



# 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: Digging Deeper

Supporting the future force by building a more technically savvy Army Acquisition Corps

Adapted from his column in the Fall 2019 issue of Army AL&T magazine

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

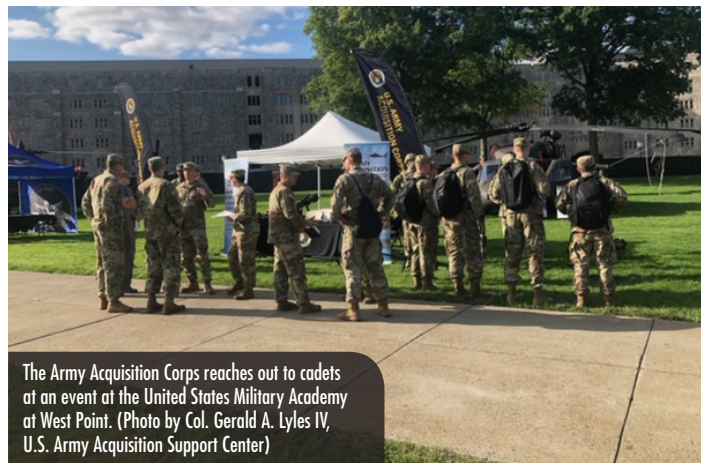


How is the Army DACM investing in the future of the Army Acquisition Corps? [Click here](#) to read how the Army DACM is planting the acquisition seed early in the careers of potential future FA51 officers by developing various recruiting efforts, reaching out directly to military graduates, partnering with the United States Military Academy at West Point, and focusing on our acquisition workforce's skill sets and competencies.

In addition to a series of active recruiting efforts at Fort Knox, Kentucky, the Army

DACM stays in contact with officers, starting early in their careers. Once those officers are on the acquisition career path, an acquisition-focused program of training, education and development begins. As a result, the long-term investment in acquisition officers' careers serves another purpose: supporting the warfighter.

"By reaching out early and often to officers with STEM [science, technology, engineering and math] degrees, we hope to bring vitally needed skill sets and capabilities into the Army Acquisition Corps," Spisak writes. "And by reaching out early and often to all Army officers to inform them of the possibilities of a career in acquisition, we can make certain that the Army Acquisition Workforce will support the future force."



The Army Acquisition Corps reaches out to cadets at an event at the United States Military Academy at West Point. (Photo by Col. Gerald A. Lyles IV, U.S. Army Acquisition Support Center)



Acquisition representatives met with cadets during Branch Week at Fort Knox, Kentucky.

### WHAT'S INSIDE:

## EMERGING ENTERPRISE LEADERS PROGRAM

Graduates and Testimonials

Page 9



# Farewell from the DDACM

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

It is my honor and pleasure to serve alongside of some of the most professional, dedicated and loyal members of our Armed Forces in both the civilian and military communities. Some of my proudest moments are the experiences that I've shared with the Army Acquisition Workforce (AAW).

The past decade has been exciting for us, the AAW. In 2008, Congress implemented the Defense Acquisition Workforce Development Fund as a funding strategy to recruit and hire, train and develop, and recognize and retain the defense acquisition workforce. It was the first time in my career that I saw such interest in and care for this workforce, which I have spent more than 25 years supporting.

Congress has dedicated much time, effort and resources to the growth, development and resourcing of our acquisition community. We saw congressional support in recruitment hiring authorities like never before, because they knew a talented workforce was essential to the equation. We witnessed national support again as the Section 809 Panel began its work with a specific working group focused on the acquisition workforce. I am proud to have been a part of this focus, for without a commitment to people, our continuous successes would not be possible.

In 2012, after much senior leader emphasis, the AAW raised our certification rates by 50%. To this day, we are 98% certified or within the grace period. This significant accomplishment

was noted by the DOD and actually raised the overall certification rate across the services and Fourth Estate agencies. In the AAW, we have sustained our current rate, which is the highest of all three services and Fourth Estate agencies.

In 2014, we created an AAW Dashboard to readily assess the health of our AAW, to understand successes as well as challenges and to address those challenges up front and early with strategic initiatives.

In 2016, we embarked on an AAW Human Capital Strategic Plan (HCSP) journey. Our goal was to be more proactive regarding the AAW, rather than reactive, and to put in place a strategy in support of our human capital. How many times do we say that people are our most important asset in the workplace? With our HCSP, we truly mean that and show progress and a path forward.

In 2019, we stood up an AAW Recruitment and Sustainment Center of Excellence (R&S COE) as a direct result of the HCSP, the AAW HCSP Council, and the Executive Steering Committee, which agreed this was the strategic path forward. This strategic initiative focuses on those hiring authorities that Congress enabled; the Section 809 Panel, which said that streamlined recruitment and hiring are critical to success; and the secretary of the Army, who mandated a 60-day hiring goal.

After 36 years of federal service, I will soon be retiring. As I look back on what we have



accomplished within our Army DACM Office, I am proud of the progress we have made and I leave knowing the AAW has a road map for the future. We, together with our strategic network of partners—Acquisition Career Management Advocates and Organizational Acquisition Points of Contact at every command; Army Acquisition Functional Leaders representing the acquisition career fields; AAW HCSP Council members representing the demographics of our acquisition community; and Executive Steering Committee members at the most senior levels—have made a difference, and our acquisition world is better because of it.

