



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: Army Acquisition Workforce Recruitment and Sustainment Center of Excellence



Adapted from his column in the Winter 2020 issue of Army AL&T magazine

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

In response to a 2018 memo from Mark T. Esper, then secretary of the Army and current secretary of defense, regarding reducing Army civilian time-to-hire to less than 60 days, the Army Director, Acquisition Career Management (DACM) Office launched the Army Acquisition Workforce Recruitment and Sustainment Center of Excellence (R&S CoE) in 2019. The hiring initiative aims to speed up and streamline the Army acquisition hiring process, and the R&S CoE was forged from a partnership between the Army DACM Office and the Civilian Human Resources Agency. The goal of the R&S CoE is to use best practices in recruitment and sustainment to better serve the needs of the acquisition workforce and, in turn, its ability to provide capabilities to the warfighter.



FORGING AHEAD: AAW HCSP Alignment to the Army People Strategy

Released in late 2019, the Army People Strategy (APS) is the road map the Army will use to implement a 21st-century, talent-based personnel management system, reform essential quality-of-life programs, and build cohesive teams for the joint force that are ready, professional, diverse and integrated. The APS is shifting from distributing personnel to more deliberately managing the talents of Soldiers and civilians through four lines of effort: acquire, develop, employ and retain talent.

The five goals of the Army Acquisition Workforce Human Capital Strategic Plan (AAW HCSP)—workforce planning, professional development, leadership development, employee engagement, and communications and collaboration—are well-aligned to the APS and its approach to developing a professional and diverse workforce. We are committed to ensuring that the AAW HCSP will continue to stay in alignment with the APS while evolving the AAW HCSP implementation plan to acquire, develop, employ and retain an acquisition workforce that is ready, professional, diverse and integrated.

Our people are the core of Army acquisition, and we will maintain our strategic focus on accessing, managing talent, developing, engaging and retaining that most critical asset.

Be on the lookout for more information throughout the year on how the AAW HCSP is progressing to meet the Army’s mission as well as the APS’s strategic outcomes.

The AAW HCSP can be found at <https://asc.army.mil/web/hcsp/>. A short video clip detailing the APS can be viewed at <https://www.youtube.com/watch?v=XcEXAvjNaRw>. The complete text of the APS, co-signed by the secretary of the Army, the Army chief of staff and the sergeant major of the Army, can be viewed at https://asc.army.mil/web/the_army_people_strategy_2019_10_11_signed_final/. For in-depth information on the strategy’s vision, outcomes, lines of effort, and more, go to the APS page at <https://people.army.mil>.

WHAT’S INSIDE:

INSPIRING AND DEVELOPING EXCELLENCE IN ACQUISITION LEADERS



SPOTLIGHT ON SUCCESS



Angela Sarinelli

TITLE: Business management specialist

COMMAND: Project Manager for Close Combat Systems (PM CCS), Joint Program Executive Office for Armaments and Ammunition (JPEO A&A)

ACQUISITION CAREER FIELD: Contracting

YEARS OF SERVICE IN THE WORKFORCE: 10

DAWIA CERTIFICATIONS: Contracting, Level III

EDUCATION:

- MBA, Florida Institute of Technology
- B.S. in business administration, Centenary University
- Certificate in Leadership Dynamics, University of Pennsylvania

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

I participated in the **Inspiring and Developing Excellence in Acquisition Leaders (IDEAL)** program, which is sponsored by the Army Director, Acquisition Career Management Office. The program started in March 2019 and consisted of three one-week resident sessions that finished in October 2019.

What was your primary motivation for taking the program?

I love to learn new skills, and I was motivated by the potential to learn new tools and techniques that are used by successful leaders. I believe that learning leadership skills not only benefits your career, but is also beneficial in daily life.

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

I expected the class to be similar to a typical Defense Acquisition University class that teaches leadership skills. What I got from the program was much more than that. Not only did IDEAL teach me skills that I can use throughout my career, it also gave me the opportunity to listen and speak to senior Army acquisition leaders from across the country. I also forged relationships and networks with fellow IDEAL classmates from around the world.

What surprised you most about the program?

How responsive the program personnel were to our suggestions for improvements and changes. Our recommendations were incorporated not just into our sessions, but for future cohorts as well. For example, participants previously were assigned to a class location based on their duty stations. Someone from Fort Belvoir, for example, would be assigned to the sessions in Washington, but would usually use the free time during the day and after classes to go back to work or go home, and not get the most out of the networking opportunities outside of class. Now participants can choose their locations, have fewer distractions and can devote more time to the program.

What were your top three takeaways from the program?

A few things really stood out for me. The session on self-development was by far the most beneficial to me in my career and home life. It taught me a lot about emotional intelligence. I believe that having a high level of awareness and control over your emotions is an important trait of a successful leader.

Also impactful were the senior leader guest speakers. I loved having the opportunity to speak candidly to senior leaders about their journey and get leadership tips from the top. I especially enjoyed hearing from Chenxi Dong-O'Malley, product director for Small Expeditionary Power Sources [within the Program Executive Office for Combat Support and Combat Service Support]. Ms. Dong-O'Malley shared her story and explained how she was able to balance work life with her home life, which consists of two small children (I can relate!).

Lastly, the program's trip to Arlington Cemetery made a big impression on me. We had a private tour of the cemetery and learned about the many different contracts that keep the facility running smoothly.

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

What I apply the most in my job and in my life is how to listen. IDEAL taught me how to be an active listener and to listen with an open mind instead of making assumptions. I now consider myself an active listener, and I am fully engaged in any conversation. Being an active listener benefits me as a leader, a peer, a wife and mother. This skill is definitely something I use every day at work and home.

How have these programs affected your career?

IDEAL taught me personal development skills that I use to be a better leader among my peers in addition to being a servant leader to the senior leaders within my organization. I learned that you can be a leader without being in a leadership position. I lead every day by portraying positivity and staying motivated and focused on mission.

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Who would you recommend this program to, and why?

I would recommend it—and have done so—to anyone in the acquisition workforce who is eligible. I recently conducted a lunch and learn at PM CCS and opened it to anyone at JPEO A&A. I discussed my experience with IDEAL and educated the workforce on how to apply..

