



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.

FROM THE DACM

By Craig A. Spisak, Army Director, Acquisition Career Management (DACM)

Adapted from the original, full-length article in the Spring 2019 issue of Army AL&T magazine.



“Developing acquisition professionals goes hand in hand with developing the best products, which requires special people doing very specialized work. We can’t afford in today’s environment to be just OK; we have to be exceptional.”

—Craig A. Spisak, Army DACM

The Army acquisition community must not only determine how best to deploy our resources, but also how we use the Army Acquisition Workforce (AAW) Human Capital Strategic Plan (HCSP) to ensure that the people who have to obligate that money are prepared to do so in the most effective and efficient manner.

The HCSP has five goals:

- Workforce planning.
- Professional development.
- Leadership development.
- Employee engagement.
- Communications and collaboration.

Launched in October 2016 by the Army Director, Acquisition Career Management (DACM) Office, the HCSP is our “business plan” for developing the best possible acquisition workforce for the Army. To meet that objective, we must make sure that we focus our resources on our most important priorities and ensure that the goals of the HCSP are aligned with those priorities.

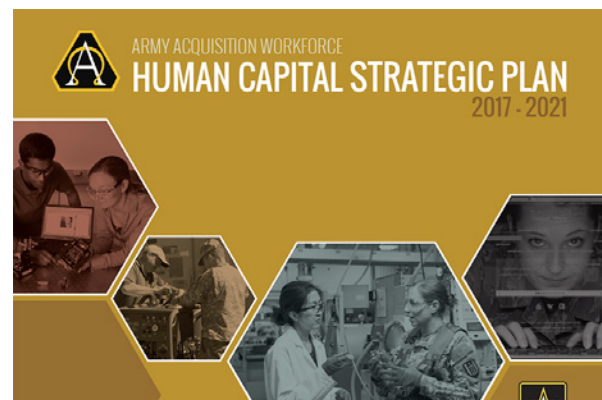
The acquisition community has a valuable tool to help realize these goals: the Defense Acquisition Workforce Development Fund (DAWDF). Born from the FY08 National Defense Authorization Act (NDAA) and made permanent in the FY16 NDAA, DAWDF allows DOD to recruit, hire, develop, train and retain its acquisition workforce. For FY20, we have an enhanced structure that we’re putting in place for DAWDF funding for Army organizations to make sure that our prioritization makes sense.

- Every request for DAWDF funding must align with one of the five HCSP goals.
- Every request will be reviewed by a council-of-colonels board.
- Every organization requesting DAWDF funding will brief acquisition leaders on its plan for using the funds.

- Every plan will be documented in a database to ensure transparency.

The Army DACM Office has always brought in people from the field and incorporated subject matter expertise to review DAWDF proposals. We are modifying this approach slightly, using the existing process and getting more input from stakeholders. There has always been a tremendous amount of rigor in DAWDF funding, and this is the next evolution to ensure that our stakeholders’ input is more broadly reflected.

Validated metrics will be an important part of the DAWDF request review. For example, throwing money at training programs to resolve what is perceived to be a competency gap in a particular skill set won’t be successful unless a thorough competency gap analysis has been conducted and solid metrics are captured to understand the baseline competency. From that data, we can identify what we think we can accomplish through training before that program is developed.



Aligning DAWDF with the HCSP and applying the funds based on concrete metrics will help to further professionalize the AAW, ensuring that it has the skills, tools and competencies needed to be world-class stewards of the taxpayers’ dollars. Read more on how the HCSP impacts the AAW and on the benefits of implementing HCSP governance at <https://asc.army.mil/web/hcsp>.

INSIDE:

What is an Army Acquisition Functional Leader (AAFL)?

Policy changes are shaping the way we do business



DDACM INSIGHT: USD(A&S) directs a 60-day functional area reassessment stand-down

By Joan Sable, Army Deputy Director, Acquisition Career Management (DDACM)

On Jan. 29, Hon. Ellen M. Lord, undersecretary of defense for acquisition and sustainment (USD(A&S)), signed a memo titled “Department of Defense Acquisition Workforce – Functional Area Reassessment.” This memo instructed the USD(A&S) director of human capital initiatives to establish a 60-day joint Functional Area Reassessment Working Group to analyze the current acquisition workforce requirements management approach to ensure that there is a structure in place that supports our future needs. Deputy directors for acquisition career management from all of the services participated in this effort.

At the end of March, the efforts of the working group were presented to Lord. The problem statement presented was as follows: “Our current workforce requirements development and management process is no longer sustainable as the process appears overly complex and inefficient; the process has not kept pace with reforms in acquisition,

specifically the delegation of Major Defense Acquisition Program (MDAP) oversight to the Services; and the lack of deliberate integration across the associated functional structures inhibits our ability to respond to today’s emerging cross-functional needs (e.g., Software, Cyber, Space, Artificial Intelligence/ Machine Learning).” I know you are thinking, what exactly does this mean? The bottom line is this: Everyone is interested in how defense acquisition ensures that they have a highly trained and certified workforce, and they all want to have a similar focus.