It has been my pleasure to have been on the AAW Team. Thank you all!

I wish each of you the very best!

For more on Ms. Sable's career and her accomplishments, go to <https://asc.army.mil/web/news-vision-patience-and-determination/>.

## THE 2019 RESERVE COMPONENT ACQUISITION TRAINING SUMMIT

A two-day Reserve Component Soldier Training Summit was held June 13-14 in St. Louis. It included several topics: contracting challenge discussions; acquisition-related training; and bringing awareness to various career opportunities. More than 150 Soldiers took part in the event, which included a speech by Brig. Gen. Jonathan McCollum, senior proponent adviser at U.S. Army Central Command. Lt. Col. Miriam Castro, Army Reserve Sustainment Command, **detailed the event in an article** that was recently posted on Army AL&T News.







## Continuous Improvement in Acquisition Leader Development

By Maj. Hassan Kamara, FA51 Proponency Officer, U.S. Army Acquisition Support Center, Army DACM Office

*"People are the Army's greatest asset; the acquisition workforce is essential to modernization."*

— Dr. Bruce D. Jette, ASA(ALT), Leadership Philosophy, July 2018

Based on the understanding that people are the Army's greatest asset, the **AAW Human Capital Strategic Plan (HCSP)** dedicates Goal 3 to "developing and sustaining effective Army acquisition leaders." Among other objectives, Goal 3 emphasizes promoting or enhancing leadership development programs for attendance by high-potential acquisition professionals. To attain this objective, the Army DACM Office continuously improves leader development programs, especially those for its civilian workforce.

The Army DACM Office currently sponsors civilian professionals to attend myriad leader development programs, including the Acquisition Leadership Challenge Program, the Emerging Enterprise Leader Program, and the Inspiring and Developing Excellence in Acquisition Leaders Program. The Army DACM Office website (<https://asc.army.mil/web/dacm-office/>) provides detailed information on eligibility requirements and the application processes for these opportunities.

In FY19, under the guidance of the HCSP Council, the DACM Office analyzed its portfolio of leader development programs to identify gaps or opportunities for improvement. To ensure that all improvements would further align the leader development programs to the Army's Doctrine on Leadership (Civilian and Military), the DACM Office's Strategy and Policy Branch used the tenets of Army leadership (lead, develop and achieve) as a rubric to analyze each program for potential improvement opportunities. This analysis yielded several places to improve DACM-sponsored leader development offerings.

The DACM Office has prioritized and is currently implementing some of those improvements, including increasing the opportunity for participants to build and expand their professional network with other participants and with program alumni; rebranding; restructuring program training requirements; expanding the pool of program applicants; and expanding program offerings. Many of these changes will take effect in 2020.

To discover more about the Army DACM Office's **education and training programs** for the AAW, go to <https://asc.army.mil/web/career-development/programs/>.

## SPOTLIGHT ON SUCCESS



### Amy K. Larson

**TITLE:** Contract Specialist

**COMMAND:** Army Contracting Command - Rock Island, IL

**PRIMARY ACQUISITION CAREER FIELD:** Contracting

#### DAWIA CERTIFICATIONS:

- Contracting, Level III
- Information Technology and Property Management, Level I

#### EDUCATION:

- MBA, St. Ambrose University
- Master of Organizational Leadership, St. Ambrose University
- BBA, St. Ambrose University

Meet **Amy Larson**, a contract specialist with the Army Contracting Command (ACC) – Rock Island, Illinois. Read how the Davenport, Iowa, native focuses on her professional growth as an acquisition leader by participating in a variety of the Army DACM Office's training and leadership development programs.

#### What program or course did you participate in? When did you start and when did you complete it?

I have been fortunate to participate in many DACM programs: Defense Civilian Emerging Leader Program (DCELP) in 2016; Acquisition Leadership Challenge Program (ALCP) in 2018; and Inspiring and Developing Excellence in Acquisition Leaders (IDEAL) in March 2019. I'll be part of the Enterprise Talent Management Executive Leader Development Program in 2020, and I've also benefitted from the Student Loan Repayment Program.

#### What was your primary motivation for taking these programs?

In addition to being a lifelong learner, I wanted to understand how government leadership worked, both in the military as well as in the civilian workforce. I began my government career later in life, and I felt I needed to hit the ground running. I have always had an intrinsic desire to be great at my job, and I found this was one of many

options for me to act on that motivation. Additionally, the civilian contracting career model developed by the Army DACM Office served as a guide to success in professional development, and helped me identify next steps.

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

I was completely unsure what to expect when attending the leadership programs, but one thing I expected was that I'd learn mainly from instructors. I was pleasantly surprised to learn so many things from my colleagues in class. For some of the courses, I was hesitant to apply or attend because it looked like they covered topics I had already received training for in the past; however, they were never repetitive. As my career advanced, so did my need for an understanding of these trainings. It seemed each topic had a new meaning and I had a deeper understanding. Additionally, each instructor brings their own spin to a topic and you can't help but learn something new!

