



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.

HAPPY NEW FISCAL YEAR!

DAU AND YOU: TRAINING IS SERIOUS BUSINESS

By Shannon Potter, AAW Outreach and Communications

Very few careers have specialized universities designed to train personnel in the nuances of their daily work and for unexpected situations. Even fewer have funding reserved solely for enhancing individual skills and all-around job improvement. This is just not feasible in most business models nowadays. So why do these benefits exist for the Army Acquisition Workforce (AAW) and what's the "so what"?

Congress cares. Seriously, it cares enough that it sets aside half a billion dollars every year to educate and train members of the DOD Acquisition Workforce. The Defense Acquisition Workforce Development Fund (DAWDF), managed by the Army Director, Acquisition Career Management (DACM) Office for the 40,000 AAW professionals, is approximately \$75 million spent on a fiscal year basis.

People matter. The Defense Acquisition Workforce is the reason that our military members

have a shot at coming home safely. Whether it's improving protective gear or making sure it is armed with the most sophisticated equipment, our military relies on the sound (and educated) decisions made by these professionals.

So why not just go through the motions?

Learn it in the classroom, not the boardroom. You know you won't ask what a term means or how something works when your boss mentions it in the middle of a big meeting. Don't pretend to know it, really know it.

Your professors have been there. Defense Acquisition University (DAU) is chock full of acquisition brain power and they know their subjects inside and out. They won't only teach you, they'll mentor you. Use the resource: it's there for a reason.

You'll need the backup in case of an emergency. The knowledge you gain is your nest egg for the surprises that are sure to come.

No surprise, learning the subject will make your job easier! Get the skills, network with other acquisition professionals and DAU professors, become more efficient, and really pull the value—out of the class you're attending. You have to go anyway, so you may as well get something out of it. You won't regret it and you'll sound so smart the next time you are put on the spot. And, we owe it to our Soldiers in the field to be the best acquisition experts we can be in support of the Army mission. DAU provides the baseline acquisition understanding, and you add the education and experience to achieve Defense Acquisition Workforce Improvement Act (DAWIA) certification-level requirements.

For more information: [DAU's Academic Policies and Procedures](#)

New fiscal year with new DAU curriculum (at least in some acquisition career fields)

Office of the Secretary of Defense acquisition functional leaders are responsible for ensuring that DAWIA certifications remain current, and this means that DAU curriculum sometimes changes to account for updated acquisition career fields (ACF) functional leader direction. In FY19, the following changes impact DAWIA certification requirements for several ACFs. If an ACF is not listed, this means there are no changes.

- **BUSINESS-COST ESTIMATING (BUS-CE) and BUSINESS-FINANCIAL MANAGEMENT (BUS-FM):** In an effort to decrease total training hours on the acquisition workforce, to deliver the right training at the appropriate point of need, and to incorporate DOD FM certification requirements, the DOD functional leader has restructured and updated the FY19 business certification requirements for both the BUS-CE and BUS-FM acquisition communities. While the certification requirements increase online training at Level I, the overall training requirement is decreased by 14 hours for the BUS-CE community and by eight hours for the BUS-FM community. The change will become effective Jan. 1. All Level I, II and III BUS-CE and BUS-FM acquisition professionals seeking certification on or after Jan. 1 will

fall under the new training requirements. All AAW professionals who are certified before that date are not affected by this new requirement. For more information, go to <http://icatalog.dau.mil/onlinecatalog/CareerLvl.aspx>

- **ENGINEERING:** Removes CLE001 from Level I certification.
- **LIFE CYCLE LOGISTICS:** Adds CLE068 to Level II.
- **PRODUCTION, QUALITY AND MANUFACTURING:** Adds LOG204 as a Level II requirement.

INSIDE:

From the Field: The MDMP
A proven approach for getting a "yes" on your next proposal to management

Page 4



SPOTLIGHT ON SUCCESS

The Army DACM Office had the opportunity to virtually “sit down” with some of our talented AAW professionals who are really knocking it out of the park. Take a look at how they used their training and experience to launch themselves to success. We focused on just one of the many leader development programs each of these leaders discussed with us.



