MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: United States Army Acquisition Support Center (USAASC) Advanced Civil Schooling (ACS) and Training with Industry (TWI) Policy and Procedures

1. REFERENCES: SEE APPENDIX A.

2. APPLICABILITY: This policy and procedures applies to all Active Component Functional Area 51 (FA51) Army officers. Reserve Component (Active Guard Reserve (AGR) and non-AGR) are not eligible for this program. Failure to comply will result in non-selection and/or removal from the program.

3. PURPOSE: This document establishes the policy and procedures for application to the ACS and TWI programs and the selection of applicants for those programs.

4. RESPONSIBILITIES:

   a. The Deputy Director, Acquisition Career Management (DDACM):
      
      (1) Has oversight and control of the ACS and TWI policy and procedures.
      
      (2) Is responsible for the development and management of the program and providing for the education, training, and career development of the Army Acquisition Workforce (AAW) members.
      
      (3) Is the final approval authority for military AAW members selected to participate in ACS and TWI.
      
      (4) Is the final approval authority for the ACS and TWI Program Order of Merit Lists (OML) and slating of officers.

   b. U.S. Army Human Resources Command (HRC):
      
      (1) Is the overall administrative coordinator for the Army.
      
      (2) Initiates requests for gratuitous agreements on all industries participating in the TWI program prior to the TWI participant reporting for training.
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(3) Maintains the Army Educational Requirements System (AERS) and distributes TWI quotas.

(4) Receives all final TWI and ACS participants Academic Evaluation Reports (AERs).

c. The Acquisition Management Branch (AMB):

(1) Announces availability of ACS and TWI opportunities via HRC's website.

(2) Slates and assigns, after DDACM approval, the most appropriate officer to a private sector host (PSH) for TWI based on qualifications, background, and intent of the private sector host as listed in Appendix B.

(3) Responsible for providing USAASC a full budget profile by quarter for all nominated ACS individuals.

(4) Conducts the announcement and competitive board-like process of TWI and ACS at least annually. The announcements and OML will be staffed through the U.S. Army Acquisition Support Center (USAASC), Proponenty and Leader Development Division to DDACM for final approval prior to release.

(5) Handles announcements, boarding and selection of participants for both TWI and ACS.

(6) Maintains the ACS students' program data in the AERS.

(7) Ensures proper follow-on utilization assignments for TWI participants that will optimize the officer's skills and experiences gained from their time with industry.

d. The USAASC:

(1) As proponent, establishes ACS and TWI personnel policies and procedures.

(2) Serves as the TWI program manager for the AAW.

(3) Initiates the establishment, control, and execution of the students' training program.

(4) Validates all training and reviews travel planning for TWI participants.
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(5) Administers and controls training funds for TDY approval and orientation. Funding for ACS is forwarded using DD Form 448 Military Interdepartmental Purchase Request (MIPR) to HRC. Funds for ACS and TWI are centrally funded by USAASC.

(6) Serves as the liaison between industry, the TWI participant and HRC/AMB.

(7) Coordinates with AMB for additional marketing and promotion of ACS and TWI to the military acquisition population to complement AMB's official announcement.

(8) Coordinates quota allotment and company requirements with HRC.

(9) Coordinates with officers approved for TWI after assignment to student detachment to ensure documentation is submitted in accordance with the TWI Student Handbook.

(10) Assists with personnel issues with the U.S. Army Student Detachment (USASD) at Fort Jackson, South Carolina.

e. The PSH:

(1) Works with the officer to develop training objectives, training plans and travel plans in coordination with USAASC.

(2) Fulfills obligations under the gratuitous agreement to include the completion of the AER.

