



# 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 TALENT MANAGEMENT

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



(From the **original article** in Spring 2021 AL&T magazine)

Employing the best talent for the Army Acquisition Workforce is paramount if we're to succeed at our mission: to get the very best capabilities into the hands of our warfighters. We've taken a large step in improving those efforts with the introduction of an exciting new initiative, the Acquisition Leader Assessment Program (ALAP)—the first run of which took place in November at Fort Knox, Kentucky—which will help determine which officers in the Army Acquisition Corps are ready for centralized selection list (CSL) command and key billet positions. The Acquisition Leader Assessment Program adds more data to the selection of officers for command and key billet positions.

The Army Director of Acquisition Career Management (DACM) Office, working in conjunction with the Army Talent Management Task Force, developed ALAP to expand on the current method of determining which officers

will be chosen for CSL positions. The current CSL file review process has served the Army well; ALAP adds another dimension to the existing process that further helps identify whether officers are ready for command. If a candidate is identified as not yet ready for command, that doesn't mean they're not ever ready. Candidates are offered developmental feedback prior to leaving ALAP and are also offered coaching and, if eligible, have an opportunity to participate in ALAP again. The result is an officer who can improve their leadership and can be a stronger candidate in the future.

ALAP follows the model of the Battalion Commander Assessment Program (BCAP), the first run of which was held in January 2020, and the Colonels Command Assessment Program, first held in September, under the leadership of the Army Talent Management Task Force. Gen. James McConville, chief of staff of the Army, announced the inaugural BCAP at the annual meeting of the Association of the United States Army in October 2019, stating: "We spend more time and more money on selecting a private to be in Ranger regiment than we do selecting what I would argue is one of the most consequential leadership positions in the Army, our battalion commanders."

ALAP aims to take that same approach to amassing talent assessment data to find acquisition officers who are ready for command and key billet positions. November's first run included colonels and lieutenant colonels (promotable); this year the program will be expanded to include lieutenant colonels and majors (promotable). The DACM Office also

expects to include centrally selected civilians at the GS-14 and GS-15 levels as well. As ALAP integrates our civilian leaders, there will be some minor modifications to ensure that we have a fair and consistent assessment for all of our leaders.

Areas of assessment from the inaugural ALAP included:

- Peer and subordinate assessment. Peers and subordinates of the candidates chosen by the Army provided assessments of the candidates using observed behavior scales to assess the candidate's leadership effectiveness and frequency of counterproductive leader behaviors.
- Height and weight assessment. Failure to meet the Army's standards was a screening event.
- Physical fitness. The candidate is scored on the Army's Physical Fitness Test.
- Testing cognitive and non-cognitive abilities. These inform how well leaders will be able to handle the complex missions they are assigned.
- Writing assessment. Two writing assessments help determine the candidate's written communication skills. The candidate is first required to provide a persuasive argument to

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- a strategic article, which tests the candidate's analytical and communication abilities. The second writing test is strictly on style and grammar.
- Psychometric assessment. These assessments measure cognitive and non-cognitive abilities, as well.
- A panel interview with senior Army leaders. It is a double-blind interview with a screen preventing the leader and panel members,

the majority of whom are acquisition general officers and members of the Senior Executive Service (SES), from seeing one another. This mitigates potential biases and focuses the candidates on responding to the question and the panel members on assessing the response. The legacy process of selecting leaders for command in the Army Acquisition Workforce has served us well. But ALAP will add more data

points, providing a more holistic picture of an acquisition leader's leadership and potential, to help us make better selection decisions for these critical positions that will lead our military and civilians in our most important acquisition efforts. We owe them, the AAW and the Army no less.

