career management framework for civilian AAW members to use in planning their education, training and experience requirements. The models are similar to the career models used by the **military acquisition workforce**.

The civilian ACF models cover key areas to promote balanced career development and are intended as notional guides for professional growth and a well-rounded ACF experience. Not every opportunity presented in the career models is required, nor is each opportunity suited for everyone. The models include leader development, acquisition program opportunities, typical ACF assignments, some key competencies, DAWIA professional development and civilian education requirements. In planning an acquisition career, civilian AAW members should work with their supervisors to develop and apply an individual yet overarching strategic individual development plan based on evolving mission, vision and goals.

The overarching ACF model concepts include the following:

- Mentoring is an important element in professional development and should occur throughout your entire career.
- Developmental opportunities exist at every grade and at all command and organizational levels.
- ACF-specific professional certifications are an additional level of professional recognition regarding a specific body of knowledge—Business Finance Certified Defense Financial Manager Certification, for example, or the DOD Financial Managers certification program.

The model shows typical assignments you may be interested in at each grade level, the acquisition competencies associated with them, the education and DAWIA professional development requirements, and leader development training to guide you through the functional experience, broadening, and strategic leadership portion of your acquisition career. It is not intended to be used as a checklist because everyone's path will be a little different.

The Army DACM Office works with subject matter experts from the field to keep the career models updated and current. You may access all ACF models by visiting the Army DACM Office website and locating **Civilian Career Planning Steps under Career Development**.



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audience was encouraged to ask questions of the expert Senior Executive Service panel, and the interaction was robust. Later, Ms. Lisa Rycroft of Chief, Civilian Training and Leader Development Division HQDA DCS G-3/5/7 Training Directorate, provided insight on competitive professional development; Mr. Edmund Shaw, division chief, ASA (Manpower & Reserve Affairs), Civilian Senior Leader Management Office (CSLMO), spoke on the Senior Enterprise Talent Management and Enterprise Talent Management (SETM/ETM) programs; and Ms. Elisa Nelson, Civilian Workforce Transformation and Emerging Enterprise Leader Program Manager Office of the Assistant G-1 for Civilian Personnel HQDA, briefed the audience on the Emerging Enterprise Leader Program. Brig. Gen. Hoskin closed the symposium by asking the attendees to provide feedback on the topics of discussion and submit ideas for the next event.

Forums like this are a great way to have a two-way conversation with the workforce. Based on feedback from attendees and comments throughout the session, Hoskin intends to host other CPD symposiums soliciting topics and potential changes to the format from the contracting workforce.

Giselle Whitfield is the Acquisition Proponent for Program Management, Contracting, Information Technology, Facilities Engineering and Small Business. She is Level III certified in contracting and in program management.

Maj. Gen. Harold J. "Harry" Greene Awards

The fourth annual Maj. Gen. Harold J. "Harry" Greene Awards for Acquisition Writing Competition is NOW OPEN to everyone through Sept. 26. Winning entries are published in a special supplement in the January - March edition of Army AL&T magazine. Complete details and the call for submissions are located on the ASA(ALT) website: https://www.army.mil/article/190004/annual_asaalt_acquisition_writing_competition_showcases_workforce_talent_creativity.



"We have to tell the good news stories. If you focus on the bad news, you miss the point that the vast majority of what happens here is tremendously positive and tremendously important to the Soldiers, Sailors, Airmen, Marines, Coast Guardsmen and Homeland Defenders."

- Major General Harold J. Greene

Army DACM Office Highlights

- ▶ Contribution!
- ▶ Army DACM Office assesses workforce strengths; weaknesses
- ▶ July Hot Topics
- ▶ Career Navigator: The Individual Development Plan



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Please email us any questions or suggestions.

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Engaging with the workforce

By Kelly Terry
Acquisition Project Officer

The Army DACM Office is pleased to announce our very first **AAW Summit: Back to Basics Pilot**. This is an opportunity for the DACM Office to communicate and collaborate with the AAW; we want to hear what you have to say! The first pilot to the AAW communities will be at Aberdeen Proving Ground-North on Sept. 6 and Aberdeen Proving Ground-South on Sept. 7. This summit will engage AAW members, at all levels, on critical information related to acquisition careers. Our intention is to provide an overview of the acquisition workforce composition, an understanding of what the Army DACM Office does, and what it can do for you, along with the resources and tools available to you. This is also a great way for you to voice your concerns, comments and suggestions on how we may better meet, or enable, your acquisition career development needs.

Stay Tuned: The Army DACM Office will work with your organization's acquisition points of contact (OAPs) and acquisition career management advocates (ACMAs) to ensure you receive all the logistical and administrative information necessary to facilitate your participation if you are located at APG. Think general session in the morning, followed by dedicated workshops in the afternoon. For questions on the summit, please contact Kelly Terry at Kelly.I.terry2.civ@mail.mil.