#### What were your top three takeaways from the courses?

First, assuming you want to work on self-improvement, you must first understand yourself—how you are. Then, and only then, can you understand others.

*Continued on page 4*



Second, because everyone is different, you need to have the ability to fluidly use different styles of conflict management, learning, leadership, etc., depending on the people you're dealing with. Be cognizant that your way is not the best or only way and keep in mind that being able to adapt your style is going to get you further than having your feet planted.

Lastly, the ability to hold crucial conversations is a very valuable yet underused skill. Understanding the difference between what you are telling yourself and the facts of the situation is a true testament of leadership. Also, remembering what your intentions are—and ultimately ensuring that your words and actions support those intentions—while holding discussions with others is a skill worth its weight in gold.

**What skills, knowledge or experiences from the programs do you apply most, in your job or outside of work?**

I have committed myself to avoid using the word “no.” Whether I’m at work or with my daughter, rather than tell others what they can’t do, I prefer to tell someone what they can do, followed by a short explanation. For example: “We can’t extend the proposal date to the 25th because it needs to be awarded by the 5th. However, we can extend the due date to the 18th.” Or, “We can’t go to Disney World because I can’t get a week off work, but I can take one day off and we can go to Adventureland.” This creates a win-win environment and demonstrates that you’re not opposed to the request, but it just isn’t feasible.

When I attend a training session, I always bring a notebook that catalogs various phrases I have heard and would reuse; any due-outs that come from the training; recommended books from the instructors and colleagues; and inspirational quotes. I refer back to this book more than I ever thought I would. Also, I keep all of the materials we receive, either filed on my computer or in a filing cabinet at my desk.

Lastly, I always pick one idea or skill I learn—influencing, conflict resolution, critical thinking or crucial conversations, for example—and focus on working on it over the following weeks. I usually report back to my accountability partner and have them observe my progress to see if an improvement is noted. Whatever I’m working on, I put reminders in my Outlook calendar, and I practice it until it is habit.

My negotiation skills have improved through the help of the some of the programs I’ve taken, including creating common ground, aligning myself with others, seeking from others, and earning trust.

**How have these programs affected your career?**

Overall, the courses have helped prepare me for a leadership position. My leadership has strategically placed me in difficult situations, on demanding teams and arduous projects, and on challenging integrated product teams because the command believes I am well-trained and prepared for the problematic efforts as a result of the training I’ve taken.

I have been able to take a neglected program—SHARP, or Sexual Harassment/Assault Response and Prevention—and redesign it into a very successful part of our command. I have helped rewrite

policy, influence others to buy in (including senior leadership and the 550-person command), and make the program a household name by becoming relatable, collaborating, creating a champion, and facilitating continuous change.

In addition to the benefits I’ve seen from implementing the material, the networking has proved to be invaluable. I frequently reach out to colleagues I have met in these trainings when I’ve exhausted all other options, and other participants reach out to me. I have met people in all agencies that have helped in year-end time crunches, and I have connections in all areas so when I do have a question, I have a friend a phone call away. And, because I save all my material both electronically and in hard copy, I have a massive amount of resources at my disposal that I refer to and share with others. There is no doubt that these programs have assisted me in launching my career quicker and making me a much stronger leader than I could have been on my own.

**Who would you recommend this course to, and why?**

I would recommend training to everyone! Depending on what kind of timeframe you are able to commit to, DACM makes programs available to everyone. DCELP requires multiple one-week trips over six months with required completion of projects between sessions at your home base. ALCP is only a two-and-a-half-day course, yet it provides equally beneficial material. In fact, the mobile training team can bring the course to your command, which is a great way to ensure that multiple people in your command are receiving the same message and training. These programs are designed for all types, whether you need to fine-tune a skill or make massive strides in developing your leadership skills. Just come with an open mind and be willing to share your views.

**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?**

I am a contract specialist with the Army Contracting Command in Rock Island, Illinois. One of my main duties is to negotiate cost, price and schedule for explosives and ammunition. My biggest satisfaction is knowing that the government has provided the tools to support my mission and positively affect others around me despite the fact that I am not yet in a leadership role.

**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?**

Before working for the government, I worked in academia as the director of professional development at a local university. I wanted to work in the public sector, and chose contracting for the legal and regulatory aspects of the job and the challenge of the detailed work. My very first job in contracting was a newspaper route for the local paper. I would have to request the quantity, inspect the quality of the bulk drop, deliver the papers, collect money, etc. I actually had my subcontractors—aka, neighborhood kids—who I would pay to deliver for me. After that, I had many other jobs related to contracting.

For more AAW highlights, read **Amy's Faces of the Force** profile.

**Nicole Olbricht**

**TITLE:** Chief, Modeling and Simulation/System Analysis Division

**COMMAND:** Program Executive Office for Missiles and Space

**ACQUISITION CAREER FIELD:** Engineering

**DAWIA CERTIFICATIONS:**

- Engineering, Level III
- Program Management, Level I

**EDUCATION:**

- B.S. in aerospace engineering, University of Alabama

## SPOTLIGHT ON SUCCESS

The Spotlight feature is your chance to highlight the interesting work you or your AAW teammates are doing in support of the warfighter. Don't be shy—tell us what you're working on. Fill out a Faces of the Force nomination form and we'll help get the word out. Details are at <https://asc.army.mil/web/publications/army-alt-submissions/>.