Kathy Lytle

TITLE: Product Director for Stryker Production and Variant Management

COMMAND: Program Executive Office for Ground Combat Systems, Project Management Office for Stryker Brigade Combat Team (PMO SBCT)

AAW CERTIFICATIONS/ QUALIFICATIONS:

- Graduate of the Defense Acquisition University Senior Service College Fellowship (DAU-SSCF)
- Graduate of the Program Manager’s Course (PMT 401)
- Civilian Education System Senior Level Education Equivalency Credit
- Graduate of the Advanced Program Management Course (PMT 302)
- Member of the Army Acquisition Corps; Level III certified in program management and in life cycle logistics

What program or courses did you participate in?

- Defense Acquisition University Senior Service College Fellowship (DAU-SSCF)
- Program Manager’s Course (PMT 401)
- Advanced Program Management Course (PMT 302)

When did you start and graduate?

- DAU-SSCF: July 2016 – May 2017
- Program Manager’s Course (PMT 401): August 2016 – November 2016
- Advanced Program Management Course (PMT 302): January 1998 – April 1998

What were your perceptions of the DAU-SSCF program before starting, and did any of that change upon graduation?

My initial perceptions were that it was going to take a great deal of time, but it would be worth it in the end, and that it was going to be difficult for me to spend time with my mother (88 at the time) during SSCF, due to the time requirements. My initial perceptions were correct regarding time: the course was very intense and I spent the majority of my time for the 10-month course on class-related activities.

My SSCF mentors—Mr. Kevin Fahey, then-Cypress International Inc. vice president of combat vehicles and armaments, and Dr. Thomas Bagwell, then-deputy program executive officer for Ground Combat Systems—helped me with my coursework for SSCF and my husband, Tom, took care of most everything at home. While I was attending SSCF, my mother broke her hip and had to have surgery. My husband, sister-in-law and friends all helped out with my mother’s care

until I graduated. And, yes, it definitely was worth it in the end—I gained tools that I can use professionally and personally for the rest of my life.

In addition, I also gained a network of SSCF graduates, including the close bond I share with the fellows from my class: Paul Coles, Mobile Protected Firepower; Mike Fraley, PMO SBCT branch chief, logistics engineering; John Gates, branch chief, AMC [Army Materiel Command] Legal Center – Warren; and Chad Stocker, Product Director for Army Watercraft Systems.

What were your top three takeaways?

1. Critical thinking.
2. Embracing and leading change.
3. Reflection is important for learning.

What skills or knowledge from the course do you apply most in your job or life?

Critical thinking in my professional and personal life.

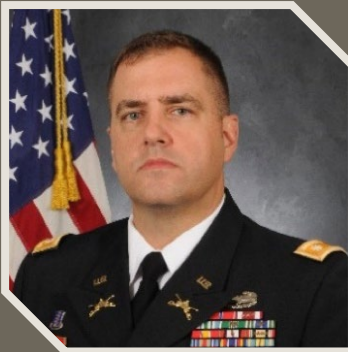
How has this course shaped your acquisition career?

I became more competitive for a board-selected position and was selected for my current position as product director for Stryker Production and Variant Management.

Continued on Page 3



Did you know you can get all the latest AAW news and information, as well as highlights from the Army AL&T Magazine emailed straight to your inbox? Go to asc.army.mil/web/subscribe/



Lt. Col. Thomas R. Monaghan Jr.

TITLE: Product Manager for Cyber Resiliency and Training

COMMAND: Program Executive Office for Simulation, Training and Instrumentation

AAW CERTIFICATIONS/QUALIFICATIONS:

- Level III certified in program management
- Level II certified in information technology
- Level I certified in test and evaluation

What program or course did you participate in? Acquisition Pre-Command Course.

When did you graduate from it? May 2018.

What were your perceptions of the course before starting, and did any of that change upon graduation? After attending the other Army required pre-command courses, I expected much of the same “general command information.” Once the Acquisition Pre-Command Course started, I was pleasantly surprised that it was tailored to address specific needs and issues we would soon face as acquisition leaders. Jonathan Spurlock [professor of contracting at the U.S. Army Acquisition Center of Excellence] did a great job in polling the class weeks ahead of time to see what specific topics we wanted to add to the curriculum. Additionally, we added several talking points to the course during the week as specific items of discussion came up.

What were your top three takeaways?

1. Keep up on all current DOD directives, acquisition law and Army modernization initiatives.
2. Read and understand how the National Defense Strategy applies to your program and subject area. Study the congressional

prep session EXSUMs [executive summaries].