5. TWI POLICY:

a. Program Mission. Reference Appendix A.11, TWI is a top priority for Army acquisition and a priority fill at 100 percent. The TWI Program is a highly competitive program that provides eligible FA 51 officers a career broadening opportunity with exposure to innovative companies in a variety of domains. Program participation will enhance the officer's knowledge of industry best practices and ensure the maximum return on investment for the Army when FA 51 officers assume their next acquisition position. Officer will incur a three for one Active Duty Service Obligation (ADSO).

b. PSH Criteria. Experience gained in a TWI assignment must explicitly fulfill a DOD requirement. The TWI assignment must be a minimum of 10 months and a maximum of 12 months in duration. The TWI assignment must meet professional development requirements. There must be a written agreement between the PSH and the DOD component prior to the start of the TWI assignment. Only U.S. commercial industries will be considered.
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c. Eligibility Requirements. TWI applicants must be active component Army FA 51 officers, who are high performing, have high scholastic aptitude, have positive career potential, and meet the eligibility criteria in accordance with the annual announcement and Army’s TWI Handbook. Applicants will list PSH’s in order of preference only in the number of lined blank spaces provided on the TWI application. Applicants will not modify TWI application. Applicants will also indicate their desire (or not) to attend a PSH determined by HRC if they are unable to be assigned to one of the PSH’s listed in their order of preference. The applicant must also meet the following requirements for the TWI Program:

(1) Have a minimum of three and not more than 19 years of Active Federal Commissioned Service (AFCS) prior to requesting training under the TWI program. Must provide written concurrence to fulfill any service obligation incurred by acceptance of training.

(2) At a minimum, possess a Secret security clearance.

(3) Be competitive for promotion, or recently promoted, so that TWI participation will not place the service member at risk for promotion.

(4) The applicant’s career management individual file must reflect the potential for future long term service, as determined by AMB.

(5) Meet height/weight requirements in accordance with The Army Weight Control Program, Army Regulation 600-9 (AR 600-9), (Paragraph 2-8).

(6) Must have obtained at least Level II certification in an Acquisition Career Field (ACF).

d. The TWI Participant:

(1) Upon receipt of assignment instructions, the participant must immediately visit the USASD, Fort Jackson website at https://usasd.armylive.dodlive.mil/in-processing/ for in-processing information, inform USASD of placement in the TWI Program and arrival dates at the PSH, and review the HRC TWI Student Handbook, located on the USAASC website.

(2) Complies with the provisions of the Joint Ethics Regulation (JER) (DOD 5500.7-R). For questions regarding appropriate action in a given situation, contact USAASC TWI program manager.

(3) Meets or exceeds training objectives established with the PSH. As an Army representative, the participant must work to foster positive working relationships while at the same time maintain perspective of the responsibilities to the industry and to the U.S.
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Army. The participant is not expected to merely act as a spectator, but to perform assigned tasks in a manner acceptable to the PSH and study its operations.

(4) Submits all required reports as stated in the HRC TWI Student Instruction Booklet and in the Student Detachment Handbook to the USAASC proponent. In addition to the required reports as stated above, the participant is required to provide a final training report and executive summary to USAASC. This final report will be forwarded to the Director, Acquisition Career Management. The final report must identify the following:

(a) Program benefits to the Army.

(b) Program benefits to the TWI participant.

(c) Recommended improvements.

(d) Whether or not the TWI participant met the established training objectives. Provide reason if training objectives not met.

(5) Submits a DA Form 1059-1 (Academic Evaluation Report) to USAASC Proponent not later than 60 days after completion of training for initial review. Final AER will be forwarded to HRC. The TWI participant will provide a copy of all other reports to the USAASC proponent.

(6) Establishes/maintains an on-site continuity book. The TWI participant will establish and/or maintain a continuity book at the PSH. Items that should be included in all continuity books include the following:

(a) A copy of the training plan, including any suggested changes.

(b) A copy of all travel plans submitted during the training period.

(c) All points of contact at the PSH.

(d) A copy of all the training reports submitted during the training period.

(7) Additional document/information may be added to the continuity book as required. Items that may be included for personal use include the following:

(a) The location of any health care facilities that accepts TRICARE.

(b) The location of nearest exchange facilities.

(c) Availability of suitable housing.
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(d) The nearest public and DoD schools.

(8) Requests any departure date change at least 90 days prior to the current departure date in writing, if required. The TWI participant must submit the following to USAASC TWI program manager and AHRC (AHRC-OPL-L) for approval:

(a) Signed letter from PSH representative, approving the requested departure date.

(b) Written approval from TWI proponent representative.

(c) Written approval from the AMB.

6. ACS POLICY:

a. Program Mission: The ACS program provides opportunities for Army officers to pursue advanced degree programs at civilian universities on a full-time, fully funded basis. The FA51 goal is to ensure Army Acquisition Corps (AAC) officers receive the best and most appropriate graduate degrees available in a timely and cost effective manner. Officer will incur a three for one ADSO.

b. Eligibility Requirements:

(1) Have a strong military file and possess potential for promotion.