There are more than 20 acquisition-related functional areas, including 14 official acquisition career fields and one career path. Some of these functional areas are acquisition-coded, while others are not but significantly support the acquisition community. What we must understand is that all of these functional areas require training to ensure that they are focused on how to advance the acquisition mission. Trying to wrap our arms around all of this as an acquisition community is a challenge. The Army DACM Office is focused on the 41,000 AAW professionals and may need to also focus on the non-acquisition community. At the same time, Lord and the service and component acquisition executives are increasingly concerned that the defense acquisition workforce is not getting just-in-

time training and more technical training. With the understanding that this problem is becoming extremely challenging as the result of a host of related issues, several steps were recommended:

- Lord will issue updated appointment memorandums to the functional leaders;
- Findings and functional area models will be reviewed with the service acquisition executives for realignment based on their needs and increasing agility;
- A comprehensive assessment of cross-functional competencies will be initiated to inform acquisition career field grouping options;
- Proposed legislative changes to the Defense Acquisition Workforce Improvement Act (DAWIA) for 2021 will be developed.

I realize this is a whole lot of information, but I leave you with this understanding: Your DACM Office is in the mix on these USD(A&S) discussions and will be sure to partner with senior Army leaders and Army acquisition career management advocate leaders within your organizations to best represent our AAW’s interests and concerns.

CAREER NAVIGATOR: TIME FLIES

Adapted from the **original article** written by Jacqueline M. Hames in *Army AL&T magazine*.

Time flies when you’re a trusted traveler. Make your next TDY smoother and faster by taking advantage of the Transportation Security Administration’s (TSA) Precheck program. As a DOD employee, being a trusted traveler in the free TSA Precheck program means going through expedited airport security lines and avoiding the longer screening procedures of standard security lines. Read more about the benefits and how to become a member at <https://asc.army.mil/web/news-alt-amj19-career-navigator-dont-board-a-plane-until-you-read-this-article/>.





Organizational alignment: the bridge between strategy and execution

The **Army DACM Office** recently underwent an organizational realignment with a goal of improving execution and delivering results to our customers: the Army Acquisition Workforce and its stakeholders. Some specific factors that led to the realignment include a re-evaluation of operational functions based on current mission and priorities; a rebalancing of the workload; and opportunities to address redundancies and better align with our internal and external customers. Our realignment actions have resulted in a more flexible, adaptable, integrated and effective team. The chart below identifies the four new Army DACM Office divisions and their functional areas of expertise.

Army DACM Office For Everything Acquisition Career-Related			
Strategy and Communications	Proponency and Analysis	Development and Engagement	Army Acquisition Center of Excellence
<ul style="list-style-type: none"> • Army Acquisition Workforce (AAW) Human Capital Strategic Plan Governance • Undersecretary of Defense for Acquisition and Sustainment Human Capital Initiatives • AAW Communications/Collaboration/Stakeholder Network • AAW Policies/Legislative Focus; Strategic Scan of Congressional Defense Environment • AAW Recruitment Center of Excellence • Defense Acquisition Workforce Improvement Act (DAWIA) 	<ul style="list-style-type: none"> • AAW Career Field Proponency • Data Analysis • Military Professional Education; Military Leader Development Programs • Military Acquisition Position List Management • Career Acquisition Management Portal • Defense Acquisition Workforce Development Fund (DAWDF) 	<ul style="list-style-type: none"> • DAWIA Certification/Army Acquisition Corps Membership • Centralized Boards/Key Leadership Position Management • Defense Acquisition University Quota Management • Tuition Assistance, Education and Leader Development Opportunities • AAW Talent Management • Help Desk and Frequently Asked Questions 	<ul style="list-style-type: none"> • Centralized Training, Education and Career Development for Army Acquisition Officers, Noncommissioned Officers, and Civilians • Army Acquisition Professionals Course • Army Contracting Pre-command Course • Army Acquisition Pre-command Course

Contracting Community Winners!

Congratulations to the U.S. Army Corps of Engineers (USACE) and the U.S. Army Contracting Command (ACC) on winning a multitude of awards as part of the 2018 Secretary of the Army Awards for Excellence in Contracting. An award ceremony hosted by Dr. Bruce D. Jette, assistant secretary of the Army for acquisition, logistics and technology, took place April 4 in Arlington, Virginia. Read more at <https://asc.army.mil/web/news-army-honors-excellence-in-contracting/>.

The honorees are:

TEAM AWARDS

- **Specialized Services and Construction Contracting Award:** Puerto Rico Product Delivery Team, USACE, Engineering and Support Center, Huntsville, Alabama.
- **Systems, R&D, Logistics Support (Sustainment) Contracting Award:** Omnibus/Multiple Award Task Order Contract Team, Joint Program Executive Office for Chemical, Biological, Radiological and Nuclear Defense, Aberdeen Proving Ground, Maryland.
- **Installation Level Contracting Office and/or Directorate of Contracting Award:** 629th Contracting Team/Regional Contracting Office – Osan, South Korea, 411th Contracting Support Brigade.
- **Contingency Contracting Award:** Contracting Team – Special Operations Command Central, 902nd Contracting Battalion, 418th Contracting

Support Brigade, Joint Base Lewis – McChord, Washington.

SPECIAL AWARDS

- **Barbara C. Heald (Deployed Civilian) Award:** Kelvin B. Magee, ACC – Afghanistan.
- **Exceptional Support of the AbilityOne Program Award:** Angela K. Chaplinski, U.S. Army Mission and Installation Contracting Command, Joint Base Lewis – McChord.
- **Outstanding Contract Specialist/Procurement Analyst Award:** Megan D. Weidner, ACC – Orlando.
- **Contracting Professional of the Year Award:** Laura J. Eichhorn, USACE Directorate of Contracting, South Atlantic Division; and LaShonda C. Smith, USACE Engineering and Support Center, Huntsville.