## CAREER NAVIGATOR: YOUR INDIVIDUAL DEVELOPMENT PLAN



(From the original *“Charting Your Course”* article in Spring 2021 AL&T magazine)

Employees should ask themselves: “Where do I see my career going?” and “What steps do I need to take to get there?” This is a good time to take a look at your Individual Development Plan (IDP). What is an IDP? An IDP is a career and personal development tool for employees that will help them reach short- and long-term career goals and improve current job performance, according to the Office of Personnel Management. Several agencies within DOD and elsewhere in the government have implemented IDPs to assist employees in their development, and the Director of Acquisition Career

Management (DACM) Office is no exception—all Army Acquisition Workforce (AAW) members are **required** to maintain a five-year IDP.

For the AAW, the IDP is a one-stop tool containing several categories essential to acquisition career development, management and communication, and engagement with supervisors. Under the IDP's home page, there is a handy electronic dashboard summarizing an acquisition employee's status across multiple areas of responsibility. The planning and history tabs are for monitoring training, professional acquisition and leadership activities, and for tracking **continuous learning points** (CLPs) earned. The supervisor's tool allows supervisors

to add employees under their hierarchy, approve training and professional activities requests, award CLPs and manage AAW members' positions and career progression. The objectives tab is for recording career objectives and goals essential to career development and management.

Acquisition and non-acquisition supervisors of acquisition professionals must review IDPs with their employees every 180 days to identify other training, education and experience opportunities available within the five-year timeframe. The review should cover the current short and long-term objectives. To read more **click here**.



# UPDATE - THE ARMY ACQUISITION WORKFORCE RECRUITMENT AND SUSTAINMENT CENTER OF EXCELLENCE



In September 2019, the DACM Office and the Civilian Human Resources Agency announced a partnership for the creation of the Army Acquisition Workforce Recruitment and Sustainment Center of Excellence (AAW R&S CoE). The center's mission is to address the hiring challenges facing our civilian acquisition community by supporting an integrated strategy to recruit, hire, sustain and retain our best and brightest talent to meet current and future Army Acquisition Workforce requirements. We are excited to announce that the year-long AAW R&S CoE implementation plan is complete and the center of excellence is diligently serving the acquisition workforce.

Ever since the AAW R&S CoE reached full operational capability last summer, we received great feedback on streamlining the hiring process and providing better quality of service. Working in partnership with the DACM office, AAW R&S CoE leadership identified some best practices which will help you and your hiring managers seek and acquire the best talent in the minimum amount of time:

### Reduce Management Time:

- Use Direct Hiring Authority to streamline the hiring process, even if the job will be announced publicly.
- Coordinate early with the AAW COE branch point of contact to determine a hiring strategy that best fits your requirement.
- Prepare interview panels before referral lists are received.
- Conduct interviews and choose a candidate as soon as possible once referral list is received.

### Reduce HR Time:

- Use standardized or existing position descriptions or position requirement documents whenever possible to reduce or eliminate classification time.
- Coordinate with the unit security manager before submitting a hiring packet. Background checks or clearance requests must be initiated by the requiring command.
- Include unit G1 in the hiring strategy early. Mistakes in initial packet submission can generate long delays.

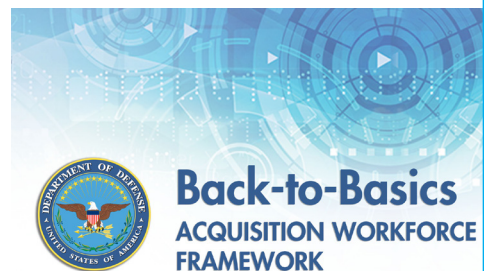
We are also pleased to present new AAW R&S CoE branding that represents the level of excellence that the organization provides throughout the personnel lifecycle. The Army DACM's [AAW R&S CoE webpage](#) is up to date with the latest information.