3. Know your program, where it fits in the Army modernization plan and who your key stakeholders are.

What skills and knowledge from the program or course do you apply most in your job or life?

I apply networking skills the most in my current job as a [centralized selection list] product manager. The Acquisition Pre-Command Course enabled me to determine who in our community worked in the same subject areas. I was able to meet them face to face and created lasting relationships in which to draw upon in the future. Seventy percent of our craft is about building lasting relationships and in turn utilizing those relationships to accomplish our mission of delivering relevant capability to the warfighter in a timely manner as efficiently as possible.

How has this program or course shaped your acquisition career?

I’m able to discuss current topics and issues with my peers from the pre-command course. Important Department of Defense acquisition topics were discussed in a free environment where we could debate potential outcomes.



Chad P. Stocker

TITLE: Product Director, Army Watercraft Systems

COMMAND: Program Executive Office for Combat Support and Combat Service Support

AAW CERTIFICATIONS/QUALIFICATIONS:

- Level III certified in program management
- Level II in engineering

What programs/courses did you participate in?

- Competitive Development Group/Army Acquisition Fellowship (CDG/AAF)
- Defense Acquisition University Senior Service College Fellowship (DAU-SSCF)

When did you start and graduate?

- CDG/AAF: March 2010 - March 2013
- DAU-SSCF: July 2016 - May 2017

What were your perceptions of the CDG/AAF program before starting, and did any of that change upon graduation?

The CDG/AAF program exceeded my expectations. After graduation, I realized that I was able to increase my understanding of the acquisition process and expedite my ability to compete for future positions. In addition, expanding my professional network has better prepared me for future leadership opportunities. I quickly realized that I don’t need to be an expert in every functional area, but need to know who to call on for help.

What were your top three takeaways?

1. As a civil servant, you are in control of your own career and it is on you to capitalize on opportunities to enable your success.

2. Never pass up an opportunity to learn and grow.
3. Seek mentorship—a lot of it, and at all levels of the organization. Expand your network.

What skills or knowledge from the program do you apply most in your job or life?

Working in multiple programs and learning different ways to accomplish the mission has helped me tremendously. Expanding my professional network has allowed me to reach back and find assistance for new problems in different program offices. Learning the importance of mentorship during both programs has helped me continue to grow as a leader and seek assistance during my career.

How has this program shaped your acquisition career?

Seeking professional development in both programs has helped me grow as a leader and to shape my thought process as I have progressed. The CDG/AAF program provided a framework for me to better understand the entire acquisition process and life cycle. The SSCF program provided me with additional insight into the leadership skills that I needed to improve on for senior leadership opportunities.

FROM THE FIELD

The MDMP:

A proven approach for getting a “yes” on your next proposal to management

By Greg Brewer, Meghan Dodge and Ron Frailer

In today’s business environment, companies look for anything that can offer a competitive advantage. For example, many organizations use off-site professional development events to build teamwork and esprit de corps. However, when planning these events, especially ones involving the commitment of significant organizational resources, managers must first request and gain the approval and support of senior leadership. A successful request can reap many benefits for the workforce and the organization; a rejected request, however, can create tension and damage morale.

One such request was recently made by a manager in a military organization who sought approval for a planned overnight off-site event for the personnel in his unit. The manager and his team spent considerable time and effort planning the event and preparing the proposal for senior leadership approval. Although the request was quickly approved by midlevel management, it was ultimately rejected by senior leadership because they were not willing to support an overnight stay and were not comfortable with the title of the event. Not surprisingly, rejection of the plan created tension between the manager and senior leaders, damaging the morale of the manager, the team that helped generate the request and the personnel in the unit who were already aware of the off-site plans. So much for gaining a competitive advantage or building esprit de corps.

So how can managers avoid such outcomes? The simple fact is that even great ideas sometimes fail, not based on the merit of the idea but because of the way the idea is presented to leadership. Proposals must be presented in a well-organized and clear manner that provides decision-makers with critical information,



enabling them to make informed decisions and ultimately resulting in a higher approval rate.

One well-established and proven method for organizing and presenting ideas to decision-makers is the U.S. Army Military Decision-Making Process (MDMP). Using the MDMP as a road map for these proposal presentations can help ensure that structured thinking is applied to the planning, execution and evaluation processes; can help convey the value in the proposal; and can help ensure that leaders are provided with the information they need to make informed decisions.