- **Contracting NCO of the Year Award:** Sgt. 1st Class Terry Ann J. Lewis, 608th Contracting Team, 419th Contracting Support Brigade, Fort Bragg, North Carolina.

CONTRACTING OFFICER AWARDS

- **Installation Level Contracting Office and/or Directorate of Contracting Award:** Nancy Johnson, ACC – Aberdeen Proving Ground (Huachuca Division).
- **Specialized Services and Construction Contracting Award:** Joshua Kaufmann, USACE Pittsburgh District.
- **Systems, R&D, Logistics Support (Sustainment) Contracting Award:** Emily Harston, ACC – Aberdeen Proving Ground (Huachuca Division).
- **Contingency Contracting Award:** Derek Schnorrenberg, ACC – Rock Island, Illinois.



THE ARMY RESERVE COMPONENT – PHASING OUT THE ACRB

Beginning in the third quarter of FY19, the Army DACM Office will begin integration of an automated data exchange that will eliminate the necessity of the Acquisition Career Record Brief (ACRB) for the Reserve component.

Let's back up.

Currently, all Functional Area (FA) 51 officers and noncommissioned officers (NCOs) in the U.S. Army Reserve and Army National Guard are required to have an ACRB through the Career Acquisition Personnel and Position Management Information System (CAPPNIS). The ACRB is an automated, authenticated record of a Soldier's education, training and acquisition assignment history.

CAPPNIS accounts for active-duty FA51 Soldiers are updated twice a month, pulling current information from their Officer Record Brief (ORB) or Enlisted Record Brief (ERB) from either the Total Officer Personnel Management and Information System for officers, or the Enlisted Distribution and Assignment System for NCOs. The Army Reserve uses a system called Reserve Career Management System (RCMS) to manage ORBs and ERBs, while the Army National Guard uses the RCMS-G. Incompatibility between these two systems and the active-duty systems has required Reserve and National Guard Soldiers to have an ACRB account and for ACRBs to be manually updated to reflect their current ORB or ERB information. The ACRB was never intended to replace the ORB or the ERB as the official career management document for Army soldiers.

So what's happening?

The move to eliminate the ACRB for Reserve and National Guard Soldiers is a result of the Army—specifically the Integrated Personnel and Pay System – Army—consolidating many of these stovepiped systems. The Army DACM Office is beginning to work toward developing and executing a plan for the automation of the Army Reserve CAPPNIS information exchange. These changes will be included in a certification policy update that will be published in the near future.

What does this mean for Reservists?

We recognize this will be a big change for many Army Reserve and National Guard Soldiers, especially as many of you are also civilian acquisition professionals. (NOTE: If you are both a Reserve or National Guard Soldier and a civilian acquisition

professional, you will maintain your ACRB for your civilian job.)

Once this transition occurs, the standard practice will be that the ORB will be the document of record for Soldiers in the active component, Army National Guard and Army Reserve, and the ERB will be the document of record for NCOs in the active component, Army National Guard and Army Reserve noncommissioned officers. The ACRB will remain the document of record for AAW civilians.

When this effort is instituted, you will still have a CAPMISS account, and access to edit and view your Individual Development Plan, Continuous Learning Points and completed acquisition courses. The information in your CAPMISS account will reflect what is in your ORB or ERB. This means it will be even more important that you maintain the accuracy of those documents.

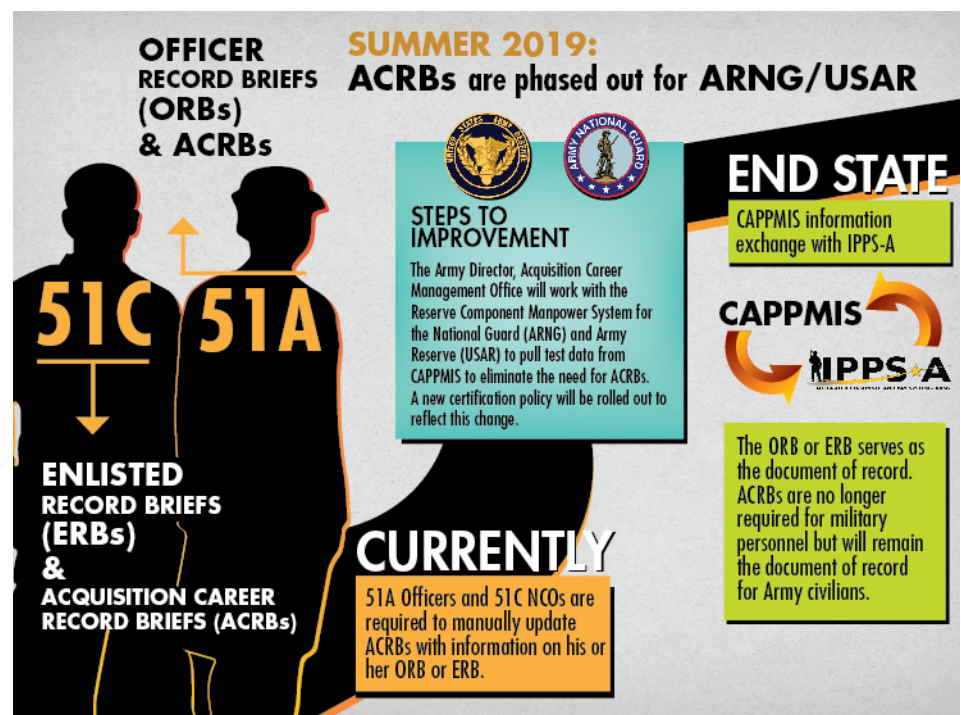
What does this mean for Reserve or National Guard FA51 Soldiers applying for acquisition certification?