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 work in PM CCS as a business management specialist in the Business Office. In my position, I serve as an adviser to the project manager, deputy project manager, business manager and project officers on all aspects of the acquisition planning and execution for acquisition activities included in the PM CCS portfolio.

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 at Picatinny Arsenal with the Army Contracting Command – New Jersey (ACC-NJ), and worked there for eight years before taking a position at PM CCS. I always knew that I wanted to help people in some capacity. I feel proud knowing that I am serving my country by helping the warfighter complete their mission.

My grandmother and my aunt both worked at Picatinny. My aunt, Tina Pittenger, still works at ACC-NJ as a procurement information analyst, and she suggested that once I graduated from college, I should consider applying there. At that time, I didn't know what kind of work was done here but I applied anyway. I am so grateful for my aunt for giving me that push. If it wasn't for her, I would not be working here today.

I also have an uncle, Air Force Maj. Gen. T. Alan Bennett, who commanded the Ogden Air Materiel Area at Hill Air Force Base in Utah. I never met him because he died when I was young, but I keep his picture at my desk as motivation. It gives me extra inspiration knowing that he lived his life for his country and touched the lives of so many warfighters and civilians throughout his career.



Donnah Laster

TITLE: Management analyst

COMMAND: Project Director for Main Battle Tank Systems, Program Executive Office for Ground Combat Systems

ACQUISITION CAREER FIELD: Engineering

DAWIA CERTIFICATIONS:
• Financial management and cost estimating, Level III
• Program Management, Level I

EDUCATION:
• MBA, Wayne State University
• B.A. in mathematics, Marygrove College

Sometimes, inspiration can arrive in the most unexpected ways. Based in Detroit, **Donnah Laster** is a management analyst in the Program Executive Office for Ground Combat Systems, and participated in the first cohort of the **Emerging Enterprise Leader (EEL)** program in 2018-2019. Laster reveals her career take-aways and her views on leading, and discusses how her EEL experiences affected her career and her career goals. Read the **full article**, which appears in the Winter 2020 issue of Army AL&T Magazine.

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

I participated in Cohort 1 of the Emerging Enterprise Leader (EEL) Program. I started EEL in October 2018, and I graduated in August 2019.

What was your primary motivation for taking the course?

My primary motivation was to increase my comfort level with diversifying my methods of communication.

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

Before EEL began, I expected to expand my network of acquisition professionals, and add a tool or two to my professional tool belt. After

working with the directors, facilitators, curriculum and my like-minded cohort members, my expectations naturally evolved: I expected to cultivate and sustain personal and professional relationships, broaden my leadership philosophy, become cognizant of my blind spots, and have an executable plan to cultivate my strengths. As originally expected, my EEL experience did not simply add theoretical tools to my professional tool belt, but the program was so out-of-the-box that it made me question whether using a tool belt was the most effective way to successfully complete the mission.

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

First, it is imperative to continuously improve one's self with intent and intention, especially while leading others. Second, people who look different but think the same do not represent true diversity. Our most significant differences do not reside in our gender or race. If we want true diversity, we need different personality types, defined with instruments like Myers-Briggs, FIRO-B, Thomas-Kilman Conflict Mode, etc.; different lenses—the varying ways we interpret the same information; and different morals. Lastly, a position of endorsed power is not a prerequisite for leadership. You can lead from your cube, from the back of the line, or amongst the crowd. All a person ever needs in order to be a leader is another person who's paying close

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attention, and has allowed themselves to be influenced.

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

The knowledge from EEL I apply the most in both my professional and personal life is knowing that an authentic leader can only be derived from an authentic self. To be the kind of leader who promotes honest relationships through a truthful self-concept, one must first endorse the core and essence of their own distinctive characteristics.

How has this program affected your career?

EEL gave me the space, time, tools and permission to discover different ways to lead myself and others. After every week of attending EEL sessions, I eagerly returned to my office suggesting new ways to manage our projects, feeling more confident about how to respond to team members who confide in me for personal and professional advice.

One thing I noticed in looking over what I learned through EEL is that while we often work in teams, it's not really teamwork: Much of the time, it's each person working separately on an individual task and coming back together when we've each completed our work. Through EEL, I learned how a team should work, and began proposing more decisions to be made by the team: Should we be doing this? Is there another approach? Each time, I've been presented with options I hadn't considered. I've seen morale improve, and I've also seen better products, events and outcomes.

After the final session of EEL, I was newly motivated to serve in more public and impactful positions within the government. Before I took the class, the leadership position that I was hoping to achieve was operations director for a PM shop. During a break in the last

session, two of my classmates asked what my goals were, and I explained that to them. Both of them told me that my goal wasn't big enough—that I had the mindset, the skills and the abilities to be in a position to make bigger decisions and affect more people. That they saw that in me—that they knew my vision wasn't big enough—was very impactful. Through EEL we're also given a developmental assignment, and mine was with a member of the Senior Executive Service at the Pentagon. I really liked what I saw, and that position is now my new goal.

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 Continuous Process Improvement (CPI) lead for the Project Director for Main Battle Tank Systems within the Program Executive Office for Ground Combat Systems, I help project leaders streamline products, services and processes to ensure we are always doing business as safe, fast, logically and cost-effectively as possible, without reducing quantity or jeopardizing quality. My work directly contributes to saving taxpayer dollars, reassuring Army civilians that we are doing the right things in the right ways. More importantly, it ensures that the warfighter is equipped with the most effective and user-friendly tools to complete the mission and come home.

The greatest satisfaction I have as a member of the Army Acquisition Workforce is leading my organization in saving their precious hours, making their responsibilities simpler to execute and saving the Army \$227 million in the past three years. Those savings came from implementing CPI measures and through a campaign to work with leadership to incorporate CPI as a way of doing business, not as an

obligation. My leadership and I met with each project lead, with the goal of understanding each project, recommending changes and closing out projects where necessary. The workforce now sees that CPI is important to senior leadership and has taken the initiative to develop CPI improvements as well.

