



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.

Myths of Leadership Coaching

By Sue Nicholas, PCC Certified Leadership Coach, Strategy Consulting Team, and Joan Sable, Army DACM Office, Chief, Human Capital Initiatives Division

There has been a lot of buzz recently about “leadership coaching,” and several myths have taken hold. Let’s take a look at what the Army DACM Office has been up to and dispel some of those myths. Developing leaders within the Army Acquisition Workforce (AAW) is the business of the Army DACM Office. Leadership is about getting results, and we are partnering with leadership coaches to maximize the personal and professional potential of leaders within our workforce. These coaches are trained and certified graduates of professional coaching programs and are also certified by the International Coach Federation. Since June 2017, we have had a positive experience with coaching that has yielded excellent results for the 17 AAW members who participated in the pilot program and for organizations they’re assigned to.

In assessing the effectiveness of our AAW Leadership Coaching Pilot, participants rated an average:

- » 4.6 out of 5 to “I feel more prepared to lead and manage because of having this coaching experience.”
- » 4.7 out of 5 to “My organization will benefit from the results of my coaching experience.”

Coaching is a developmental process built around learning, growth and change in the individual being coached. This person is referred to as the coachee or client. A leadership coach provides a safe and objective space to discuss challenges, explore possibilities and have open and candid conversations. As we enter a new calendar year, this is a good time to reflect on our experience and to address some of the facts and fallacies about leadership coaching.

Myth No. 1—Coaching is the same as consulting. Coaching is NOT consulting. Consultants diagnose, explore and prescribe solutions to challenging problems. The leadership coaches we’ve retained operate from the assumption that individuals and teams are capable of generating their own solutions through a facilitated process. Our coaches support our leaders with discovery-based approaches and frameworks.

Myth No. 2—Coaching is the same as mentoring. Coaching is NOT mentoring. A mentor is a person with a level of expertise who provides wisdom

**Happy New Year!
Your Voice Matters**

FEEDBACK: Hearing and Responding

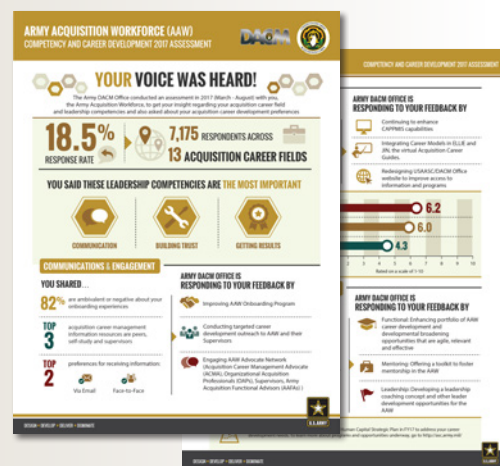
Recently we’ve been talking a lot about the Human Capital Strategic Plan (HCSP), an enduring plan that establishes five broad goals designed to ensure that the Army Acquisition Workforce (AAW) is ready—well-qualified, trained, agile and responsive—to support Soldiers with world-class equipment and services. We developed our plans, we put pen to paper and, most importantly, we listened to you. The Army Director for Career Management (DACM) Office recently conducted a Competency and Career Development Assessment to gather your feedback and address gaps in AAW career development.

Why Does This Assessment Data Matter?

In an age of analytics, we’re inundated with information. How do we know what is worth listening to and what is just noise? Without reliable data on the gains and gaps the AAW faces in career development, it’s difficult to accelerate and sustain lasting progress. To solve this challenge, the Army DACM Office asked for your direct feedback so you can hold us accountable for achieving the goals of the HCSP, and to ensure that you have a voice in shaping career development policy. At its core, data matters because it doesn’t just measure progress, it inspires it.

We want to thank those of you who participated in the 2017 Competency and Career Development Assessment and encourage others to take part in the future. For us to win out there, we have to win here first. Your voice matters and is a cornerstone for improvement.

**TrueChoice
Survey results
on pages 2
and 3.**



Continued on Page 4



YOUR VOICE WAS HEARD!