Beginning in late FY19, there will be a new requirement for all Army Reserve and National Guard FA51 Soldiers applying for certification. Applicants will be required to fill out a new form (Army National Guard M-DAY or Army Reserve Troop Program Unit certification application form)

detailing the actual number of active-duty days they've had for the time period of the application. Once this form is available in the system, the new certification policy will be published. Soldiers will be required to complete this application form, have it certified by a supervisor, and upload it to the Certification Management System in CAPPNIS. By completing this form, the Army DACM Office ensures a layer of assurance for our analysts who process these certifications.

The bottom line is that the use of the ORB or the ERB for Army Reserve and National Guard officers and NCOs will reduce redundancy and improve efficiency both across our systems and with our people. You will no longer have to proactively update your ACRB, saving you time to focus on other priorities.

In the near future, the Army DACM Office will publish additional information to prepare you for this change. If you have any questions in the meantime, please contact Lt. Col. Ryan Leonard, Army Reserve, at ryan.d.leonard.mil@mail.mil or 703-664-5719; or Lt. Col. Teresa Childs, Army National Guard, at teresa.e.childs.mil@mail.mil or 703-664-5722.





SPOTLIGHT ON SUCCESS

The Army DACM Office had an opportunity to speak with two Army acquisition professionals who recently participated in the Defense Acquisition University Senior Service College Fellowship. Read about how their experience with the program influenced their professional development and mission-related goals.



Andrew DiMarco

TITLE: Deputy joint program executive officer, Armaments and Ammunition, Picatinny Arsenal, New Jersey

COMMAND: Joint Program Executive Office for Armaments and Ammunition

ACQUISITION CAREER FIELD: Program management

AAW CERTIFICATIONS/ QUALIFICATIONS:

- DAWIA Level III in program management
- DAWIA Level I in test and evaluation
- Graduate, Defense Acquisition University Senior Service College Fellowship
- Army Acquisition Corps member

EDUCATION:

- Master's degree in global leadership and management, Lawrence Technological University
- Command and General Staff College
- Master's degree in acquisition management, Naval Postgraduate School
- Bachelor's degree in environmental design, State University of New York at Buffalo

What course or professional development activity did you participate in? When did you start and when did you complete it?

Defense Acquisition University Senior Service College Fellowship (DAU-SSCF), July 2017 – May 2018.

What was your primary motivation for taking the course?

My primary interest in attending the DAU-SSCF was to build on my previous civilian and military education to enhance my ability to contribute to those organizations that I might lead or support in the future. I saw the DAU-SSCF as an opportunity to take a step back from focusing on the mission at hand to explore more strategic issues and an opportunity to further hone my skills in an academic forum.

What were your expectations of the program or course before you started, and how did they change as the course proceeded?

Through the DAU-SSCF program, I hoped to gain additional insights and a greater appreciation from a more operational and strategic level. The program provided me that context, and also allowed me to explore some of the softer skills of leadership.

What were your top three takeaways from the course?

First, the program was a great opportunity for me to continue to learn and grow personally and professionally. Although demanding, the program provided me with some new tools for my kitbag, particularly those centered on strategy formulation and implementation as well as organizational change. The program also afforded me a number of opportunities for self-reflection and peer/mentor feedback that I found professionally useful. Finally, I found the engagements with a number of COCOMs [combatant commands] especially insightful.

What skills, knowledge or experiences from the course do you expect to apply most, in your job or outside of work?

Two areas were particularly insightful and will be useful to me as I continue on in my career. Strategy formulation and implementation is one area that I found particularly relevant, especially given the strategy-driven environment within the Army today. Techniques on leading and managing developmental, transitional or transformational organizational change also was a useful add to my toolkit.

Tell us about your experience with the course and your classmates. Were there fellow students or instructors that you bonded with and with whom you plan to keep in touch?

I found the DAU-SSCF program to be personally rewarding, and it provided me an opportunity to cultivate new relationships with the fellows that also attended the program. The professors from Lawrence Technological University provided me with significant insights, and I have a number of trusted partners in academia that I know I can always call upon. I found the DAU instructors to be helpful and insightful, and know that I can always call on DAU for both standard and tailored training opportunities into the future.

How has this course affected your career?

The DAU-SSCF program has enhanced my skills as I continue to serve into the future.

Who would you recommend this course to, and why?

I recommend our professionals assess their training and education needs based on where they are at in their careers and the goals they seek to achieve. Anyone considering DAU-SSCF or other Senior Service College opportunities should look at how these programs fit into their particular career aspirations and timelines, and consider how these programs assist them both personally and professionally in attaining their goals. Finally, I'd recommend those that are consid-

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ering competing for the opportunity to talk with graduates, as well as their supervisors or mentors, to better determine how best these opportunities fit into their career progression

Briefly describe what you do in your position and why it's important to the Army or the warfighter. In addition to having the opportunity to support Soldiers, what's the greatest satisfaction you have in being a part of the Army Acquisition Workforce?

As the deputy JPEO for Armaments and Ammunition (JPEO A&A), I am part of a team of great professionals that is focused on developing and delivering critical lethality systems to the joint warfighter. What we do in JPEO A&A ties directly to National Defense Strategy and Army strategic priorities centered on enhancing lethal effects and conventional munitions. As a member of the JPEO team, we shape critical lethality modern-

ization program outcomes for the Army and other services while implementing key reforms and authorities to enhance delivery of these capabilities.