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?

Immediately after I completed undergrad, I begin working at the Detroit Arsenal as a cost analyst intern. But before that, my dream was to be a senior mathematician for a casino, developing and generating math models that represent win probabilities and mathematical returns of games. A professor personally introduced me to the vice president of the Detroit MGM Casino, making this dream feel really close. But after completing my senior thesis, where I explored the losing statistics of popular casino games and their relationships to the declining wealth of Detroiters, I questioned how much my moral compass would conflict with my career.

What has continuously appealed to me about working as an Army Acquisition Workforce professional is that I never question if I'm my community's problem or solution. Every day, I am certain my contributions are for the betterment of myself, my team, the Army and the country. Last year marked the first graduation class of the Emerging Enterprise Leader Program, which is a further declaration that Army acquisition leadership is continuously intentional about investing in not just the leadership of the workforce but its future as well. Today, the members of EEL Cohort 1 are leaders all across the country, and understand that a position of power does not define our ability to lead.



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 nomination form and we'll help get the word out. Details are at <https://asc.army.mil/web/publications/army-alt-submissions/>.



Maj. John Weissenborn

ACQUISITION CAREER FIELD: 51A

YEARS OF SERVICE IN THE WORKFORCE: 6

YEARS OF MILITARY SERVICE: 16

DAWIA CERTIFICATIONS: Program Management, Level III

EDUCATION:

- M.A. in criminal justice, American Military University
- B.S. in systems engineering, University of Virginia

Maj. John Weissenborn, second from the left, with 2018-2019 TWI fellows and Ford Motor Co. employees at the Ford Motor Company. With Weissenborn are Lt. Col. Sheila Howell, front row, center; former TWI coordinator; and TWI fellows Maj. Desiree Dirige, front row, second from right; Maj. Ji Oh, front row, right; Lt. Col. Edward Gutierrez, back row, center; Lt. Col. Beau Barker, back row, third from right; Maj. Christopher Thomas, back row, second from right; and Maj. Pedro Pacheco, back row, right. Next to Pacheco is Matt Munster, TWI sponsor at Sierra Nevada Corp. (Photo courtesy of Maj. John Weissenborn)

Meet **Maj. John Weissenborn** from Headquarters, Department of the Army, Office of the Deputy Chief of Staff, G-3/5/7, Resource, Analysis and Integration Directorate in Arlington, Virginia. Weissenborn participated in **Training With Industry** and was assigned to the F-35 Autonomic Logistics Information System Project Office while on a one-year detail at Lockheed Martin Rotary and Mission Systems in Orlando, Florida. His corporate experience was more than just learning the latest buzzwords, and he is applying the newfound knowledge and skills to his work with HQDA.

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

I participated in the Training With Industry (TWI) program at Lockheed Martin Rotary and Mission Systems from July 2018 to June 2019 in Orlando, Florida. As a 51A [on the] program management career track, I worked as software development project manager for the F-35 Autonomic Logistics Information System.

What was your primary motivation for taking the course?

My primary motivation for participating in the TWI program was to enhance my skillset by experiencing, firsthand, how a defense contractor fulfills contract requirements. The TWI program offers a unique opportunity to gain valuable insight and perspective from our industry partners.

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

I expected the transition into Lockheed Martin to be easier after serving in various project management positions (with the Program Executive Office for Command, Control and Communications – Tactical (PEO C3T) and the Defense Information Systems Agency (DISA) within the military. Although the same principles apply, the learning curve associated with the various corporate systems, the exposure to Agile software development methodologies and earned value was more difficult than expected. However, the co-workers and team I worked with at Lockheed Martin could not have been more supportive and helpful. They were accommodating in providing formal and on-the-job training to ensure I grasped the skills necessary to make positive contributions to the organization.

What were your top three takeaways from the course?

The TWI experience provided me a better understanding of how contracts can help or hinder industry's ability in meeting government requirements. I also have a greater appreciation for the complexity of large DOD programs, especially software-intensive systems, and the associated talent required to deliver a quality product. Lastly, I have a better understanding of the value of establishing metrics to track cost, schedule and performance throughout all phases of a contract.

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

Ensuring open and candid communication between the government and industry to create a shared understanding of contract requirements and long-term strategy. Similar to the military, this experience has highlighted the importance of leadership, team building and creating a culture of accountability.

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 worked within the same project office in Lockheed Martin, which afforded me the opportunity to establish lasting relationships with various co-workers. I worked with a variety of personnel, including program managers, engineering program managers, software developers and systems engineers. Additionally, TWI fellows are assigned a company sponsor who helps facilitate the TWI experience and ensures that participants are meeting training objectives. I plan to stay in touch with a number of co-workers and my sponsor.

How has this course affected your career?

Before participating in the TWI program, “Agile” and “DevOps” were simply buzzwords. I have a greater appreciation for the complexity of software development programs and

the interaction required between government—including feedback from service members—and contractors to deliver a quality product. This experience has also enhanced my understanding of earned value, risk management, scheduling and software development metrics.

Who would you recommend this course to, and why?

TWI is a unique experience that offers benefits to both the Army and industry. I highly recommend this opportunity to enhance an individual’s understanding and exposure to the life as a defense contractor. I am on the 51A program management career track, and I wanted to experience what a program manager in industry faces when executing a government contract. I had firsthand exposure to earned value management, control account management, baselining programs, scheduling, organizing teams, and Agile software development methodologies.

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 serve on the Army Staff within the G-3. In this position, I support the Army through program objective memorandum planning tasks and prioritization recommendations, ensuring that senior leaders have

the information to make decisions. The Army Acquisition Corps provides a unique opportunity to work with a wide range of individuals in a variety of different positions with one common goal: supporting the Soldier by providing the best equipment. My greatest satisfaction is being part of these organizations that solve complex problems to deliver the best possible equipment.

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?