The Army DACM Office conducted an assessment in 2017 (March - August) with you, the Army Acquisition Workforce, to get your insight regarding your acquisition career field and leadership competencies and also asked about your acquisition career development preferences

18.5%

RESPONSE RATE



7,175

RESPONDENTS ACROSS



13

ACQUISITION CAREER FIELDS

YOU SAID THESE LEADERSHIP COMPETENCIES ARE THE MOST IMPORTANT



COMMUNICATION



BUILDING TRUST



GETTING RESULTS

COMMUNICATIONS & ENGAGEMENT

YOU SHARED...

82%

are ambivalent or negative about your onboarding experiences

TOP 3

acquisition career management information resources are peers, self-study and supervisors

TOP 2

preferences for receiving information:



Via Email



Face-to-Face

ARMY DACM OFFICE IS RESPONDING TO YOUR FEEDBACK BY



Improving AAW Onboarding Program



Conducting targeted career development outreach to AAW and their Supervisors



Engaging AAW Advocate Network (Acquisition Career Management Advocate (ACMA), Organizational Acquisition Professionals (OAPs), Supervisors, Army Acquisition Functional Advisors (AAFAs))

TOOLS & RESOURCES

YOU SHARED...

The following three tools are most helpful in managing your acquisition career:



DAU Website



Tools in CAPPMIS



USAASC/
DACM Office Website

ARMY DACM OFFICE IS RESPONDING TO YOUR FEEDBACK BY



Continuing to enhance CAPPMIS capabilities



Integrating Career Models in ELLIE and JIN, the virtual Acquisition Career Guides.



Redesigning USAASC/DACM Office website to improve access to information and programs

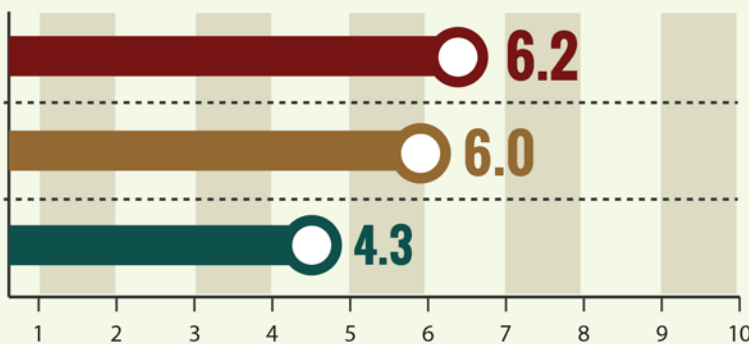
THE MOST HELPFUL TOOLS, ACCORDING TO YOU



DAU Website

CAPPMIS Tools

USAASC/DACM Office Website



Rated on a scale of 1-10

CAREER DEVELOPMENT OPPORTUNITIES

YOU SHARED...



Your top 2 priorities for training:

- Certification Training for Early career professionals
- Leadership Training for Mid to Senior career professionals



Developmental Assignments is your 3rd highest priority with a caveat to address concerns of relocation and time away from home

ARMY DACM OFFICE IS RESPONDING TO YOUR FEEDBACK BY



Functional: Enhancing portfolio of AAW career development and developmental broadening opportunities that are agile, relevant and effective



Mentoring: Offering a toolkit to foster mentorship in the AAW



Leadership: Developing a leadership coaching concept and other leader development opportunities for the AAW



The Army DACM Office launched an enduring Human Capital Strategic Plan in FY17 to address your career development needs. To learn more about programs and opportunities underway, go to <http://asc.army.mil/>



Continued from Page 1

and guidance based on his or her own experiences. Mentoring may include advising, counseling and coaching. Our coaching program does not include advising or counseling. Coaching focuses on individuals reaching their goals and objectives through self-discovery. Our leaders determine their own paths, facilitated and assisted by their coach.