(2) Possess a bachelor's degree from an accredited university with a minimum grade point average (GPA) of 2.5. Officers with less than a 2.5 GPA may request a waiver through HRC.

(3) Acquisition Officers are not required to submit GMAT/GRE results with their ACS packet. This is required if Colleges or Universities being pursued require a GMAT/GRE for admission and enrollment procedures.

(4) Have no more than 17 years active Federal service upon entry into the ACS program. Officers with more than 17 years' of active service may request a waiver through HRC.

(5) Twenty-four (24) months Time-on-Station (TOS). Officers with less than 24 months TOS may request a waiver through HRC.

(6) Command endorsement with approval of early departure (if required) and acknowledgement that backfill may not be immediately available.
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(7) Must have obtained at least Level II certification in an ACF. Officers who are attending Naval Postgraduate School in lieu of the Army Acquisition Basic Course are exempt from this requirement.

(8) Officers requesting a second master's degree must provide a personal statement of interest that supports their request.

(9) Considerations for officers who already have a master's degree are as follows:

   (a) Officers may be selected to pursue a second master's degree only by exception as approved by the DDACM.

   (b) Preference will be given to officers without an Acquisition related master's degree.

   c. Funding. Cost categories are the actual tuition/fees for the approved program of study, calculated for one complete calendar year and must be reflected on the acceptance and tuition letter. Funding for tuition and fees are limited to High: $43,001-$55,000; Medium $26,001-$43,000; Low >$26,000.

   (1) Other costs, such as health insurance, parking passes, student ID, registration, transcripts, graduation, application, deposit, enrollment, cap and gown, recreation, technology, orientation, reservation, prerequisite work (GMAT/GRE), books, thesis and dissertation will not be paid nor reimbursed and are the sole responsibility of the officer.

   (2) In all cases, students must request in-state tuition rates and attempt to negotiate a reduced tuition agreement with the university that will place the institution within category funding categories listed in paragraph 6.c.

   (3) Students are not authorized to pay any tuition “out of pocket” or make up the difference in tuition to attend a higher cost category university as referred to in paragraph 6.c. Refer to the HRC ACS SOP “Prohibition of Paying Tuition out of Pocket” for more details.

   (4) ACS program funds will not be provided as reimbursement for funds expended by the student or another organization without prior approval.

d. Scholastic Institutions and Program of Study:

   (1) The ACS program will fund resident only institutions that are Regents Accredited. A partial listing of approved schools and programs can be viewed on the HRC Advanced Education Program (AEP) web page.
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(2) Distance learning, satellite and non-traditional schedules (off duty hours, night and weekend classes) are prohibited by Army policy.

(3) Programs of study must be graduate level programs that directly support AAC mission requirements.

(4) Degrees must be completed within the time limit stated in the HRC ACS SOP.

(5) Once approved, changes to the school and/or course of study are not permissible except under extreme circumstances such as new course requirements for degree completion (must be documented), family emergency or deployment. Exceptions must be justified in writing by the student and sent via e-mail to the HRC POC.

(6) Changes not approved in advance may require removal of the student from the ACS program and repayment of tuition and fees.

(7) Non-attendance at scheduled courses for a period of 30 days or more may result in removal from the ACS program and subject the student to reimburse tuition and fees.

   e. The ACS participant:

(1) Meets all eligibility requirements as outlined in the announcement and HRC ACS SOP prior to the closing date of the announcement.

(2) Completes and submits ACS packet in accordance with requirements set forth in the announcement, HRC ACS SOP and this ACS policy.

(3) Identifies both primary and alternate institutions (must select a minimum of two institutions with one being in the low cost category). Funding levels for selected institutions must be within the levels as defined in 6c above. NOTE: If a high cost institution is selected, all other institutions must be in the medium or low cost category.

(4) Must maintain a minimum grade of “B” in all courses. Two withdrawals, failures or incompletes from ACS program funded course(s) may result in removal from the ACS program and subject the student to reimburse tuition and fees.