How did you become part of the Army Acquisition Workforce, and why? What was your first acquisition position, and what appealed to you about the work?

In the early 1990s, I was offered an opportunity to join the Army Acquisition Corps. After a bit of investigation, I found the idea of leading teams that manage modernization projects interesting and attractive. The Army initially sent me to the Naval Postgraduate School to gain some great training and education, and after graduating from that program, my first acquisition assignment took me to the Pentagon, where I served as a systems coordinator for the Bradley family of vehicles.



Shawn Gresham

TITLE: Product manager,
Degraded Visual Environment

COMMAND: Program Executive
Office for Aviation, Huntsville,
Alabama

ACQUISITION CAREER FIELD:
Program management

AAW CERTIFICATIONS/ QUALIFICATIONS:

- Army Acquisition Corps
- DAWIA Level III in program management
- Executive Leadership Certification, Cornell University
- Graduate, Defense Acquisition University Senior Service College Fellowship

EDUCATION: MBA in aviation,
Embry-Riddle Aeronautical
University

What course or professional development activity did you participate in? When did you start and when did you complete it?

Defense Acquisition University Senior Service College Fellowship (DAU-SSCF), July 2016 – May 2017.

What was your primary motivation for taking the course?

I was drawn to DAU-SSCF because of the leadership and acquisition educational opportunities it offered. I wanted to pursue advanced leadership training without the personal expense associated with an advanced college degree program. I liked that the DAU-SSCF program was delivered in an executive-style learning format with challenging coursework and an emphasis on understanding and improving your leadership style, updates on the latest acquisition policies and practices, and networking with peers and superiors.

What were your expectations of the program or course before you started, and how did they change as the course proceeded?

Before the course started, I was prepared for a lecture-based curriculum weighted with acquisition policy and a few leadership courses. I'm happy to report that my expectations were wrong. DAU-SSCF is a senior leader development program that balances leadership, national military strategy, military history, acquisition policy and best practices. The program was challenging, but the curriculum afforded and encouraged time for

self-reflection, peer networking and self-directed learning. DAU's support and program execution was top-notch.

What were your top three takeaways from the course?

1. I gained an appreciation for the role emotional intelligence plays in leader development.
2. I grew as a leader by learning new coaching and mentoring techniques that I use to support leader development.
3. We were encouraged to seek mentoring from current and former senior acquisition leaders.

What skills, knowledge or experiences from the course do you expect to apply most, in your job or outside of work?

top organizations in leadership education. Learning from industry instructors, as well as the DAU instructors, provided us with a rich knowledge base of material including notes from small group discussions, videos and books that I still reference today. I tap into that knowledge base when I mentor or coach future leaders by sharing information I gained from the fellowship program.

Tell us about your experience with the course and your classmates. Were there fellow students or instructors that you bonded with and with whom you plan to keep in touch?

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I had many very positive experiences with the program and my classmates. Our class included students from Huntsville, Alabama; Warren, Michigan; and Aberdeen Proving Ground, Maryland. The program schedule included several bonding and networking events to afford students opportunities to interact with one another outside of the classroom.

How has this course affected your career?

I believe attending the course has been positive for my career. I'm a lifelong learner, and the knowledge I received about growing as a leader, emotional intelligence and acquisition leadership have helped me achieve my goals in my current role as a product manager.

In mid-2020, I will take on an Army centrally selected project manager position serving with the Missile Defense Agency. I am deeply honored by the opportunity, and believe that my participation in the DAU-SSCF program was instrumental in my selection.

How did you work the course into your schedule? What extra requirements, if any, did it place on you or your team?

The 10-month fellowship program is your "job" for the duration of the program. That was very beneficial because it allowed students to "disconnect" from their parent organizations and focus on the program curriculum.

Who would you recommend this course to, and why?

I recommend this course to current or aspiring leaders who are willing to commit the time and energy needed to successfully complete the course. This is an excellent professional growth opportunity where you have ample time to learn, network and reflect if you're willing to make the effort.

Briefly describe what you do in your position and why it's important to the Army or the warfighter. In addition to having the opportunity to support Soldiers, what's the greatest satisfaction you have in being a part of the Army Acquisition Workforce?

As the product manager for Degraded Visual Environment, I lead a team of acquisition professionals in developing, testing, procuring and fielding innovative solutions to mitigate the impacts of degraded visual environments and increase crew survivability. The greatest satisfaction I have in being a part of the Army Acquisition Workforce is being part of a team of professionals who care about Soldier safety and readiness.

How did you become part of the Army Acquisition Workforce, and why? What was your first acquisition position, and what appealed to you about the work?

I was accepted into the Army Acquisition Workforce in 1997. At that time, I was an Army captain and I knew I wanted to serve in the Army as my career. I found the acquisition career field afforded the training and experience that would easily transfer to a civilian career after retirement from the Army.

My first military acquisition position was an industry exchange program called Training with Industry. I was selected to work with the Microsoft Corp. in Redmond, Washington. That was in 1998-1999, and it was a very exciting time in the technology industry. The company was very accommodating and supportive, allowing me to explore several learning opportunities during my tenure, including operating software development and network security.

DAU-SSCF participants visit the Pentagon

Craig A. Spisak, Army DACM, was one of the senior leaders who met with **Defense Acquisition University Senior Service College Fellowship (DAU-SSCF)** participants during a visit to the Pentagon March 6-7, where participants discussed various acquisition-related topics, such as talent management, training and education.