Myth No. 3—Coaching is like therapy. Coaching is NOT therapy. Therapy focuses on improving the overall psychological functions of an individual and is often tailored to resolving difficulties arising from the past that may hamper an individual's emotional functioning. Coaching is future-focused, with actionable strategies for achieving specific goals in one's work. The emphasis of our leadership coaching program is on action, accountability and follow-through.

Myth No. 4—Coaches are trainers and teachers. Many leadership coaches are also trainers; however, coaching differs from training and teaching. Training programs are based on objectives set by the trainer or instructor. Training assumes a linear learning path that coincides with an established curriculum. With coaching, objectives are set by the individual or team being coached, with guidance provided by the coach. It is less linear and without an established curriculum. Our coaches assist our leaders in clarifying their goals and objectives.

Myth No. 5—Coaching is for low performers. Your most successful leaders often have leadership coaches. Our AAW program will first be made available to high-potential, high-performing AAW members, such as those in Acquisition Key Leader Positions (KLPs) and those with high Senior Rater Potential Evaluation scores.

Myth No. 6—My supervisor is my coach. Supervisors focus on the technical and professional development of their subordinates. Many supervisors may employ a coaching style in the way that they lead and manage their employees. Coaches, on the other hand, provide an objective non-attributional space to explore challenges.

So now that we have dispelled the myths, what is a leadership coach? Leadership coaches provide a safe and supportive space. They are curious, actively listen and ask direct questions that lead to new insight, awareness and professional growth and development. They facilitate the designing of actions, goal setting and accountability toward achievement of those goals.

The desired outcome of the AAW Coaching Program is to facilitate a participant's growth, learning and development as a leader. Through our group coaching sessions, leaders apply learned strategies to individual and organizational situations. During our individual one-on-one coaching sessions, our coaches facilitate learning, awareness, growth and change in our leaders. The AAW Coaching Program is a partnership with the coach committed to the leader's success. It is future oriented, with the coach creating a culture of possibility and leadership transformation. Leadership coaching is helping us to yield the positive results that we desire in our leaders and our organizations.

Following our coaching pilot in 2017, the Army DACM Office is currently looking at a concept for leadership coaching as a potential business practice moving forward.

Career Corner

AAC Membership – History and Benefits

By Scott Greene

Chief, Leader Development Branch

"What is Army Acquisition Corps (AAC) membership? Why should I be an AAC member? I thought I was already a member of the Acquisition Corps. This is confusing."

We hear that often from the field here at the Army DACM Office. Anyone who is in an acquisition-coded position is truly part of the acquisition workforce; however, only those who meet a higher standard of requirements are eligible to receive AAC membership.

Established in 1991, AAC membership was designed to create a pool of highly qualified acquisition workforce personnel to fill critical acquisition positions and key leadership positions. Acquisition Corps membership in any DOD component is recognized by all DOD components through reciprocity as Defense Acquisition Corps membership.

In order to be eligible, AAW members must be:

- At least a GS-13 (or broadband equivalent) for civilians; officers must be a major (O-4) or above; NCOs must be a master sergeant (E-8) or above.
- At least Level II certified in any acquisition career field (ACF).
- Graduated with an accredited bachelor's degree and 24 business hours (or 24 technical credit hours plus 12 business hours if in a technical ACF).
- In a defense acquisition-coded position for at least four years.

These requirements hopefully offer a little clarity on the difference between being a member of the acquisition workforce versus being an AAC member. What about the benefits of applying for AAC membership? Why should someone do it?

Personally, I enjoy being a part of a profession and in an elite group. When I received my AAC membership in 2009, it was fulfilling to know that the additional education I had pursued (business hours) paid off. The DACM Office staff validated my credentials to ensure that my education training and experience met the AAC standards. There was no pomp and circumstance with this achievement, but it does open a lot of doors.

All GS-14 and equivalent supervisory positions and above are classified as critical acquisition positions and require AAC membership as part of the hiring criteria. As I mentioned in my last column about the Civilian Education System, this is essentially a prerequisite to later positions.