(5) Selects courses from the approved program of study which underpins an acquisition function.
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(a) When planned courses are cancelled/unavailable, provides appropriate substitute classes to HRC no later than 60 days prior to expected course start. Failure to provide substitute classes prior to course start is grounds for removal from the program and subject the student to reimburse tuition and fees.

(b) No later than 1 April of the calendar year, request approval to remain in the program if the institution does not offer summer sessions or courses appropriate for degree completion.

(6) Enrolls/completes the minimum credit hours as set forth by the institution for full-time attendance.

(7) Provides all required documentation in accordance with the HRC ACS SOP during and after completion of the ACS program.

7. PROGRAM ACCEPTANCE: Successful candidates will be notified of their program acceptance via their DoD enterprise e-mail accounts.

8. LABOR RELATIONS: All statutory labor relations obligations must be met in the implementation of this policy.

9. EFFECTIVE DATE AND IMPLEMENTATION: This policy and these procedures are effective immediately and will remain in effect until superseded.

10. POINT OF CONTACT: The point of contact for this memorandum is MAJ Isaac Torres at 703-805-1249, DSN 655-1249, or email isaac.m.torres.mil@mail.mil.

CRAIG A. SPISAK
Deputy Director
Acquisition Career Management

DISTRIBUTION:
Commander, U.S. Army Human Resources Command
Director, U.S. Army Acquisition Support Center
Chief, Acquisition Management Branch
Officer Participants
APPENDIX A

1. AR 350-100, Officer Active Duty Service Obligations, 8 August 2007

2. AR 621-1 Training of Military Personnel at Civilian Institutions, August 27, 2008


5. DA PAM 623-3, Evaluation Reporting System, 10 November 2015

6. Advanced Education Program: https://www.hrc.army.mil/Officer/Advanced%20Education%20Programs%20AEP


APPENDIX B

COMPANY: Airbus Defense and Space, Inc.

LOCATION: Huntsville, AL

SUGGESTED (NOT REQUIRED) BACKGROUND OF THE OFFICER

EDUCATION:
Preference for Engineering or a technical background. This TWI assignment exposes the officer to systems engineering and specific engineering disciplines. An officer should be comfortable in multidisciplinary projects.

JOB EXPERIENCE:
Aviation, weapons systems (sensors, communications, targeting), or Army Maintenance experience would be helpful. An officer who has prior program management office experience would most benefit from this TWI Company.

ADDITIONAL INFORMATION: Strong analytical skills; and active engagement in desiring to know how things work across an entire ACAT-1 program from logistics through finance. Rank of senior Major expected by company.

DESCRIPTION OF TWI JOB DUTIES: Training with Industry fellow with Airbus Defense and Space, Inc., the U.S. operations of Airbus Group’s division responsible for defense and space products and services; organized and staffed to manage classified Government contracts under a Special Security Agreement with the Defense Department. Involved in the day-to-day management and execution of the nearly $3B UH-72A Lakota production and logistics contract for over 400 FAA-certified COTS helicopters. Involved in all aspects of program management including customer interface, contracting, finance, engineering, sustainment / supply chain / life-cycle management. Also involved (as appropriate and allowable) in exploration and pursuit of future business opportunities in the defense and foreign military sales realms.
COMPANY: Amazon

LOCATION: Seattle, WA

SUGGESTED (NOT REQUIRED) BACKGROUND OF THE OFFICER

EDUCATION:
Preference of a Graduate Degree in an acquisition related field (program management, supply-chain management, or contract management). Strong Excel skills desired.

JOB EXPERIENCE:
Preference of Program Management or Contract/Procurement Management experience.

ADDITIONAL INFORMATION: Open to senior MAJ or junior LTC with diverse educational and functional experience.

DESCRIPTION OF TWI JOB DUTIES: Amazon is a well-known, international, and widely respected company. Amazon is also currently focused on Cloud computing and is expanding at a rapid pace across DoD. The TWI Officer will initially rotate through Amazon’s onboarding process which includes picking and pulling orders. The TWI Officer will work in the “Operations and Customer Service Organization”. Amazon’s Operations Organization encompasses every aspect of the company; from product development to taking online orders and processing them to setting up delivery with the transportation team and fulfillment center. The TWI Officer’s experience will be customized to ensure optimal placement within the organization providing a broad overview of the business model while allowing Amazon to capitalize on an experienced operational and acquisition leader. There may be opportunities to rotate to different business segments throughout the year-long assignment to give the participant maximum exposure.
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COMPANY: Amazon Web Services (AWS)

LOCATION: Herndon, VA

SUGGESTED (NOT REQUIRED) BACKGROUND OF THE STUDENT

EDUCATION:
No preference stated by company on formal education. Business or Legal background will help.