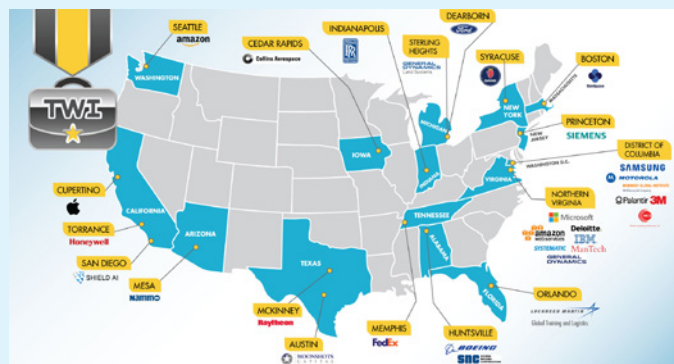
I transferred into the Army Acquisition Workforce in 2013 through the Voluntary Transfer Incentive Program after completing company command. The Army Acquisition Corps appealed to me because of the various opportunities to shape and influence the equipment Soldiers receive. I saw firsthand through a number of deployments in support of Operation Iraqi Freedom both the successes and failures of newly fielded equipment. My first acquisition assignment was with Operational Test Command in Fort Hood, Texas. This experience highlighted the complexity and importance of operational testing prior to fielding equipment. Subsequent assignments included assistant product manager in PEO C3T and an assistant project manager at DISA for the Joint Regional Security Stack program.

TRY TRAINING WITH INDUSTRY!

The next TWI cohort opens up for applications in summer 2020. Curious about applying to TWI the next time around? It’s never too early to begin putting your application together.

To start, visit the TWI home page at <https://asc.army.mil/web/career-development/programs/aac-training-with-industry/>.

If you have questions about applying to the TWI program, please contact your assignment officer. For general questions about TWI, contact Maj. Saleem Khan, proponent officer and the Army DACM Office TWI program manager, at saleem.a.khan4.mil@mail.mil or 703-664-5716.



Also, take a few minutes to read “**Career Navigator: Apply, Learn and Conquer**” in Army AL&T. The article includes tips and other valuable TWI insights. And, for another insider’s perspective, check out the article “**TWI, Worth It**”.



CONGRATULATIONS TO THE FY21 SELECTEES OF THE PROJECT DIRECTOR CENTRALIZED SELECTION BOARD

In FY15, the Army Director, Acquisition Career Management (DACM) initiated a civilian-only centralized product director selection board as a talent management initiative to identify high performers with leadership potential and key program management skills to lead many of our acquisition programs.

The concept behind the board is to centrally select high-performing Army acquisition civilian program management personnel at the GS-14 and GS-15 level (or broadband equivalent) to serve in project or product director positions within the program executive office (PEO) structure. The DACM's objective is to direct personnel assignments within the PEOs to facilitate the placement of high-performing civilian personnel for these positions. This central management of civilian project and product directors is the core of the civilian talent management concept.

FY21 PROJECT DIRECTOR PRINCIPAL LIST SELECTEES:

- Kevin Curry, PEO Enterprise Information Systems (PEO EIS)
- Matthew Maier, PEO Command, Control and Communications – Tactical (PEO C3T)

FY21 ALTERNATE LIST SELECTEES:

- James Childress, PEO Missiles and Space (PEO M&S)
- Timothy Hale, PEO EIS
- James Hallinan, PEO M&S
- Michael McGarvey, Missile Defense Agency
- Craig Riedel, PEO Combat Support and Combat Service Support
- Dennis Teefy, PEO C3T
- Timothy Vinson, PEO Aviation

Acquisition Education, Training and Leader Development Opportunities

DEFENSE ACQUISITION UNIVERSITY - SENIOR SERVICE COLLEGE FELLOWSHIP (DAU-SSCF)

The 2020-2021 program offering of the DAU-SSCF is now accepting applications **Jan. 22 – March 25**. The 10-month educational and leadership development program is sponsored by the Army DACM Office, and is conducted under the auspices of the DAU in four locations: Huntsville, Alabama; Aberdeen Proving Ground, Maryland; Warren, Michigan; and Picatinny Arsenal, New Jersey. The purpose of DAU-SSCF is to provide leadership and acquisition training to prepare senior-level civilians for leadership roles such as product and project manager, program executive officer and other key acquisition leadership positions.

New to the program is a leadership and developmental opportunity that gives DAU-SSCF members the opportunity to participate in the Federal Emergency Management Agency (FEMA) and Defense Coordinating Element United Nations briefings. DAU-SSCF fellows travel to New York, where they meet with representatives from the U.S. Army Corps of Engineers, FEMA and the Defense Coordinating Element to gain a better understanding of interagency

processes and how federal agencies, state and local governments integrate and coordinate activities to ensure the safety, well-being and welfare of citizens.

Through this experience, the fellows shift their intellectual focus from the tactical and operational levels to understanding implications at the strategic level. The trip includes a visit to the United Nations, where participants tour U.N. facilities to understand the role the organization plays in protecting human rights, delivering humanitarian aid, promoting sustainable development and upholding international law. The visit culminates with a U.N. guest speaker and a discussion on fostering and maintaining international peace and security.

For more information on the DAU-SSCF program, go to <https://asc.army.mil/web/career-development/programs/defense-acquisition-university-senior-service-college/>.

ARMY ACQUISITION TUITION ASSISTANCE PROGRAM

Now through **Feb. 28**, applications are being accepted to the Acquisition Tuition Assistance Program (ATAP). ATAP provides tuition assistance to eligible Army Acquisition Workforce civilians and noncommissioned officers in military occupational specialty 51 Contracting attending a university of their choosing. ATAP is not only a chance to receive funding toward an academic degree; it also funds courses needed to fulfill the requirements of membership in the Army Acquisition Corps.

This is the second of four quarterly opportunities within the fiscal year to submit an application. For more information about the eligibility requirements and other program details, go to the ATAP page at <https://asc.army.mil/web/career-development/programs/acquisition-tuition-assistance-program/>.