Apply for AAC membership as soon as you are eligible. Earning membership into the Army Acquisition Corps is a critical step in preparing for further acquisition leadership opportunities. AAC members are an elite group of acquisition professionals with the skills and attributes necessary to effectively manage and lead the defense acquisition process.

For information on AAC membership policy and how to apply, visit the AAC membership section on our website at <http://asc.army.mil/web/alt-workforce-policy-procedure/>.



Military Acquisition Corner

By Maj. Sheila L. Howell,
Army DACM Office
Proponency Officer

Happy New Year! As we start the year off fresh, we are looking for a fresh way to get you the information you need to know. Here are some quick nuggets from your proponent to you.

Acquisition Reform

The recent acquisition reform initiatives include a talent management initiative that the Army DACM Office is actively working on. We will ultimately update **DA Pamphlet 600-3** to include language outlining these requirements and explaining how acquisition officers can posture themselves and help guide their career development to meet the intent of the reform. We anticipate minimal turmoil for officers in the field as we undergo these changes. Stay tuned for further updates as we move forward.

Military Acquisition Position List (MAPL) Review

The FY19 Winter MAPL review is underway. Analysts are reviewing MAPL positions within multiple commands, including the U.S. Army Training and Doctrine Command, the U.S. Army Test and Evaluation Command and the Army Contracting Command, in order to validate these requirements and positions. If you received a survey request, be sure you complete your MAPL surveys. They are an important component of the feedback we receive about positions. We're looking forward to the spring review in which the assistant secretary of the Army for acquisition, logistics and technology and the program executive offices are reviewed. If you are in those organizations, be sure you work with your organization's MAPL point of contact to update your position descriptions so they're as accurate as possible before the next review in March.



Maj. Sheila Howell, FA 51 proponency officer, conducts a professional development session for officers during a career development summit for acquisition professionals at Aberdeen Proving Ground, Maryland, Sept. 6, 2017.

DACM Memo 10 No Longer Applicable

With the publication of DA Pamphlet 600-3, capturing the intent of the new Director, Army Acquisition Corps (DAAC), DACM Memo 10, "Army Acquisition Corps Assignment Flexibility," is no longer valid for acquisition career guidance. Officers and leaders should instead look to DA Pamphlet 600-3 for current career development advice.

Advanced Civil Schooling Update

The DAAC now sponsors **Master of Science in Systems Engineering Management (MS-SEM) Programs 522 and 722** at the Naval Postgraduate School (NPS). The creation of this new program is part of a larger initiative spearheaded by Lt. Gen. Paul A. Ostrowski, DAAC, to expand the education for our officers to include a greater technical focus. We partnered with NPS to develop the Systems and Program Management MSSEM, a graduate degree in systems engineering for our military (522) and civilian (722) workforce. This new program provides DAU equivalencies in Program Management Level III, Contracting Level III (522 only), Engineering Level III, Test and Evaluation Level II, Production, Quality and Manufacturing Level II, Logistics Level I and ISA Level I.



The formal announcement and information for applying for the new NPS 722 will be released in March 2018.

NPS 722 Systems and Program Management replaces NPS 836 Master of Science in Program Management. Students currently enrolled in NPS 836 will not be affected by this change.

The MSSEM program is a new, non-calculus and non-physics requiring advanced degree program, and is designed to assist the AAW in interacting with program technical experts, such as engineers, test and evaluation personnel and contracting staff. This program incorporates Level III DAWIA training in Program Management, Contracting and Systems Engineering, as well as Level II training in Test and Evaluation. This will produce a well-rounded and more technically sound officer in line with the DAAC's direction and intent. The 522 program starts this summer and the 722 program starts this fall, for new NPS students; those already in an NPS program will not be affected by this curriculum change. More information will be coming soon to the U.S. Army Acquisition Support Center's Army DACM Office website at <http://asc.army.mil/web/career-development/programs>.