**FACES**  
of the  
**FORCE**

Meet **Nicole Olbricht**, chief of Modeling and Simulation/System Analysis Division, matrixed to the Program Executive Office for Missiles and Space at Redstone Arsenal, Alabama. Find out how the Huntsville native's experiences with the Inspiring and Developing Excellence in Acquisition Leaders (IDEAL) program continue to shape and enhance her Army acquisition career. IDEAL is a leadership development program designed for midcareer AAW civilians with identified leadership and supervisory potential. The program prepares participants for positions where they will lead people, teams and other groups.

### What program did you participate in and when did you start and complete it?

I took part in the IDEAL program. I started in June 2018 and completed it in November 2018. [Editor's note: Olbricht participated in an earlier session of the program that ran for four non-consecutive weeks. It is now a three-week course.]

### What was your primary motivation for being in the program?

I wanted to get Army leadership training. I have participated in leadership training since elementary school through church (Lads to Leaders) and school (student government, Interact (Rotary), the student board of a local bank), but I have had limited Army and DOD leadership training. I felt that it was the right time in my career to look for these training opportunities, since I want to continue to develop as an Army leader.

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

I initially wanted to receive the training in order to increase my leadership skills and practice the concepts during the program. I wanted to enhance the skills and knowledge of how to lead acquisition professionals as I continue to seek to enhance my strengths and improve my shortcomings.

Since I participated in the pilot class for IDEAL, the plans and curriculum matured over the four weeks of training. In the early sessions of the class, we had the opportunity to provide feedback on the curriculum and input into the information that we covered later on in the course.

Before the course started, I was a little apprehensive about whether it would mean extra work, but that wasn't my experience at all. It really just emphasizes what you're already doing; it doesn't add more work to it. There were a couple of times I had to rely on my team to cover a few things that I couldn't get to, but that wasn't often, and I have a great team that I know I can rely on.

### What surprised you about the program?

I was surprised to learn how applicable it was to my work—how quickly I could apply what I was learning. During the course, I was also surprised to learn that while Army officers, usually at the level of major, have leadership training, Army civilians do not, and this class aims in part to fill that gap. We learned what career options are available, what development and broadening opportunities there are, what our personal strengths and weaknesses are and how to improve and take advantage of them. Then the course brought in people from the Senior Executive Service (SES) and we were able to learn more about their paths—the positions they're in and how they got there.

### What were your top three takeaways from the program?

First, civilian training is very important to the Army, and leaders are supporting civilian training opportunities. Second, learning how and when to communicate are essential leadership traits. Lastly, knowing who you are as a person and as a leader will increase your abilities and opportunities to influence others.

### What skills, knowledge or experiences from the program do you apply most, in your job or outside of work?

Communication! We were able to take lessons in the books *Crucial Conversations* and *Influencer*. We learned the concepts in these books, and application exercises allowed us to practice the concepts and apply them to everyday situations, both at work and at home.

### How has this program affected your career?

This program guided me to take a look at where I wanted my career to go. We had several SESs attend our class as guest speakers, and they all emphasized that no two careers look the same. One person will take one path to get to their goal and another person will take a different path—even if the two goals are the same. I

*Continued on page 6*





made a career map and was given guidance by two of my mentors, who continue to encourage me. As a result of that exercise, I now have a map and a plan to work with.

**Who would you recommend this course to, and why?**

I would recommend this course to all mid-career acquisition professionals who want to actively guide their own careers. Mentors and guidance are wonderful and highly recommended, but every individual is responsible for their own career. This course gave me the opportunity to better understand myself and the Army opportunities that are available, and how to more effectively work with people to accomplish Army goals.

**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?**

I am currently chief of the Modeling and Simulation/System Analysis Division in the Cruise Missile Defense Systems Project Office within the Program Executive Office for Missiles and Space (PEO MS). I lead a team of modelers and analysts to determine system capability and performance to inform Army decision-makers. This information allows the Army to have the best tools available to assist and protect our

warfighters. The greatest satisfaction I have is knowing that I am doing everything I can to protect our Soldiers and our citizens. My current position allows me to have direct influence and impact in ensuring that we are working toward that goal.

**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 started my career during college as a co-op with a small contractor supporting the Army Aviation and Missile Research, Development and Engineering Center [AMRDEC, now the Army CCDC Aviation and Missile Center]. I realized then that I wanted to become an Army civilian. So, I applied for and took a job supporting what was then the System Simulation and Development Directorate within AMRDEC. This is where I joined the AAW and became Level III certified in engineering. I had a great group of mentors early on, and was able to participate, experience and learn about Army programs, specifically missile programs, through the entire program life cycle. This base knowledge and experience eventually opened the doors to support PEO MS programs as a modeling and simulation subject matter expert, then team lead, and now as division chief.

For more AAW highlights, read **Nicole's Faces of the Force** profile.