The DAU-SSCF program is a 10-month educational and leadership development opportunity sponsored by the Army DACM Office. It provides leadership and acquisition training to prepare senior-level civilians (GS-14/15 or equivalent) for roles such as product and project manager, program executive officer and other key acquisition leader positions.

Other notable guest speakers included Hon. Ellen M. Lord, undersecretary of defense for acquisition and sustainment; and Brig. Gen. Omar Jones IV, Army chief of public affairs. Read more about the event at <https://asc.army.mil/web/news-dau-sscf-program-participants-visit-pentagon-speak-with-leaders/>.





What is an Army Acquisition Functional Leader (AAFL)?

Policy changes are shaping the way we do business

An AAFL is a fairly new role in the Army acquisition community. On Sept. 4, the Army DACM signed a memo titled “**Army Acquisition Functional Leader and Army Acquisition Functional Advisor Policy**,” which establishes guidelines, roles and responsibilities of the position. The primary responsibilities of an AAFL include providing senior-level strategic vision, advice and necessary support within a functional area of the AAW in order to develop and sustain a highly capable, professional, agile, adaptive and qualified workforce. Each Army acquisition career field is assigned an AAFL, typically at the Senior Executive Service level.

In partnership with the Army DACM Office, the AAFL shapes, encourages and supports acquisition career and competency development through **human capital strategic planning**. An AAFL represents the keystone of their career field, lending their perspective as a senior leader in that field to help shape current and future acquisition requirements. As an expert in their acquisition career field, the AAFL is better able to identify and recommend career-specific training that targets acquisition functional competencies.

How do our warfighters benefit? AAFLs have their finger directly on the pulse of what our Soldiers require. Harnessing and applying the perspectives of these functional experts in the field translates into matching up those requirements with training, education and development programs. Having the leverage of an AAFL facilitates the implementation of the necessary tools and resources that our AAW professionals require to do their jobs, thereby strengthening the Army's products and systems.

A major responsibility of AAFLs is to ensure that workforce professionals maintain relevancy through acquisition training, education and experience in their respective career fields. In terms of training, newer policy guidance reinforces the idea of identifying targeted training based on acquisition career fields.

Why does this matter? Your acquisition career matters. To bolster this initiative of targeted training, the Continuous Learning Point (CLP) Policy and Implementation Guidelines for the AAW memorandum, dated Jan. 11, 2019, outlines requirements and implementation guidelines for AAW professionals to attain 80 CLPs every two years. Maintaining mandatory CLPs ensures that career field standards remain current, cross-functional proficiencies are built, and leadership and management skills are sharpened. Specifically targeted courses and developmental activities can be viewed in the AAFL-Recommended CLP Memo enclosures to the Jan. 11 policy at <https://asc.army.mil/web/army-dacm-office-continuous-learning-point-clp-policy-final-07jan19/>.

Some significant enhancements to the CLP policy include:

- Reading relevant publications can be counted as an acquisition professional activity for which AAW professionals may earn a maximum of 8 points per year.
- A facilitated method has been developed for supervisors to determine the number of CLPs that can be prorated.
- Regardless of any acquisition career field position changes, an AAW professional's CLP balance transfers with them.

The Army DACM Office established a “guide path” for identifying CLP thresholds for each quarter within your two-year CLP cycle. It is recommended you meet or exceed the threshold at each quarterly milestone. Maintaining CLPs is important: Non-compliance can impact your enrollment in and selection for AAW educational opportunities, developmental assignments, acquisition training and retention and promotion opportunities.

Following are the Army Acquisition Functional Leaders and their respective acquisition career fields:

Stephen Barth , Deputy Assistant Secretary of the Army for Cost and Economics	Pentagon	Business – Cost Estimating Business – Financial Management
Stuart Hazlett , Deputy Assistant Secretary of the Army for Procurement	Pentagon	Contracting Industrial Contract Property Management Purchasing
John Willison , Deputy to the Commanding General, U.S. Army Combat Capabilities Development Command	Aberdeen Proving Ground, Maryland	Engineering
Dr. Larry McCallister , Chief, Engineering and Construction Division, U.S. Army Corps of Engineers	Washington, D.C.	Facilities Engineering
Thomas Sasala , Director, Architecture and Integration, HQ, Department of the Army, Chief Information Officer/G-6	Washington, D.C.	Information Technology
Steven Karl , Director, Acquisition Logistics Policy, Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology (OASA(ALT))	Pentagon	Life Cycle Logistics
Kraig Rauch , Chief, Production, Quality and Manufacturing Division, Army Futures Command	Rock Island Arsenal, Illinois	Production, Quality and Manufacturing
TBD		Program Management
Jeff Singleton , Director for Research and Technology, OASA(ALT)	Fort Belvoir, Virginia	Science and Technology Manager
TBD		Test and Evaluation



NEED DAWDF FUNDS? ASK FOR THEM BEFORE APRIL 29

Funding your programs with the Army Defense Acquisition Workforce Development Fund (DAWDF)

This is an exciting time as the Army acquisition community leverages the power and benefits of a well-planned and strategically executed DAWDF resourcing approach that supports the continued development of the Army Acquisition Workforce.

The FY20 window for submitting a DAWDF requirement via a program request form is open in CAPPMS until April 29.