Back to the Basics

Everything you need to know about applying for certification

By Wen Lin,
Qualifications and Support Chief

Even in the face of significant time constraints in our work and personal lives, the acquisition workforce has a statutory requirement to meet: The Defense Acquisition Workforce Improvement Act (DAWIA) requires professional development of military and civilian members of the acquisition workforce. For the Soldiers, having good products at their disposal can mean life and death. It also enables members of the Army Acquisition Workforce (AAW) to make products better and equip them faster. Accepting a job in a defense acquisition career field means completing certification in that acquisition career field within 24 months. Getting that certification is not rocket science, but it does take an investment of your time, effort and planning. It becomes part of your job.

For the AAW, the application process for certification is automated in the Certification Management System (CMS) within **CAMP/CAPPMIS**. It does require the AAW member to submit their request for certification when their requirements have been met. Acquisition career field (ACF) certification requirements are published annually at the beginning of the fiscal year by Defense Acquisition University (DAU). Your first job in the planning process is to view the required **certification standards** for your acquisition position. AAW members must meet the training, education and experience requirements for the specific acquisition career field being pursued. Your supervisor should be well-versed in the DAWIA requirements for your position, so ensure that he or she is working with you on your Individual Development Plan (IDP) to plan your path toward certification success.

Any time you are working toward your certification, you may go into CMS to view your progress. But please do not submit the application until you have met all your requirements. You will receive a green checkmark in the status column next to each requirement you have satisfied, and a caution mark to indicate you do not meet the requirement or are required to provide additional information. If you are prompted to enter more information, please see the "More Info" button to the right of the requirement for a more detailed explanation.

Before you submit your CMS application, please review the following:

- Your officer acquisition career record brief/officer record brief/enlisted record brief (ACRB/ORB/ERB) must be up to date and accurate. If your information is not accurate, the system will not work or it will be hard for the certifying official (CO) to validate the experience.
- DAU classes are automatically entered into IDP/ACRB within two to three weeks after completion. If you just completed a course toward certification, wait until the course is displayed on your IDP/ACRB before applying for certification.
- You must have the experience required for your certification request. Per the **Army certification policy**, you may not double-count your experience for multiple certifications, and you must have enough total acquisition experience to justify your current certifications as well as the certification for which you are applying.
- If a resume is required, ensure that it adequately describes your experience. Do not use one sentence bullets to describe what you do.
- Required supporting documentation in CMS

requires a one file upload; if you have multiple documents, scan all the documents into one file, save the file and then upload it in CMS.

When you are ready to submit your application, it will be routed to a CO for determination. If you are disapproved for certification, it would be for missing at least one of the three requirements—education, training or experience. Carefully review the CO's reason for the denial. When you are denied for certification, you have three courses of action:

- Wait until you have met all requirements before reapplying at a future date.
- Resubmit your application with the corrections made to the application per the CO's comment.
- Appeal the CO's decision. This option is only available 30 days from the denial date. The appeal authority is an acquisition functional representative (AFR). The decision made by the AFR is deemed final.

The Army DACM Office has FAQs specific to certification on the Army DACM Office website. Check out the Certification section and review the 17 related FAQs at <http://asc.army.mil/web/all-faqs/> before submitting your request for additional information.

Continued professional development is critical to maintaining acquisition competencies in a rapidly changing environment. Certification at levels appropriate to the AAW member's position recognizes and measures functional and core acquisition competency achievement. For further questions on your certification, please submit a **Help Ticket in CAPPMIS** and include "CMS Certifications" on the subject line.

Army DACM Office Highlights

- ▶ Science, technology focus of new issue of Army AL&T magazine
- ▶ January Hot Topics
- ▶ Are you Relevant?
- ▶ Tools for Talent



U.S. Army Acquisition Support Center,
Army DACM Office
9900 Belvoir Road
Fort Belvoir, VA 22060-5567

Please **email** us any questions or suggestions.

Stay in Touch with the
Army DACM Office!

- Like:** www.facebook.com/usaasc
- Follow:** www.twitter.com/usaasc
- Connect:** www.linkedin.com/company/usaasc
- Flickr:** www.flickr.com/photos/usaasc
- YouTube:** www.youtube.com/usaasc
- Google+:** <https://plus.google.com/+usaascnews>