## BtB FUNCTIONAL AREA RESTRUCTURING

DOD is making significant changes to the current acquisition workforce framework with the implementation of the Back-to-Basics (BtB) 21st Century Acquisition workforce talent management framework. The Sept. 2, 2020, memorandum from the Under Secretary of Defense (Acquisition and Sustainment), "Back-to-Basics for the Defense Acquisition Workforce," streamlines the current acquisition career field structure into six functional areas: Business Financial Management/Cost Estimating; Contracting; Engineering & Technical Management; Life Cycle Logistics; Program Management; and Test & Evaluation. Note: Business

Financial Management and Business Cost Estimating will have separate certification tracks. Full implementation of the new framework is planned for no later than October 1, but will be incrementally implemented early if segments of the framework are DOD approved and ready. The Army DACM Office is extensively engaged in BtB implementation planning and is working closely with DOD, DAU, acquisition functional representatives and our sister services to transition the acquisition workforce as seamlessly as possible into the new construct. To date, two functional areas have provided official

guidance on their restructuring to align with BtB: Contracting and Program Management. Stay informed of functional area changes as they evolve, at: <https://asc.army.mil/web/dacm-office/back-to-basics/>.





# SPOTLIGHT ON SUCCESS



**Meet LaDonna McCann**, an energy manager with Aviation and Missile Command (AMCOM) in Huntsville, Alabama. She has a strong background in environmental science and shared with us her professional experiences and insights on personally developing your own career. **Click here** to read an in-depth article. One of the many ways McCann took charge of her own career

was by participating in the Army DACM's **Inspiring and Developing Excellence in Acquisition Leaders (IDEAL)** program as part of the 2020 fiscal year cohort; a unique blend of in-person and virtual leadership training. Sponsored by the DACM Office, IDEAL is a leader development program for AAW civilians at GS-12 or GS-13 (or broadband equivalent). It prepares midcareer professionals for positions where they will lead people, teams and other groups. Participants take part in classroom sessions, engagements with senior leaders, and a site visits or field trip.

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

I was selected to participate in the Inspiring and Developing Excellence in Acquisition Leaders (IDEAL) fiscal year 2020 Huntsville cohort. We had our first session in December 2019, our second meeting February 2020, and we were scheduled to have our final meeting and graduation in May 2020. But then the pandemic hit and our third meeting was pushed out to August 2020 and held via MS Teams.

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

I want to continuously improve my leadership skills and develop professionally.

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

I always enter training as an opportunity for me to make the most of whatever it turns out to be. I did not anticipate the high quality of material we were presented with. I was pleasantly surprised.

**What were your top three takeaways from the course?**

Don't be afraid to have crucial conversations; you are responsible for managing your professional path; and finally, everyone is a leader.

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

I have begun to better see myself as a leader in my organization. I do not have to be a team leader or supervisor to lead. I can lead from my current position as well.

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

I would highly recommend this course to both current leaders to sharpen their skills and aspiring leaders for inspiration.

**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?**

It is a privilege, as the daughter of an Army veteran, to be able to serve my country by using the skills and knowledge I went to college to study. Everyone doesn't have the opportunity to apply their degrees only a daily basis and I do.

**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 became a part of the Army Acquisition Workforce when my contractor position transitioned to a civilian position. At that time, I leaped at the opportunity to join the civilian workforce. My first acquisition position was Physical Scientist (Environmental). I analyzed, evaluated and reviewed technical activities and scientific data necessary to reduce the quantity and type of Emergency Planning and Community Right-to-Know Act (EPCRA) Section 313 toxic chemicals and Section 302 extremely hazardous materials (HAZMATS) being used in various aviation and missile weapon system processes. I was excited to be able to directly apply my environmental educational background in my career. I know that many others with environmental backgrounds are not able to do so.

*Don't be afraid to have crucial conversations; you are responsible for managing your professional path; and finally, everyone is a leader.*



## 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/>.



## Acquisition Education, Training and Career Development Opportunities

### NOW ACCEPTING APPLICATIONS – THE NAVAL POSTGRADUATE SCHOOL MASTER OF SCIENCE IN SYSTEMS ENGINEERING NON-RESIDENT PROGRAM WITH A SYSTEM OF SYSTEMS FOCUS EDUCATION OPPORTUNITY

The DACM office is pleased to announce the Naval Postgraduate School (NPS) Master of Science in Systems Engineering (MSSE) non-resident program with a system of systems focus (cohort 311-221G) education opportunity. The DACM office sponsors NPS-MSSE and will fund the cost of tuition and books. No travel is involved.