DEFENSE CIVILIAN EMERGING LEADER PROGRAM IS OPENING SOON

The 2020 cohort offering of the Defense Civilian Emerging Leader Program (DCELP) will be accepting applications from **Feb. 3** through **April 7**. This DOD program focuses on developing emerging leaders in the acquisition, financial management and human resources communities, and aims to serve as the foundation for further development as leadership responsibilities increase. Open to permanent Army acquisition civilians at GS-7 through GS-12, DCELP consists of residential courses on leadership assessment, team development, effective writing and conflict resolution, as well as online courses on the mission and culture of DOD. For more information on the program, go to <https://asc.army.mil/web/career-development/programs/dcelp/>.

INSPIRING AND DEVELOPING EXCELLENCE IN ACQUISITION LEADERS

The Inspiring and Developing Excellence in Acquisition Leaders (IDEAL) program is doing just as its title states! First offered by the Army DACM Office three years ago, IDEAL is a leadership development program for Army Acquisition Workforce professionals at GS-12 or GS-13 (or broadband equivalent) with identified leadership and supervisory potential. IDEAL prepares these midcareer professionals for positions where they will lead people, teams and other workgroups, and feedback from students who've participated so far has been overwhelmingly positive.

Discover more about the recent FY19 graduates of the IDEAL program at <https://asc.army.mil/web/news-acquisition-professionals-complete-ideal-program/>.

Congratulations to the 65 AAW civilians who were selected for the FY20 offering of IDEAL! Who are these up-and-coming leaders? Find out here at <https://asc.army.mil/web/news-congratulations-to-the-fy20-ideal-selectees/>.



Washington IDEAL participants visit Arlington National Cemetery in October 2019.

Participants in the Washington IDEAL cohort also ventured into the field to observe acquisition and leadership from a special perspective. During their Oct. 2 trip to Arlington National Cemetery, students toured the grounds and spoke with personnel who manage the multiple contracts that not only sustain, repair and modernize the cemetery, but keep it operational, performing approximately 6,500 burials per year. (Photo by Stefanie Pidgeon, U.S. Army Acquisition Support Center)

Participants in the Warren, Michigan, cohort of the FY19 IDEAL program took a field trip to Sterling Heights, Michigan, Sept. 19 to visit General Dynamics Land Systems. The trip provided the students with unique lessons on leadership, innovation, mentoring, acquisition products and understanding workplace cultures. (Photo by General Dynamics Land Systems)



The FY19 IDEAL Warren, Michigan, cohort visits General Dynamics Land Systems.



FY20 Huntsville IDEAL cohort participants convene Dec. 2-6.

The FY20 IDEAL cohorts in Huntsville and Washington recently wrapped up the first of three week-long sessions this past autumn. Army DACM Craig A. Spisak spoke with the Washington class about enhancing leadership competencies. IDEAL members participated in a wide array of interactive, role-playing sessions based on crucial conversations, emotional intelligence, taking control of conflict and organizational trust.



The FY20 Washington cohort participants meet with Craig A. Spisak, center, Army DACM.

Thinking about participating in the IDEAL program in 2021? Although the application window does not open until June 2020, it's never too early to begin preparing your application package. Putting together a successful application packet takes time and effort. That's why we've developed a list of the components of a successful application. We asked members of the IDEAL program's application review board what they look for in selecting a candidate for the program, and they identified some common characteristics that can help you develop an application that may put you ahead of the competition.

Find out what the reviewers recommended by going to our guidance sheet at <https://asc.army.mil/web/career-development/programs/inspiring-and-developing-excellence-in-acquisition-leaders-ideal/>. Scroll down the page to the "HOW TO APPLY" section. Please keep in mind that these are common traits of successful application packages and do not guarantee acceptance into the program.

For more information, go to the IDEAL home page at <https://asc.army.mil/web/career-development/programs/inspiring-and-developing-excellence-in-acquisition-leaders-ideal/>.

STAYING IN THE KNOW New Tool in Your CAPPMS Account: Recommended Training

This is a good time of year to enhance and freshen up on knowledge and skills within your acquisition career field. Did you know that your designated Army acquisition functional leader (AAFL) made online training recommendations specific to your career field?

For the current continuous learning (CL) cycle (**Oct. 1, 2018 – Sept. 30, 2020**), each AAFL drafted and signed a recommended continuous learning point memorandum providing guidance to the acquisition professionals within the AAFL's designated acquisition career field.

To further enhance knowledge and skills, the memo identifies current and emerging critical technical areas within the ACF and recommends that acquisition professionals enroll in specific courses or activities as part of their CL requirement. The Army DACM Office modified the Career Acquisition Personnel and Position Management Information System (CAPPMS) and created a new section in the Individual Development Plan (IDP) tab so that acquisition workforce members can easily add the recommended courses or activities as planned training. These changes

will also provide the AAFLs with greater visibility into how many workforce members take the recommended training.

Find out what your AAFL's training suggestions are by logging into your CAPPMS account with your common access card at <https://rda.altess.army.mil/camp>. Once logged in, click on the green IDP tab, then go to the "Planning" link located just below the IDP tab. Recommended training courses will appear under the section titled "AAFL-Recommended Training Enhancements." For reference, the Army DACM Office continuous learning point and AAFL policies associated with 12 of the 13 acquisition career fields can be found at <https://asc.army.mil/web/army-dacm-office-continuous-learning-point-clp-policy-final-07jan19/>.

*Please note the program management career field does not have a signed memorandum.



DACM POLICY

A recently released memorandum provides guidance to 51C non-commissioned officers (NCOs) regarding attendance of the 51C Advanced Leader Course (ALC) and Senior Leader Course (SLC). Regardless of successful course completion in a previous military occupational specialty, NCOs in the Army Acquisition Workforce will attend the Army Acquisition Professionals Course and receive credit for 51 ALC. The Distributed Leader Course II (DLC2) is a prerequisite to attending ALC.

As of July 14, 2014, Soldiers currently reclassified and serving as 51C NCOs are exempt from attending 51C SLC if they have successfully graduated from SLC in their previous military occupational specialty. NCOs must complete 51C SLC if they have not graduated from SLC in their previous military occupational specialty. All Soldiers, regardless of MOS, must complete DLC3 before attending SLC. The memorandum, "51C Non-Commissioned Officer Attendance at the 51C Advanced and Senior Leader Courses," can be accessed on the DACM Office Policy Library website page at [https://asc.army.mil/web/51c-nco-attendance/](https://asc.army.mil/web/51c-nco-attendance). All Army DACM Office policies and memorandums can be found in the **Army DACM Office Policy Library**.