What exactly is DAWDF? Congress enacted DAWDF with the National Defense Authorization Act (NDAA) of Fiscal Year 2008, and made it permanent in the NDAA for FY16. The program allows DOD to build a professional, highly capable, agile and adaptive acquisition workforce by investing in human capital strategic initiatives that address gaps in acquisition functional and leadership competencies, by attracting and hiring the best and brightest professionals to serve in mission-critical acquisition career fields, and recognizing and retaining a quality acquisition workforce. DAWDF is the predominant method used by the Army DACM Office as well as Army commands and organizations as a resource for acquisition workforce development.

Interested in what the Army did with its FY17 DAWDF funds? Read the full **DOD DAWDF 2017 Year-in-Review Report**.

How does the Army's DAWDF request process work? Once commands and acquisition organizations submit their FY20 request forms, the Army DACM Office will convene a council-of-colonels board to review each request for appropriateness and prioritization. Every request for DAWDF funding must align with the **Army Acquisition Workforce Human Capital Strategic Plan** goals.

Requestors will have the opportunity to present their DAWDF-supported program to the board. The board will provide feedback to each organization, and will allow an organization to advocate for any rejected or un-resourced initiative. Every approved plan will be documented in a database to ensure transparency.

For further information on the DAWDF program, contact Marko Nikituk, Army DAWDF manager, at marko.j.nikituk.civ@mail.mil or 703-664-5688; Rosalyn Hillary, program lead for Army Materiel Command and Army Futures Command, at rosalyn.y.hillary.civ@mail.mil or 703-664-5710; or Ron Roberts, program lead for all other Army organizations, at ronald.d.roberts24.civ@mail.mil or 703-664-5686.

ARMY ACQUISITION POLICY UPDATES

Effective Jan. 31, the Army Acquisition Procedures for Implementing the Department of Defense Acquisition Career Management Mandatory Course Fulfillment Program was updated. The course fulfillment memorandum can be accessed on our **policy page**.

Do you have any questions about AAW policies that you may have seen on the **DACM Office website**? We now have a new, dedicated email address specifically designed for Army acquisition policy questions. Send your AAW policy questions to usarmy.belvoir.usaasc.mbx.dacm-policies@mail.mil for a quick response.

NEW POSITIONS FOR SOME OF OUR "SELECTED" ACQUISITION WORKFORCE PROFESSIONALS

The latest results are in and the latest AAW project/product director and Centralized Selection List (CSL) project and product manager slatings have been announced. On Feb. 21, a Talent Management Board of Directors convened to assign positions for the newly selected AAW civilian product and project directors. The six FY19 product director and four FY19/20 project director slates can be found on the **Army DACM Office webpage**.

Twenty-five AAW professionals (21 officers and four civilians) were slated as FY20 COL/GS-15 CSL project managers. Those slates can also be found on the **Army Human Resource Command's Management Division page**.

The Army slated 50 AAW officers and five AAW civilians as FY20 LTC/GS-14 CSL Project Managers. The FY20 LTC/GS-14 selectees can be found on the **Human Resource Command's page**.

STAY CONNECTED WITH YOUR PROFESSION



The Army AL&T magazine is a tool for **YOU**. This professional journal is designed to provide in-depth, analytically focused articles to help those in the AAW community with AL&T processes, procedures, techniques and management philosophies. **SUBSCRIBE TODAY:** <https://asc.army.mil/web/publications/army-alt-magazine/>.



ACQUISITION EDUCATION, TRAINING AND LEADER DEVELOPMENT PROGRAMS

EXCHANGING KNOWLEDGE THROUGH THE FA51 OFFICER TRAINING WITH INDUSTRY PROGRAM



A big Training with Industry (TWI) event is happening May 1 at the Fort Belvoir USO, from 9:15 until 11:45 a.m. This orientation is traditionally held only for incoming and outgoing TWI fellows, but we've decided to open it up to all interested officers. Join the Army DACM Office to hear firsthand from previous participants as well as industry sponsors on what the experience is like. Learn about expectations, customs, a day in the life of a TWI fellow and much more. Ask questions to determine if TWI is the right broadening opportunity for you. Jeffrey S. White, principal deputy to the assistant

secretary of the Army for acquisition, logistics and technology, will be the guest speaker, and he will be followed by two panels of TWI fellows and sponsors.

The TWI program is a 12-month training and work experience program offered by the Army Acquisition Corps, incorporating competitively selected O3-O5

FA51 Army officers into civilian corporations such as Amazon, Ford, Boeing and Lockheed Martin. While on their rotation with industry partners, participants gain new skills and familiarize themselves with commercial insights, procedural and managerial techniques and best business practices. At the end of the assignment, this valuable knowledge is then "brought back home," translated and applied to the participants' validated, post-rotational Army acquisition positions.

Be on the lookout in the next couple of weeks for an email from the Army DACM Office about an upcoming FA51 TWI question-and-answer session through Defense Collaboration Services.

If you have questions about applying to the program, please contact your assignment officer. For general questions about TWI, contact Maj. Sheila Howell, proponent officer and Army DACM Office TWI program manager, at sheila.l.howell2.mil@mail.mil or 703-664-5723. Be sure to check out the TWI page at <https://asc.army.mil/web/career-development/programs/aac-training-with-industry/>. For information on how to apply, go to the Army Human Resources Command website at <https://www.hrc.army.mil/content/Training%20With%20Industry>.

YOUR BEST ACQUISITION CAREER MANAGER IS YOU

So why not kick your acquisition career up a notch with either the Senior Enterprise Talent Management (SETM) program or the Enterprise Talent Management (ETM) program?