**Susan Fung**

**TITLE:** Program Integration Principal

**COMMAND:** PEO Soldier, Integrated Visual Augmentation System

**ACQUISITION CAREER FIELD:** Program Management

**DAWIA CERTIFICATIONS:**

- Engineering, Level III
- Program Management, Level II

**EDUCATION:**

- Master's degree in engineering management, George Washington University
- Bachelor's degree in mechanical engineering, University of Virginia

Meet **Susan Fung**, program integration principal of the Integrated Visual Augmentation System at PEO Soldier. Read on to find out how Susan's participation in the [DOD Industry Exchange Program \(IEP\)](#) continues to enhance the solutions that support the Army warfighter.

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

I participated in the DOD Industry Exchange Program, also known as the Public Private Talent Exchange, from January 2019 to June 2019.

**What was your primary motivation for taking the course?**

To broaden my experience both technically and functionally, and to gain a different perspective on DOD acquisition.

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

At first, I expected to get deeply involved in one or two programs at Booz Allen Hamilton [the consulting firm to which Fung was assigned during the program]. However, due to the rotation setup I had and the limited timeframe, I

rotated through four projects and gave feedback into various aspects of each based on my experience. I really focused on learning about each program and getting an overview of the various aspects of the programs, which included cyber security, virtual reality and resilient position, navigation and timing. I ended up learning a lot from each rotation, but not in the original manner I expected.

**What were your top three take-aways from the course?**

First, our industry partners have similar goals of delivering capabilities to the warfighter; however, each side—government and industry—has different constraints and processes they must adhere to in order to succeed. Effective communication between government and industry requires a common understanding of the processes and constraints on each side. Second, industry's emphasis on improved internal processes not only benefits their bottom line, but it allows them to be effective in time and personnel management. The government could benefit from such an approach. A good example is industry's effective use of meeting time. Third, industry's access to newer and more collaborative software tools makes it easier to

*Continued on page 7*



communicate and collaborate when offices and people are dispersed.

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

Having a better understanding of industry's perspective will allow me to communicate more clearly the government's intent in future requests for information and requests for proposals, and during in-person engagements with industry partners. I also plan to make a deliberate effort to better leverage collaborative software that's available to the government to improve internal communication and collaboration.

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

I plan to keep in touch with the main points of contact for the program, José Gonzales and Aissa Tovar [both are with Human Capital Initiatives in the Office of the Undersecretary of Defense for Acquisition and Sustainment] as they were really supportive throughout the whole program. I also plan to keep in touch with the other 11 participants in the program.

I took a break from my regular position at the Program Executive Office for Soldier to be full-time at my exchange organization, and provided the organization with regular updates of my progress and experience.

**How has this course affected your career?**

This experience was the catalyst to me actively pursuing my career path in DOD. It was my first broadening experience outside my home organization, and I strongly believe it will positively affect my ability as an Army civilian to team with industry to support the warfighter.

***"The greatest satisfaction in my role as an Army Acquisition Workforce professional is delivering the warfighter a capability that saves lives and gives them overmatch. Being able to work directly with Soldiers is very rewarding."***

**Who would you recommend this course to, and why?**

I recommend it for midlevel civilians who deal a lot with industry partners. Gaining the experience as an industry employee gave me insight on their processes, objectives and limitations. This understanding will allow me to better appreciate and partner with industry.

**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?**

I currently support the Test Directorate under the Project Manager for Integrated Visual Augmentation System (PM IVAS) within PEO Soldier. PM IVAS is one of the first Army programs to use a Soldier-centered design approach, which incorporates an agile design process. The Test Directorate is in charge of coordinating and executing user studies, user injuries and soldier touchpoints to provide iterative feedback into the design of the IVAS system. This process is important because we are providing the opportunity for Soldiers to drive the design of the IVAS system early on in the development cycle.

**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 came to the Army Acquisition Workforce directly out of college as a young engineer. My first acquisition position was a systems engineer with the C5ISR Center within what is now the U.S. Army Combat Capabilities Development Command (formerly the U.S. Army Research, Development and Engineering Command). At the time, I became an Army civilian engineer to get hands-on experience developing night vision capabilities, and what appealed to me the most was developing state-of-the-art technology and having it fielded to warfighters. Over the years, I transitioned into a project lead role.

For more AAW highlights, read **Susan's Faces of the Force** profile.

## TOOLS YOU CAN USE!

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## DACM Policy Updates

The Army DACM Office has been working to improve career development opportunities for the Army Acquisition Workforce. Below are recently signed policies that impact you. You can also view them in the DACM Office [Policy Library](#).

### Defense Acquisition University (DAU) Training Policy and Procedures

Effective **Oct. 10, 2019**, this memorandum covers many topics with respect to DAU training and establishes Army DACM policy and procedures for the application, selection, funding, quota management, prerequisite training, TDY procedures, travel expenses, no-show policy and cancellation of DAU training. This document applies to all AAW and non-AAW professionals. This policy supersedes the Training With Industry portion of the memo titled "Assistant Secretary of the Army for Acquisition, Logistics, and Technology, Department of the Army Advanced Civil School and Training with Industry Policy and Procedures, 23 May 2016;" however, the Advanced Civil School portions are still in effect.