**WHAT IS IT?** The **NPS-MSSE** is a two-year program designed for civilians in DOD organizations faced with a wide range of systems engineering and integration challenges. NPS educates and trains engineers with tools and technologies relevant to their work. As a result, employees have greater knowledge and expertise to better meet the needs of their customers. Specific program educational objectives are provided in the **actual program announcement**. Classes for Cohort 311-221G will commence the week of September 28 and end the last week of September 2023.

**WHO MAY APPLY?** Those eligible to apply are permanent GS-11 through GS-15 (or broadband/pay band equivalent) Army

Acquisition Workforce (AAW) civilians; this includes AAW employees from DOD laboratories designated as Science and Technology Reinvention Laboratories, who meet both the NPS admissions and the DACM office requirements in the announcement.

**WHEN:** Applications for consideration of funding and NPS applications for conditional letters of acceptance may be submitted through May 31.

**HOW DO I APPLY?** Instructions on how to apply and submit an application to the NPS-MSSE education opportunity are contained in the **NPS-MSSE (311-221G) Announcement**.

**INQUIRIES:** Inquiries must be submitted through the Workforce Management Inquiry System via a CAMP **help request**.

**ADDITIONAL RESOURCES:** Visit the NPS-MSSE information page for **additional details**. The external NPS website can be found **here**.

### OPENING SOON – FISCAL YEAR 2023 CENTRALIZED SELECTION LIST LTC/GS14 and COL/GS15

The DACM office is pleased to announce the fiscal year 2023 centralized selection list (CSL) open announcement for GS-13 through GS-15 (or payband equivalent) as follows:

- LTC/GS14 Product Manager: Application window opens on April 28 and closes on June 10.
- COL/GS15 Project Manager: Application window opens on June 3 and closes on July 15.

CSL board members select acquisition officers and civilians to lead Acquisition Category (ACAT) I, II and III weapon systems programs and run major contracts as well as test and evaluation efforts.

Slating of CSL principals into CSL positions is an Army Acquisition Executive responsibility. ACAT II and III acquisition key billet positions are identified as critical acquisition positions and typically have a tenure length of three years. ACAT I key billet positions are identified as key leadership positions and have a four-year tenure length or that closest to a major program milestone decision (based on Title 10, Chapter 87 of the Defense Acquisition Workforce Improvement Act). Selected applicants may be invited to attend the U.S. Army's Command Assessment Program at Fort Knox, Kentucky, in September. Additional details on the positions, eligibility and application instructions, will be posted on our **CSL landing page**.



## Acquisition Education, Training and Career Development Opportunities

# NOW ACCEPTING APPLICATIONS – THE NPS MASTER OF SCIENCE IN SYSTEMS AND PROGRAM MANAGEMENT DEGREE PROGRAM

The DACM office is pleased to announce the Naval Postgraduate School Master of Science in Systems and Program Management (**NPS-MSSPM**) (Cohort 722-221G) education opportunity. The DACM office sponsors NPS-MSSPM and will fund the cost of tuition and books. No travel is involved.

**WHAT IS IT?** The NPS-MSSPM is a two-year program designed for DOD and other federal agency civilians to obtain an acquisition defense-focused advanced degree in a distance learning format. The NPS-MSSPM is an interdisciplinary program combining systems engineering with program management knowledge and skills. The program is intended to broaden the technical capabilities of the acquisition workforce who may have non-technical backgrounds so they are able to successfully manage and lead programs or projects in support of the Defense Acquisition System. Students in this program learn the systems engineering process from establishing system requirements through test and evaluation. Simultaneously, students learn how to manage, schedule and budget programs as well as work with DOD suppliers through contracts to meet program obligations.

Classes for cohort 722-221G will commence the week of Sept. 28 and end during the last week of September 2023.