JOB EXPERIENCE:
Previous experience as a Government Contracting Officer, Contracting Specialist or Procurement professional is desired. Contracting background is required.

ADDITIONAL INFORMATION:
Amazon Web Services (AWS) is committed to offering opportunities to servicemen and women. As part of this commitment, we created the AWS Military Fellowship exchange program as part of the larger program across the Department of Defense (DoD), designed to expose active duty military to AWS’s technology and Amazon’s leadership principles. The program builds a unique cadre of Soldiers who understand not only the profession of arms, but also the nature of the strategic problems facing the DoD, and the organizational and operational opportunities made possible by revolutionary changes in information and other technologies. These students will be at the forefront of transforming defense strategy, military forces, and the supporting infrastructure.

DESCRIPTION OF TWI JOB DUTIES:
Primarily focused on working closely with AWS Contracts team; assisting with daily contract management, contract operations, team projects, and understanding the company’s contracting process. The student will also rotate through various teams in AWS to interface with the different sections and gain best contracting and leadership practices.
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COMPANY: Boeing

LOCATION: Huntsville, Alabama

SUGGESTED (NOT REQUIRED) BACKGROUND OF THE OFFICER

EDUCATION:
No preference stated by company

JOB EXPERIENCE:
Preference (not requirement) of previously deployed soldier with Missile Defense/Space background

ADDITIONAL INFORMATION: Open to senior MAJ or junior LTC; open to diverse educational and functional experience.

DESCRIPTION OF TWI JOB DUTIES: Officer will rotate through the company (moving from functional support to program support). They will rotate through Business Development, Cost/Pricing, Operations, Future Development, last 2-3 months tailor it to next assignment of officer. Officer will be provided ample time to complete any required certification training as well as any desired Boeing training.
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COMPANY: Cisco

LOCATION: Herndon, Virginia

SUGGESTED (NOT REQUIRED) BACKGROUND OF THE OFFICER

EDUCATION:
No preference required by company on formal education, but a background or strong interest in computer science, IT management, or business will help.

JOB EXPERIENCE:
Helpful for background in information technology planning and management, or program management. Understanding Army network operations at the tactical brigade level and above, or at a Major Command level or above, is a plus.

ADDITIONAL INFORMATION: Strong interest in technology, business, and or program management; prefer a Major or junior Lieutenant Colonel. Strong verbal/written communication and facilitation skills along with excellent analytical and problem solving skills. Request a known follow-on assignment focused on PEO- EIS, PEO-C3T, or similar. TWI Officer will telework.

DESCRIPTION OF TWI JOB DUTIES:
Company Vision: Cisco's market leadership is dependent on its ability to deliver a first class employee experience. Just as we continually respond to changes in market conditions to remain a market leader, we must also respond to the changing needs of today's workforce, positioning ourselves to attract and retain top talent by delivering a best-in-class employee experience.

We will tailor the position inside Cisco to best align with the officer’s next assignment and career goals. Possible positions include but are not limited to: Working as a project or engagement manager within our Advanced Services Group, managing the development of future IT systems and technologies, working within our Cyber Security teams protecting our internal and client networks, or leading professional services support to one of our Fortune 100 Global Enterprise customers. All of our positions will start out in a learning role before moving into a more direct leadership position.
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COMPANY: CSRA

LOCATION: Falls Church, Virginia

SUGGESTED (NOT REQUIRED) BACKGROUND OF THE OFFICER

EDUCATION:
No preference stated by company

JOB EXPERIENCE:
Preference suggested by company of previous PM or contracting experience.