SOCOM GHOST PROGRAM

The application window is continuously open for the FY20 U.S. Special Operations Command (SOCOM) Ghost Program. This is a unique, broadening opportunity for junior Army acquisition professionals to directly support the mission of delivering Special Operations Forces capabilities to downrange warfighters. SOCOM is primarily looking for high-performing FA-51 acquisition captains and majors (O-3 or O-4) with two to four years of acquisition experience. To apply, or if you have any questions, send an email to ghost-recruiting@socom.mil.

EARN CONTINUOUS LEARNING POINTS

Earn up to six continuous learning points while staying up to date on the latest acquisition policies and trends by attending the annual acquisition update at Defense Acquisition University (DAU) on Feb. 20. The event will be streaming online.

This year's event, themed "Acquisition 20/20: Navigating DOD Acquisition in an Age of Transformation," will feature training seminars and targeted lectures from acquisition professionals and senior government and industry leaders on improving how we do business to defeat a determined enemy and improve our skills. This year's sessions include:

- Adaptive acquisition framework tools and demonstrations.
- Logistics panel featuring perspectives from program managers and product support staff.
- Managers and industry experts.
- Middle tier of acquisition.
- How to contract for Agile.
- Five key elements of defective pricing.

And many others—22 sessions in all.

This free event is open to all. Detailed instruction for session registration and lunch options are located on the registration website at <https://go.usa.gov/xpubW>.

DAU NEWS

LOOKING FOR MISSION ASSISTANCE?

If you're looking for acquisition program support, consider Defense Acquisition University (DAU). The organization offers a variety of professionalized mission assistance tools, such as:

- Customized acquisition workshops.
- Acquisition strategy development and deep dives.
- Understanding acquisition policy and practices.
- Leadership consultations.
- Teambuilding offsite support.
- Strategic planning and creating organizational vision.
- Stakeholder engagement planning.
- Targeted training.

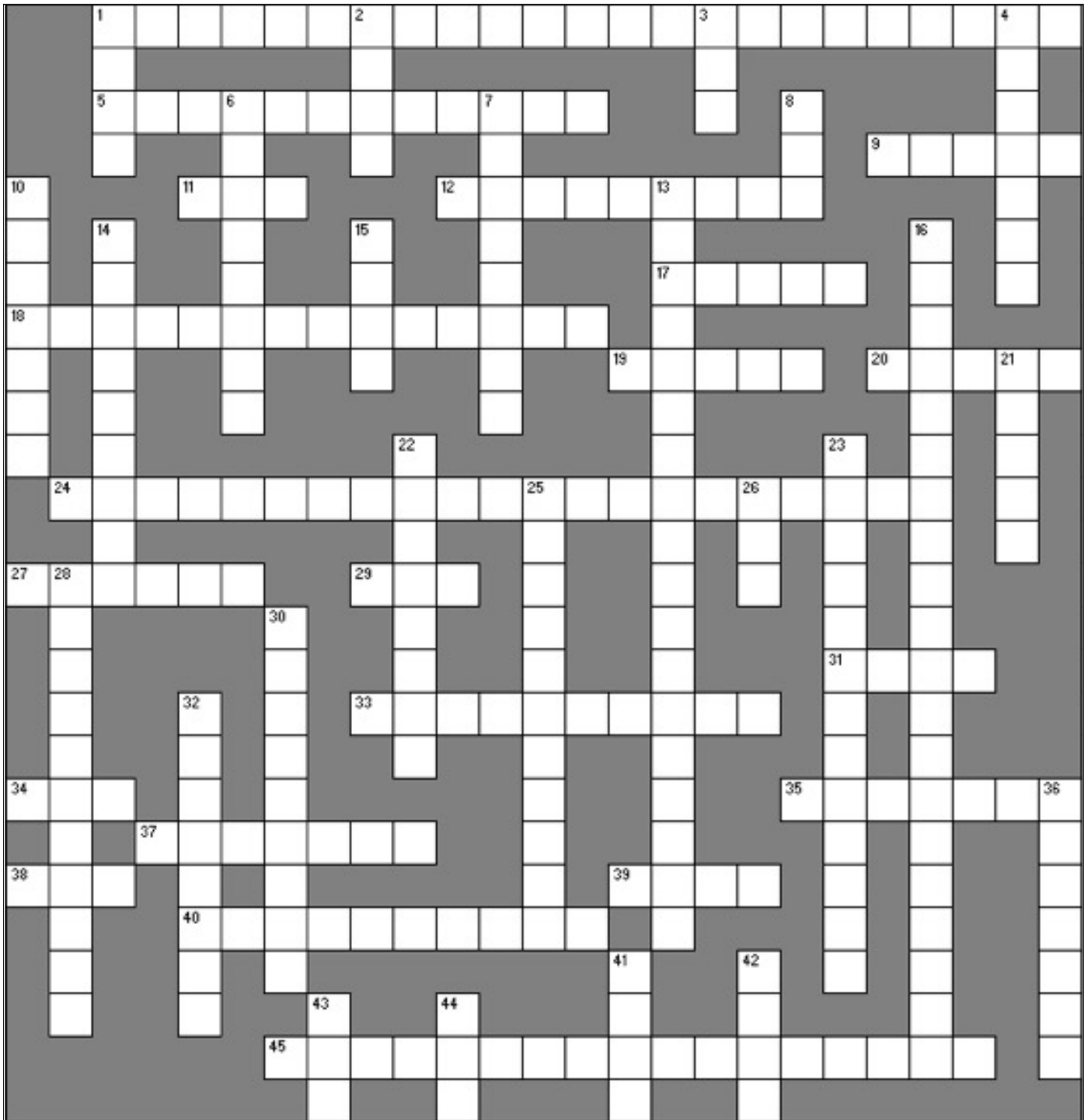
Mission assistance can be the key ingredient to helping program managers make acquisition decisions and achieve successful outcomes. DAU offers support by delivering on-demand mission assistance to your organization at your location or at your nearest DAU training facility. Whether your acquisition program challenges include contracting, engineering and technology, logistics, middle-tier acquisition, professional development or cybersecurity, DAU has the perfect fit for your acquisition program's needs.