**WHO MAY APPLY?** Those eligible to apply are permanent GS-11 through GS-15 (or broadband/pay band equivalent) Army Acquisition Workforce (AAW) civilians; this includes AAW employees from DOD laboratories designated as Science and Technology Reinvention Laboratories who meet both the NPS admissions and the DACM office requirements in the announcement.

**WHEN:** Applications for consideration of funding and NPS applications for conditional letters of acceptance are being accepted through May 31.

**HOW DO I APPLY?** Instructions on how to submit an application to the NPS-MSSPM (722-221G) education opportunity are contained in the **NPS-MSSPM (722-221G) Announcement**

**INQUIRIES:** Inquiries must be submitted through the Workforce Management Inquiry System via a CAMP **help request**.

**ADDITIONAL RESOURCES:** The NPS-MSSPM main information page can be found **here** and the external **NPS website** contains specific information about the curriculum.

## OPENING SOON - THE POPULAR IDEAL PROGRAM MAKES A COMEBACK



The Inspiring and Developing Excellence in Acquisition Leaders (IDEAL) program will return in fiscal year 2022 to the DACM lineup of leader development offerings. The **popular program**, which consists of three one-week resident sessions conducted over a period of approximately six months, was on hiatus in fiscal year 2021 because of pandemic-related restrictions on travel and in-person gatherings. Because a resident

setting is critical to the success of IDEAL, converting the three sessions in fiscal year 2021 to a virtual environment would not have been in the best interest of the participants.

“We’re looking forward to conducting IDEAL again and having students back in the classroom,” said Craig Gardunia, director of the Army Acquisition Center of Excellence (AACoE), and an IDEAL facilitator. “The resident environment fosters interaction and camaraderie and allows the participants to engage in valuable networking opportunities not only with the facilitators but with the other students as well,” Gardunia added. Other program activities, including

leadership and communication courses, engagements with executives, and a visit to an acquisition-relevant site are also enhanced in a resident setting.

IDEAL will be open for applications May 4 through July 29, with classes starting in January 2022. The program is open to GS-12/13 and equivalent broadband acquisition professionals, and is geared toward those who are seeking to develop their leadership skills in preparation for supervisory positions. There will be two cohorts for fiscal year 2022, each taking place at AACoE facilities on the campus of the University of Alabama in Huntsville. Read more about **IDEAL program**.



# CLOSING SOON - THE SENIOR ENTERPRISE TALENT MANAGEMENT AND ENTERPRISE TALENT MANAGEMENT PROGRAMS

Now through May 15, the Senior Enterprise Talent Management (SETM) and Enterprise Talent Management (ETM) programs are open for applications. These Army talent management programs are designed to produce senior civilian leaders with an enterprise perspective and the potential to serve in positions of increasing levels of responsibility.

A variety of exceptional professional development, senior-leader educational and experiential learning opportunities are available for eligible candidates at GS-12 through GS-15 (and equivalent pay bands). Visit the [SETM/ETM page](#) for more details.

## ANNOUNCEMENTS

### CONGRATS, ATAP PARTICIPANTS!

*Congratulations to the 19 recently selected participants of the fiscal year 2021 Acquisition Tuition Assistance Program. The following individuals have been selected:*

- Bhatt, Ketaki** Army Futures Command (AFC)
- Burke, John** U.S. Army Communications-Electronics Command
- Crim, Jonathan** AFC
- Crouch, Benjamin** U.S. Army Test and Evaluation Command
- Devasthali, Shyam** U.S. Army Joint Munitions Command
- Hall, Stephen** AFC
- Henry, Paul** AFC
- Jones, Kurtis** U.S. Army Contracting Command (ACC)
- Kian, Ida** ACC
- Kornhoff, Joseph** Program Executive Office (PEO) for Intelligence, Electronic Warfare and Sensors
- Madajczyk, Douglas** U.S. Army Tank-Automotive and Armaments Command
- McGuire, Kassie** PEO for Enterprise Information Systems

- Merlette, Jr., John** Army National Guard, 32nd Infantry Brigade Combat Team
- Reed, Jr. John** ACC
- Schenning, Sandra** U.S. Army Corps of Engineers
- Smith, Tyler** ACC
- Taylor, Erica** FOASECARMY (Pentagon)
- Terry, Kathleen** PEO Combat Support and Combat Service Support
- Turner, Lisa** U.S. Army Special Operations Command

ATAP provides tuition assistance to eligible Army Acquisition workforce (AAW) civilians and Military Occupational Specialty (MOS) 51 Contracting (51C) Noncommissioned Officers (NCOs). AAW civilians can pursue business credit hours towards bachelor's degrees and master's degrees. Learn more about [ATAP](#) here.