ADDITIONAL INFORMATION: Senior CPT or Junior MAJ desired

DESCRIPTION OF TWI JOB DUTIES: Officer is paired with an executive
mentor to identify project teams across the enterprise that best supports
training objectives and goals. The officer will learn business strategy &
development with a primary focus on capture and proposal development.
CSRA will fully immerse the officer into the culture of the company while
working primarily within the Defense group. Will interface with strategic leaders
in the company and participate in customer facing engagements. Officer is
expected to leverage Army Acquisition experience to contribute to business
solutions that ultimately support the company's primary vision. Officer will learn
the breadth of Defense and Public sector services available to the DoD while
gaining familiarity with enterprise solutions. CSRA will provide time and
latitude to complete training development opportunities to include the PMP
Certification (if desired).
GENERAL DYNAMICS

COMPANY: General Dynamics Land Systems

LOCATION: Sterling Heights, Michigan

SUGGESTED (NOT REQUIRED) BACKGROUND OF THE OFFICER

EDUCATION: Preference for an officer with engineering background. Master’s Degree desired but not required.

JOB EXPERIENCE: Prefer previous Program Management experience.

ADDITIONAL INFORMATION: Senior Major or Lieutenant Colonel; Needs to have had APM time; Engineering background is highly desirable as this position is more technical than others and will allow the officer to gain a broader range of experience while with the company.

DESCRIPTION OF TWI JOB DUTIES: Officer will establish a home base in either Abrams or Stryker Program Management office. Based on officer’s background, training plan and objectives, opportunities exist to tailor the program and gain experience in Program/Project Management; Production, Delivery and Support (to include Total Package Fielding of vehicles); Supply Chain Management; and Engineering.
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COMPANY: Intel

LOCATION: Hillsboro, OR

SUGGESTED (NOT REQUIRED) BACKGROUND OF THE OFFICER

EDUCATION: Desired business or technical degree. Masters Preferred.

JOB EXPERIENCE: In order to be successful from the start in this position, officer should have strong experience in PM and/or Contracting (depending on the identified path).

ADDITIONAL INFORMATION: Intel expects the officer to come into the job with relevant Acquisition (Project Management, Engineering) and/or Contracting experience and be appropriately Defense Acquisition Workforce Improvement Act (DAWIA) certified. Project Management, Engineering, or contracting experience will allow a more seamless transition into the Intel culture and ability to make impactful contributions to the company.

DESCRIPTION OF TWI JOB DUTIES:
Intel is the world’s leader in producing microprocessor technologies and is proud to work with the U.S. Army in the Training with Industry Program. Intel strives to provide a challenging training environment that compliments a TWI student’s professional experience and potential follow-on assignment opportunities to enhance their overall effectiveness as a leader. Project Management, Procurement Contract Management, and Engineering roles and responsibilities will vary based on current initiatives at Intel that are driven by market demands and forecasts. TWI participants will have the opportunity to work on and/or lead various projects within their work teams, and gain new and exciting insight into the best practices of the industry.

Overall training objectives may include areas in: Human Resources, Talent Management, Workforce Performance Management, Project Management, and/or Contract Management.

Other Army Officers and Air Force Officers in a similar program have had roles working on: enterprise-wide Human Resource transformations, manufacturing facility construction, project management, supply chain management, and procurement contract management. Intel is committed to providing a rich training opportunity for driven Officers who want to work with one of America’s most respected and ethical technology companies.
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LOCKHEED MARTIN

COMPANY: Lockheed Martin Mission Systems and Training - Training and Logistics Solutions

LOCATION: Orlando, Florida

SUGGESTED (NOT REQUIRED) BACKGROUND OF THE OFFICER

EDUCATION:
No preference specified by company

JOB EXPERIENCE
No preference specified by company

ADDITIONAL INFORMATION: Open to diverse background; traditionally have Program Management and/or Contracting backgrounds.

DESCRIPTION OF TWI JOB DUTIES: Some formal and informal training (Program Management, Business Development, finance/contracts/planning, control account management, risk management). The program will be tailored based on officer's background. Officer will work in different program stages (proposal, execution) depending on experience/background level.
COMPANY: Microsoft

LOCATION: Reston, Virginia

SUGGESTED (NOT REQUIRED) BACKGROUND OF THE OFFICER

EDUCATION

Preference (not required) of Information Technology background

JOB EXPERIENCE

Preference (not required) of Information Technology/technical background

ADDITIONAL INFORMATION: N/A

DESCRIPTION OF TWI JOB DUTIES: Officer will work in the Public Sector Services division and will focus on multiple areas of the company (IT, Contracting, Program Management).