There is no cost to programs except for TDY and some specialized licensed products, such as Emergenetics or Crucial Conversations as a team-building tool. Mission assistance support is not offered through normal registration channels, and a support agreement may apply. Browse through the list of more than 70 workshop descriptions at https://icatalog.dau.edu/online-catalog/targeted_training.aspx. Click on the alphanumeric course number in the first column for complete details. The DAU point of contact is Joe Chang at joe.chang@dau.mil or 703-805-2537.



DO YOU LIKE CROSSWORD PUZZLES?

Enhance your acquisition career knowledge and have fun while doing it! Follow us on social media to see the answers. We'll also publish the solution to the puzzle in the April issue of DACM News. Enjoy!





ACQUISITION PUZZLE CLUES

Across

1. The _____ (DCP) provides opportunities for 51C NCOs to complete a bachelor's degree while continuing to receive full pay and authorized benefits.

Learn more at <https://asc.army.mil/web/career-development/programs/nco/> (under the EDUCATION tab).

5. For each acquisition career field (ACF), the Army DACM Office has developed _____, which are intended as notional guides for professional growth and a well-rounded ACF experience. Acquisition workforce employees, along with their supervisors, should use these guides as tools for developing a plan to advance throughout one's acquisition career.

Check out the guides at <https://asc.army.mil/web/career-development/civilian/career-models/>.

9. Use this module within CAPPMS (it's one of the tabs) to submit an online application for various professional development opportunities managed by the DACM Office. First log into CAMP (<https://rda.altess.army.mil/camp>), then click CAPPMS, and find the tab for the Army Acquisition Professional Development System.

11. Examples of this type of organization include Aviation, Enterprise Information Systems, Missiles and Space, Soldier, and Ground Combat Systems.

Learn more about all these offices at <https://asc.army.mil/web/peos/>.

12. Advanced Civil _____ (ACS) gives Army officers a chance to pursue advanced degrees in STEM, acquisition or business-related disciplines at civilian universities on a full-time, fully funded basis.

Read more at <https://asc.army.mil/web/career-development/programs/advanced-civil-schooling/>.

17. _____ of the Force. This online series features members of the Army Acquisition Workforce, showcasing the professionalism and accomplishments of the workforce as well as the range of career opportunities in Army acquisition.

See an example at <https://asc.army.mil/web/news-supporting-the-heartbeat-and-the-backbone/>.

18. Acquisition workforce members must earn 80 continuous _____ (CLPs) every two years.

Read the policy at <https://asc.army.mil/web/army-dacm-office-continuous-learning-point-clp-policy-final-07jan19/>.

19. This program is the premier DOD leader development program for civilians at GS-07 through GS-12 (or equivalent paybands).

Think this program might be for you? Check out <https://asc.army.mil/web/career-development/programs/dcelp/>.

20. _____ is a leadership development program for AAW civilians with identified leadership and supervisory potential who are GS-12 or GS-13 (or payband equivalent). The program prepares mid-career professionals for positions where they will lead people, teams and other workgroups.

Learn more at <https://asc.army.mil/web/career-development/programs/inspiring-and-developing-excellence-in-acquisition-leaders-ideal/>.

24. For civilians, the third career planning step is to prepare an _____ plan (IDP).

Read about all the steps and how to access your IDP at <https://asc.army.mil/web/career-development/civilian/career-planning-steps/>.

27. The Army acquisition population is diverse and crosses 13 acquisition career _____ (ACFs).

See all 13 at <https://asc.army.mil/web/career-development/civilian/career-models/>.

29. All supervisory Army acquisition civilians in grades GS-14 and GS-15 (and payband equivalents) occupy _____ positions.

Read about these critical positions at <https://asc.army.mil/web/faqs/aac-critical-acquisition-position/>.

31. DOD uses the Defense Acquisition Workforce Development _____ (DAWDF) to recruit and hire, develop and train, and retain its acquisition workforce.

Learn more at <https://asc.army.mil/web/career-development/dawdf-program/>.

33. The Defense Acquisition _____ (DAU) offers acquisition courses to those seeking certification in any of the defense acquisition career fields.

Visit DAU at <https://www.dau.edu/>.

34. Log into CAMP, click this tab, and you can submit a help request to the DACM Office through the workforce management inquiry system.

A click here will get you started: <https://rda.altess.army.mil/camp/>.

35. Log into CAMP, click this tab, and you'll find your ACRB, IDP, SRPE and all sorts of acquisition career management goodies.

Click here to get started: <https://rda.altess.army.mil/camp/>.

37. The U.S. Army Acquisition _____ Center (USAASC) provides oversight of the AAW and supports the program executive offices with resource management, human resources and force structure.

Visit the USAASC website: <https://asc.army.mil/web/>.

38. Component modules of _____ include attendance at the Command and General Staff Officer Course, participation in the Executive Leader Development Program and participation in the Leadership Shadowing Experience.

Read more about enterprise talent management at <https://asc.army.mil/web/career-development/programs/senior-service-college-program/>.

39. This document is an automated, authenticated record of your education, training and acquisition assignment history. Preparing one is the first step of career planning for civilians.

Read about all the steps and how to access your acquisition record at <https://asc.army.mil/web/career-development/civilian/career-planning-steps/>.

40. See 28 Down.

45. The _____ School (NPS) offers MSSPM and MSSE degrees to civilians. Acquisition officers can attend the school as well.

Learn more about civilian programs at <https://asc.army.mil/web/career-development/programs/civilian/> (under the EDUCATION tab).

Go to <https://asc.army.mil/web/news-alt-jfm20-the-big-ask/> for a story about the degree program for officers.



Down

1. The _____ Office is your one-stop shop for everything acquisition-related.

Visit the webpage: <https://asc.army.mil/web/dacm-office/>.