### Army Acquisition Training With Industry Policy and Procedures

Effective **Oct. 8, 2019**, this memorandum establishes responsibilities and outlines policy and procedures for Active Component Functional Area 51 officer participation in the Department of the Army's Training with Industry Program. Specific topics include, but are not limited to, applicability, responsibilities and standards of conduct for those associated with the program.

### DA Acquisition Career Field Certification Policy

Effective **Oct. 1, 2019**, this policy ensures the continued professionalism of the AAW. The memo provides guidance for managing acquisition career field certification to ensure the certification application, decision and appeal processes are consistent across the AAW and performed in accordance with applicable regulations. Included in the policy are a number of updates reflecting changes in applicability, responsibilities, experience standards, official record terminology, and references for certification standards.

### FY20 Army Acquisition Workforce Standards

Effective **Oct. 3, 2019**, this annual memorandum from the Army DACM provides guidance that sets the standards for AAW professionals and their parent organizations to achieve in order to comply with Defense Acquisition Workforce Improvement Act statutory requirements and DACM policies.

### Recommended CLP Memorandums for Each Acquisition Career Field

This collection of 11 individually signed memos on recommended continuous learning points (from 11 of the 13 Army Acquisition Functional Leaders (AAFLs)) provides detailed guidance to the AAW professionals within the AAFL's designated acquisition career field (ACF). The documents identify current and emerging critical technical areas within the particular ACF. Also included are recommendations that AAW professionals enroll in specific courses or activities as part of their continuous learning requirements to further enhance knowledge and skills.

## *FY19 Senior Rater Potential Evaluations Reminder*

**Dec. 31** is the FY19 deadline for completing Senior Rater Potential Evaluations (SRPEs), as required under Army DACM policy. On Oct. 1, 2019, the Army DACM Office released the SRPE to all raters of AAW personnel via CAPPMS at <https://rda.altess.army.mil/camp/>.

Keep in mind that after Oct. 1, 2019:

- The rater can change the senior rater.
- The previous senior rater can change the current senior rater.

If the rater or senior rater information is incorrect or missing, notify and instruct the correct rater to:

- Add the employee to his or her supervisor IDP profile.

- Update the senior rater as necessary.

Incorrect rater or senior rater identification will prevent the SRPE from being processed through the correct rating chain, resulting in a significant delay in SRPE completion.

For guidance on the completion of the SRPE, including helpful hints and system guides, please go to the dedicated SRPE website at <https://asc.army.mil/web/senior-rater-potential-evaluation/> or the SRPE site in CAPPMS: Under the SRPE tab, click on the "SRPE Info" link.

If you have questions related to the SRPE process, please contact your supervisor or your Organization's Acquisition Point of Contact (OAP). Find a listing of OAPs at <https://www.milsuite.mil/book/docs/DOC-640236>.

## THE INSPIRING AND DEVELOPING EXCELLENCE IN ACQUISITION LEADERS (IDEAL) PROGRAM

Congratulations to the 61 AAW professionals who recently completed the IDEAL program. There were two cohorts this time around, one based in Warren, Michigan, and the other in Washington, D.C. Read more about the cohorts in an article in [Army AL&T News](#).





## Acquisition Education, Training and Leader Development Opportunities

### Going back to school?

If you're headed back to school soon, consider receiving assistance with tuition costs. Now through Dec. 31, 2019, the Army DACM Office is accepting applications for the ever-popular **Acquisition Tuition Assistance Program (ATAP)**. Whether you're pursuing a bachelor's or master's degree or simply accruing acquisition or business-related credits, take advantage of this fantastic education opportunity.

To maximize participant opportunities for all eligible AAW professionals, there will be four opportunities throughout the fiscal year to apply to ATAP, aimed at students who may have class start dates that occur at different times. For added convenience, the four ATAP opening and closing dates will align with the start and end dates of each fiscal quarter. Eligible candidates are permanent AAW civilians and 51C NCOs who meet additional requirements. Find all the details about this offering on the ATAP announcement page at <https://asc.army.mil/web/career-development/programs/acquisition-tuition-assistance-program/>.

### Plan Early: Announcing the new FY20 Army DACM Programs Timeline

The time to plan is now! Take some time to look at schedules and plan the acquisition leadership, education and training opportunities on your Individual Development Plan using the new FY20 Army DACM Program Timeline as a guide. Broaden your functional knowledge and enhance strategic leadership skills through the Army DACM's wide array of FY20 developmental opportunities. To view the timeline and read all FY20 program announcement details, go to <https://asc.army.mil/web/career-development/programs/program-timeline/>.

## Emerging Enterprise Leaders (EEL) Program

### FY19 EMERGING ENTERPRISE LEADER DEVELOPMENT PROGRAM GRADUATES!

Congratulations to the 27 Cohort 1 graduates of the pilot FY19 Emerging Enterprise Leaders (EEL) program. The EEL initiative is a one-year developmental program providing aspiring leaders in GS-11 and GS-12 (or broadband equivalents) within the program executive offices (PEOs) with specialized junior leader development. During the year, participants learned new approaches for addressing workplace issues, such as negotiating, crucial conversations, influencing others, adapting leadership, and ethics. Each participant was afforded the opportunity to attend a 60- to 90-day developmental assignment and receive professional coaching. For details about this program, go to the EEL page at <https://asc.army.mil/web/career-development/programs/emerging-enterprise-leader-eel-program/>.