The **SETM and ETM** programs are Army talent management programs geared toward candidates with excellent potential and aim to produce senior civilian leaders with an enterprise perspective who could serve in positions of increasing levels of responsibility.

Key elements of the SETM include:

1. Defense Senior Leader Development Program, which is open to GS-14/15s and their equivalents.
2. Senior Service College (Resident and Distance Education), which is open to GS-14/15s and their equivalents.
3. Naval War College, Senior Level Course, open to Army senior civilians at GS-14/15 and their equivalents with at least three years of Army service.
4. Project-based Temporary Duty (TDY) assignments, which are open to GS-14/15s and their equivalents.

Key elements of the ETM include:

1. Command and General Staff Officers Course, which is open to GS-13s and their equivalents.
2. Executive Leader Development Program, which is open to GS-12/13s and their equivalents.
3. Project-based TDY assignments, which are open to GS-13s and their equivalents.
4. Shadowing Experience Program, which is open to GS-13s and their equivalents.

SETM and ETM applications are currently being accepted through May 15. Selected participants will be notified in January 2020. To find out how to boost your career, go to the **Civilian Senior Leader Development Office webpage**.

If you are in a program executive office or at an ASA(ALT) HQ, your POC for SETM and ETM applications and more information within the Army DACM Office is Joyce Junior, at joyce.b.junior.civ@mail.mil or 703-664-5684. Participating command POCs are listed on the **SETM website**.



OBTAINING YOUR HIGHER-EDUCATION DEGREE IS WITHIN REACH

Starting May 6, applications can be submitted for the **Acquisition Tuition Assistance Program (ATAP)**. This is a wonderful opportunity for acquisition civilians who are pursuing:

- Army Acquisition Corps membership (24 business hour requirement).
- Bachelor's degree in a business or acquisition discipline.
- Formal education required for DAWIA certification in specific Army acquisition career fields.
- Master's degree in a business or acquisition discipline

The ATAP is also open for 51C NCOs who require DAWIA certification education requirements in the contracting career field. Detailed information about ATAP can be found at <https://asc.army.mil/web/career-development/programs/acquisition-tuition-assistance-program/>.

ARE YOU AN 1102 OR A 51C CONTRACTING PROFESSIONAL PURSUING DAWIA LEVEL II CONTRACTING CERTIFICATION?

If so, you'll need to know that effective Oct. 1, CON 270, Intermediate Cost and Price Analysis, is no longer a mandatory training requirement. A recent re-evaluation of the CON 270 course content determined that students should focus on a more relevant and applicable mission-focused effort, hence the elimination from the curriculum. The Office of the Undersecretary of Defense issued a memorandum on March 26 stating CON 270 is no longer required; however, there are certain stipulations, which include personnel assigned to major defense acquisition programs and contracting officers who regularly award or negotiate contracts in excess of the threshold for certification of cost or pricing data. This memo also mandates a new training requirement: completion of CLC 056, Analyzing Contract Costs, for those pursuing Level I contracting certification. Full details on DAU course requirements can be found at http://icatalog.dau.mil/onlinecatalog/courses.aspx?crs_id=1838.

Leader development important at every level

If you are a GS-7 through GS-13, consider applying for one of the **Acquisition Leadership Challenge Programs (ALCP)**. Among many other topics, these programs instill critical professional skills such as self-awareness, leadership, diversity, communications, critical thinking, resiliency, influence, decision-making, interpersonal relations, goal setting and innovation. Tuition and TDY to the Atlanta offerings are centrally funded by the Army DACM Office. The application window is open for only one month, May 1 – May 31. Please visit the ALCP page for more details at <https://asc.army.mil/web/career-development/programs/acquisition-leadership-challenge-program/>.

Inspiring and Developing Excellence in Acquisition Leaders (IDEAL) is a leadership development program designed for AAW civilians at the GS-11 through GS-13 levels (or broadband equivalent) with identified leadership and supervisory potential. This staggered six-month program prepares mid-career professionals for future roles leading people, teams and other groups. Hear how IDEAL has inspired some of the program's participants at <https://asc.army.mil/web/news-harvesting-the-bounty-of-the-Ideall-program/>.

THE ARMY GHOST PROGRAM IS OPEN FOR APPLICATIONS

The application window is open for the FY20 U.S. Special Operations Command (USSOCOM) Ghost Program. This is a unique broadening opportunity for junior Army acquisition professionals to directly support the mission of delivering Special Operations Forces (SOF) capabilities to downrange warfighters during a 90-day TDY rotation at MacDill Air Force Base, Florida. Ghosts are immersed in a fast-paced, highly rewarding, joint environment. During their assignment, they will lead a 90-day sprint to meet the demanding needs of our SOF operators. The lessons they learn will increase their knowledge of rapid acquisitions and prepare them to assume future responsibilities as program managers or contracting officers in any organization. USSOCOM is primarily looking for high-performing acquisition captains and majors (O-3/O-4) with two to four years of acquisition experience. The program is continuously accepting nominations, and has flexible start dates throughout each quarter. The Ghost Program is DAWDF funded with no cost incurred by the applicant's command. To apply, or for more information, send an email to ghost-recruiting@socom.mil.

Army DACM Office Highlights

- ▶ The Making of a Packard
- ▶ AcqDemo's CAS2Net 2.0 almost didn't happen
- ▶ Army AL&T Magazine announces winners of 2018 ALTies
- ▶ April DACM Hot Topics
- ▶ Product, Project Director Slates Announced



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Please email us any questions or suggestions.

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