2. Log into this portal and you'll have access to career acquisition management tools.

Find the portal at <https://rda.altess.army.mil/camp/>.

3. Preparing one of these documents is step one for an acquisition officer seeking certification.

What is it? Visit <https://asc.army.mil/web/career-development/military-officer/career-planning/>.

4. Acronym for the DOD Civilian Acquisition Workforce Personnel Demonstration Project.

Read more at <https://asc.army.mil/web/acqdemo/>.

6. The USAASC _____ Enterprise Leader (EEL) Program is a one-year developmental program that provides aspiring leaders at GS-11 and GS-12 (or payband equivalents) within the PEOs and the U.S. Army Acquisition Support Center with specialized junior leader development.

Read more at <https://asc.army.mil/web/career-development/programs/emerging-enterprise-leader-eel-program/>.

7. High-performing, mid-career civilians can obtain private-sector experience in the DOD Industry _____ Program (IEP).

Find out more at <https://asc.army.mil/web/career-development/programs/dod-iep/>.

8. The _____ AAF offers education, leader development and broadening assignments to GS-13s or high-performing GS-12s (or payband equivalent). The program is being redesigned; expect it to launch in summer 2021.

Check it out! <https://asc.army.mil/web/career-development/programs/competitive-development-group-army-acquisition-fellowship/>.

10. Civilians can apply to Senior Service _____ (SSC) or to the DAU Senior Service _____ Fellowship (DAU-SSCF) Program to obtain advanced education and leadership training.

For SSC: <https://asc.army.mil/web/career-development/programs/senior-service-college-program/>.

For DAU-SSCF: <https://asc.army.mil/web/career-development/programs/defense-acquisition-university-senior-service-college/>.

13. One of Army's 13 Acquisition Career Fields (ACFs). Learn the fundamentals of this ACF in DAU course LOG 100.

What are the ACFs? <https://asc.army.mil/web/career-development/civilian/career-models/>.

What is LOG 100 about? https://icatalog.dau.edu/onlinecatalog/courses.aspx?crs_id=12164.

14. The Acquisition Leadership _____ Program (ALCP) offers leadership development seminars to AAW members, both military and civilian.

Read more! <https://asc.army.mil/web/career-development/programs/acquisition-leadership-challenge-program/>.

15. The _____ is used to evaluate the potential of civilian employees in designated grades to perform in positions of increased responsibility. You'll need one of these documents to apply for some DACM Office programs, like DAU-SSCF and IDEAL.

Learn more at <https://asc.army.mil/web/senior-rater-potential-evaluation/>

16. Are you a Civilian AAW member with college debt? Maybe the _____ Program (SLRP) can help.

Find out more at: <https://asc.army.mil/web/career-development/programs/student-loan-repayment-program/>.

21. Personnel at the _____, located in Huntsville, Alabama, teach such courses as the Army Acquisition Professionals Course and the FA51 Intermediate Qualification Course.

Learn about this schoolhouse at <https://asc.army.mil/web/organization/aacoe/>.

22. This quarterly publication is AAW's professional journal: Army AL&T _____. Earn CLPs and boost your professional standing by writing an article for it!

Read the current issue at <https://asc.army.mil/web/publications/army-alt-magazine/>.

23. The Defense Acquisition Workforce Improvement Act requires that employees meet the _____ requirements associated with the acquisition position they hold within 24 months after assignment.

Read step two at <https://asc.army.mil/web/career-development/civilian/career-planning-steps/>.

25. One of Army's 13 Acquisition Career Fields (ACFs): Facilities _____.

To see the 13 ACFs, visit <https://asc.army.mil/web/career-development/civilian/career-models/>.

26. Army Contracting _____ Command is a mandatory branch-specific course for lieutenant colonels, colonels and federal civilians who have been designated through the Centralized Selection List for command positions.

Learn more at <https://asc.army.mil/web/organization/aacoe/pcc/>.

28. This is the first of two words in one of the acquisition career fields (ACFs). Second of the two words is at 40 Across.

Find a list of ACFs at <https://asc.army.mil/web/career-development/civilian/career-models/>.

30. This DACM Office monthly newsletter is filled with useful career development info.

Check out the newsletters at <https://asc.army.mil/web/category/dacm-topics/>.

32. Training With _____ is a work experience program intended to give top-performing officers extended exposure to industry management techniques, best practices and technological innovations.

Find out more at <https://asc.army.mil/web/career-development/programs/aac-training-with-industry/>.



36. One of the 13 Army Acquisition Career Fields (ACFs): _____ and Technology Manager.

Find a list of the ACFs at <https://asc.army.mil/web/career-development/civilian/career-models/>.

41. Component modules of _____ include project-based temporary duty assignments, attendance at senior service college, and participation in the Defense Senior Leader Development Program.

Read more about senior enterprise talent management at <https://asc.army.mil/web/career-development/programs/senior-service-college-program/>.

42. This program provides tuition assistance to eligible acquisition workforce civilians and MOS 51C NCOs

<https://asc.army.mil/web/career-development/programs/acquisition-tuition-assistance-program/>.

43. This individual is responsible for disseminating current information on programs, education, training and competitive opportunities offered through the acquisition community.

To see the policy, visit <https://asc.army.mil/web/wp-content/uploads/2013/06/OAP-Policy-Letter-May-2007.pdf>.

For a list of the people, visit <https://www.milsuite.mil/book/docs/DOC-640236>.

44. This sort of position is a subset of Critical Acquisition Positions.

Read about these critical positions at <https://asc.army.mil/web/faqs/aac-what-is-klp/>.

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THE ACQUISITION TOOLKIT
An interview with the Army acquisition executive.

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- ▶ January DACM Hot Topics
- ▶ Newest Army AL&T Magazine Quest? 'understanding acquisition'
- ▶ The Big Ask: Ostrowski's Push to Upgrade Education at NPS
- ▶ Hazlett Announces 2019 Excellence in Contracting Awards
- ▶ Keys to Success: Advanced Civil Schooling

UNITED STATES ARMY DACM
DIRECTOR, ACQUISITION CAREER MANAGEMENT OFFICE

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

Please email us any questions or suggestions.