### FY19 COHORT 1 GRADUATES:

- Franz Alinsao, PEO Enterprise Information Systems (EIS)
- Richard Beljour, PEO Simulation, Training and Instrumentation (STRI)
- Andrew Brais, PEO Ground Combat Systems (GCS)
- Jason Daugherty, PEO Combat Support and Combat Service Support (CS&CSS)
- David Duff, PEO Assembled Chemical Weapons Alternatives
- Sam Eskarous, Joint PEO Armaments and Ammunition
- David Finch, PEO CS&CSS
- Darrell Fleetwood, PEO Intelligence, Electronic Warfare and Sensors (IEW&S)
- Shane Forsythe, PEO GCS
- Bereket Haile, PEO EIS
- Angela Hayden, JPEO Chemical, Biological, Radiological and Nuclear Defense (CBRND)
- Amberly Jones, PEO Missiles and Space (MS)
- Leslie Juergens, PEO MS
- Megan Johnson, PEO MS
- Donah Laster, PEO GCS
- Jeffrey Majer, PEO GCS
- Roberto Montañez, PEO MS
- Ashley Nease, PEO MS
- Jessica Newberry, Army DACM Headquarters
- Sheila Ollison, PEO EIS
- Lauren Pavlik, PEO EIS
- Nicole Sheard, PEO GCS
- Laura Stephenson, PEO IEW&S
- Brian Stockridge, PEO STRI
- Dennis Tran, PEO Soldier
- Rene Villarreal, PEO IEW&S
- Sherry Weathersby, PEO STRI

### WELCOME TO COHORT 2:

- Moriah Bartlett, U.S. Army Medical Command
- Mark Block, PEO EIS
- Matthew Eady, PEO MS
- Marta Garner, U.S. Army Sustainment Command (ASC)
- Charley Gulac, U.S. Army Acquisition Support Center
- Shontel Hamilton, TACOM
- Shelly Hart, PEO Aviation
- Tiffany Jones, TACOM
- Michael P. Nguyen, U.S. Army Futures Command
- Krystal Robinson, ASC
- Michelle Roden, PEO MS
- Phillip Schnebelt, PEO GCS
- Sara Stein, PEO GCS
- Rachel Tomlinson, PEO IEW&S

# EEL Participant Testimonials

## What they're saying:

"In my opinion, this was the best class I have taken ever since I started with the government seven-plus years ago. You did an excellent job at selecting a very diverse group of people who mutually challenged each other and learned at the same time."

— **Roberto Montañez, Contract Specialist, Army Contracting Command -Orlando, Florida**

"My time spent in the EEL program ... has proven to be invaluable. I have gained knowledge about myself in the strengths that I possess as a leader, while also gaining insight and understanding in areas in which I could grow."

— **Jason Daugherty, Logistics Management Specialist, Tank-automotive and Armaments Command (TACOM), Warren, Michigan**

"The Army DACM Office laid countless resources at our feet, and it is one of the rare times that you get to craft your experiences to reflect your desired career paths ... Overall, I am completing this program with greater understanding of my leadership qualities and a new perspective on the possibilities of my career."

— **Amberly Jones, Contract Analyst, PEO Missiles and Space, Huntsville, Alabama**



"After completing EEL, I feel more prepared to appropriately and intuitively lead more people with diverse personalities and skill sets, in more diverse circumstances."

— **Donnah Laster, Business - Financial Management Analyst, TACOM**

And because the EEL Pilot class was such a resounding success, a second group of 14 participants has been nominated. Congratulations to the most recent selectees. Cohort 2 will kick off in mid-October. For complete [program details about EEL, click here.](#)

## DAU NEWS

There is a new DAU Credentialing Program available to Army acquisition professionals. Expand your professional skills and open new career paths with DAU's new credentialing program.

DAU has rolled out a specialized credential pilot program that will provide a way to build skills within the Defense Acquisition Workforce and improve job performance. The credential program was created as a response to workforce feedback that learning is more beneficial when it takes place closer to the moment of need versus the front-loaded training that's often taken within the first 24 months of assignment. DAU's credentialing program provides responsive and timely learning experiences that are self-selected, to grow and strengthen skills.

These professional credentials will complement, not duplicate, other credentialing programs and

do not replace current Level I-III DAWIA certification requirements. The program's initial credentials are Agile, Digital Engineering, and Services Acquisition. A fourth credential, focused on cybersecurity, will be released in February 2020.

Some major highlights of the credentials include the following:

### AGILE: DOD TEAM MEMBER CREDENTIAL

- Creating a product vision.
- Creating a product roadmap.
- Writing a user story.
- Participating in an iteration or sprint planning meeting.
- Interpreting agile metrics.