As defined in the MDMP, the proposal should address the following five key areas, or phases:

- Define the purpose or problem.
- Conduct a mission analysis.
- Establish courses of action.
- Analyze courses of action.
- Define measures of success.

Note that each phase of the MDMP has a unique purpose that builds on the previous phase and establishes a foundation for the following phase.

The first step is to articulate the problem or issue that one is trying to resolve or improve.

A well-defined problem statement provides a solid foundation for all remaining phases of the MDMP. The problem statement should be justifiable and clear.

The next step is to conduct a mission analysis. Although this term is often not thought of outside of a military context, it is applicable in any proposal process. The mission analysis identifies the solution space and defines the current capability, the desired capability and the capability gap. In so doing, the mission analysis sets the parameters for developing courses of action.

Courses of action are then developed to provide a path forward to address the capability gap defined in the mission analysis. These courses should be suitable solutions that are acceptable, feasible and easily distinguishable from each other. Good courses of action provide answers to the basic questions of who, what, when, where, why and how for each solution.

Analysis of each course of action provides an honest assessment of the suggested solution. Some questions the course of action analysis should address are:

Continued on Page 5



- Is the course of action feasible within the decision space of the leader from whom you are seeking approval?
- What are the pros and cons of each course of action?
- Can the course of action be reasonably accomplished?

Ultimately, the most important question the course of action analysis should address is:

- Does the course of action address the capability gap?

A recommendation should then be offered regarding which course of action should be implemented based on the analysis.

Enactment of a selected course of action is not the end of a process; it is a path to a desired outcome. The final step of the MDMP process is to define how one will measure the success of the implemented course of action. One must define for leadership how he or she will measure the success of the selected course of action and determine if it narrows or closes the capability gap.

When applying the MDMP process, it is also important to remember that even the best possible proposal does not guarantee acceptance if the presentation is not communicated properly with management. Information should always be presented clearly, concisely and directly. In addition, presenters should maintain an even and professional tone and try to keep emotion out of the discussion. Presenters should also be active listeners, paying attention to feedback received and taking notes to document the conversation. Finally, regardless of the outcome of the presentation, presenters should not take it personally if their proposal is modified or refused.

In the end, when presenting a proposal to management, it is important to set up oneself for success. And the MDMP is a proven process that can help managers and others secure that much-sought-after “yes” on their next proposal presentations.

BACK TO THE BASICS

Career management support to the Army Acquisition Workforce

By Wen Lin, Chief Qualifications and Support Branch, Army DACM Office

Let’s talk about all those burning questions you have. Ever wonder the best way to get them answered or where to go? Here’s a rundown on the hierarchy of resources for you to stay on top of your Army acquisition career.

- 1. Research.** That’s right, do a little research regarding your acquisition career. The Army DACM Office has a new and improved **DACM homepage**, which was designed to make finding your acquisition career answers a breeze. Not only is the website organized with you in mind, but it’s brimming with resources, including frequently asked questions, acquisition career maps and development opportunities.
- 2. Talk to your supervisor.** Your supervisor is there to help you develop a meaningful individual development plan focused on your acquisition career goals and achievement of your required acquisition position DAWIA certification level. In addition, your supervisor can advise you on professional and rotational or developmental opportunities throughout your acquisition career trajectory.

- 3. Talk to your organizational acquisition point of contact (OAP).** OAPs are trained professionals within your command or organization who can assist you with acquisition career-related questions and provide the latest Army DACM Office portfolio of acquisition career and leader development opportunities. “Yes, but who is my OAP?” To find out, see the **OAP Listing**. OAPs are listed by organization and location.
- 4. Ask the DACM Office.** Within the Army DACM Office are expert acquisition career managers who are ready to help answer those really tough questions. These acquisition career experts are also available to your supervisor and your OAP. If you have a specific question that your OAP or supervisor cannot address, create a help request in CAPPMIS. Select the appropriate subject topic on the ticket, be specific, and attach supporting documentation and screenshots if applicable.

It’s that easy! Use these resources and take control of your acquisition career. You are your own best advocate.

Army DACM Office Highlights

- ▶ Moving on Up
- ▶ Forecasting Success
- ▶ October Hot Topics
- ▶ New Army AL&T explores critical enabling technologies

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>

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

Please email us any questions or suggestions.