### DIGITAL ENGINEERING: DOD CONSUMER CREDENTIAL

- Understanding the role of model-based systems engineering.
- Determining the need for digital artifacts-related standards.
- Defining a finite set of digital artifacts.
- Developing constructs for assembling digital artifacts.

### SERVICES ACQUISITION TEAM MEMBER: ACQUISITION PROFESSIONAL CREDENTIAL

- Developing a diverse and highly qualified services acquisition workforce.
- Increasing the proficiency of DOD personnel.
- Leveraging current DOD training and educational resources, and adopting commercial best practices.
- Thinking critically and making better defense acquisition decisions.

[Click HERE](#) for additional program details.

## TRACKING TWI

The **Training with Industry (TWI)** program is growing up and out. As mandated by Lt. Gen. Paul Ostrowski, principal military deputy to the assistant secretary of the Army for acquisition, logistics and technology, the TWI program is tripling in size. The year-long work-experience program gives top-performing officers and noncommissioned officers extended exposure to industry management techniques, best practices and technological innovations.

After working onsite with one of the corporate participants, TWI participants then return to the Army and apply their new or improved skills. This direct contact with DOD industry partners strengthens and streamlines the acquisition bond, and ultimately everyone wins, including the warfighter. Throughout this year, the DACM Newsletter will be tracking some of the 32 current TWI participants to learn about their TWI experience.

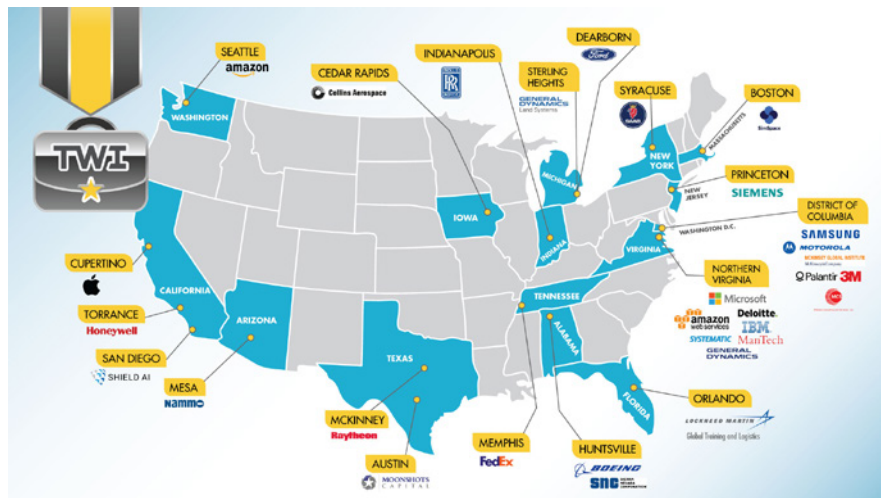


Pictured from left to right: Lt. Col. Olric Wilkins, TWI participant; Bill Phillips (LTG, USA, RET), former ASA(ALT) military deputy; and Lt. Col. Raaen Stewart, TWI participant

In this issue, we profile **Lt. Col. Olric Wilkins**, who is more than a quarter of the way through his assignment at Boeing in Huntsville, Alabama.

### What is your current assignment?

Boeing. I am currently conducting a rotation with the sales and field marketing office.



### How is the program going?

While it is still early in the TWI rotation, the program is going well. Thanks to Boeing's incredible Human Resources department, the onboarding process went extremely smoothly. Boeing has developed a detailed rotational plan that will allow me to experience the full breadth of their Huntsville operation.

### What has been the most rewarding part so far?

Gaining insight on industry's perspective when it comes to business development as well as their perspective concerning the Army's modernization effort and industry's strategic response to engaging with new stakeholders like Army Futures Command and the cross-functional teams.

### How has the program met your expectations so far?

The program has exceeded my expectations. Boeing has provided a level of openness that truly supports all my learning objectives going into the program.

### What are you most excited about for the rest of your experience?

I'm scheduled to conduct a rotation with Boeing's Research and Technology group. I'm looking

forward to seeing how a company like Boeing conducts technology maturation and transfers nascent technology into full-fledged products.

### What is one difference you have noticed about industry compared to the military?

I'm truly impressed by Boeing's focus on talent management and personnel development. Boeing has several different initiatives to develop their workforce, compared to the military's one-size-fits-all approach.

### What would you say to someone who is considering applying to the TWI program?

I would highly recommend the TWI program. I truly believe that the exposure to industry can provide useful insights that will result in becoming a much more effective acquisition officer and an overall more effective leader.

### What is one thing you wish someone had told you about the program beforehand?

In order to reduce surprises, it was extremely helpful to engage with the incumbent TWI fellow prior to reporting to my fellowship. He was able to provide valuable insight that made my transition as smooth as possible. I would recommend starting this cross-talk as early as possible.

## Army DACM Office Highlights

- ▶ Acquisition professionals visit Arlington National Cemetery
- ▶ Congratulations to the FY20 IDEAL selectees
- ▶ Vision, Patience and Determination
- ▶ Acquisition Professionals Complete IDEAL Program
- ▶ Army Selects Acquisition Project Directors for FY2021



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Please email us any questions or suggestions.

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