## CONGRATULATIONS TO OUR 51C NCO SOLDIERS

A big round of applause goes to the 31 active and reserve **Soldiers reclassified** into the 51C military occupational specialty (MOS) of contracting noncommissioned officer (NCO). The NCO contracting corps offers a promising career path and the opportunity to serve in a variety of locations. Candidates selected for reclassification learn a new craft and gain valuable transferable skills through the training, education and professional development opportunities of the MOS. The accession process is competitive yet rewarding. 51C NCOs are responsible for providing procurement support and serving as a business adviser for the Army contracting mission. To see a list of selectees' names, read the original 51C NCO Reclassification Results article [here](#) and, for more details on the 51C NCO reclassification program, [click here](#).

## DAU NEWS

### NEW PREREQUISITE REQUIREMENT FOR PMT 4010

Beginning in fiscal year 2022, EXE 4000V (Problem Solving for Tomorrow's Defense Leaders) and EXE 4050V (Optimizing Possibilities) will be mandatory prerequisites for the PMT 4010 Program Management Course. Each of the EXE courses is a week-long virtual instructor-led training so they may be taken without the need for travel. Courses do not have to be taken sequentially, however, it is recommended that the student take EXE 4000V first. In an effort to ensure our acquisition officers successfully complete these prerequisites, the Army DACM Office will prioritize reservations for EXE courses so that those requiring PMT 4010 to fulfill the training requirements of their position are given seats first. For more details, refer to the PMT 4010 course description page in DAU's catalog at: [https://icatalog.dau.edu/onlinecatalog/courses.aspx?crs\\_id=12461](https://icatalog.dau.edu/onlinecatalog/courses.aspx?crs_id=12461).



# DACM POLICY

## MANDATORY ANNUAL ETHICS TRAINING FOR THE ARMY ACQUISITION WORKFORCE

On February 8, the Army DACM signed a **memorandum** titled “Mandatory Annual Ethics Training for the Army Acquisition Workforce.” This memo supports the Under Secretary of Defense for Acquisition, Technology, and Logistics direction that all acquisition workforce members within the Department of Defense must complete ethics training annually.

Leaders and supervisors, with the support of training coordinators within the commands and organizations, are responsible for ensuring all Army Acquisition Workforce professionals in their area of responsibility complete annual ethics training. Contact your servicing ethics counselor to obtain information about additional online ethics training options that will meet this annual requirement or contact your local supporting training

coordinator. **Click here** for a list of ethics counselors at various military installations and commands.

Please note that the **2020 Ethics Training video** on the JAGNET website still counts towards the annual ethics training requirement for 2021. The Headquarters, Department of the Army Office of General Counsel has confirmed that AAW members can count viewing of this 2020 video toward meeting the 2021 ethics training requirement. The Office of General Counsel acknowledges that the JAGNET website has not been updated with a new 2021 ethics training video or a change to the video title to reflect the current calendar year.

## (YOU'VE GOT THE) WRITE STUFF

DID YOU KNOW THAT ARMY AL&T WANTS TO HEAR YOUR IDEAS ABOUT ACQUISITION? IT'S TRUE. ALL YOU NEED IS A GOOD IDEA.



**Here's how it works:** Share a unique perspective on acquisition with us. Our expert editors will work with you to turn your good idea into a great article. From concept to editing, photos and graphic design, we've got your back. Together, we make a great publication. Award-winning, as a matter of fact.

**What's in it for you:** Being published in our magazine can help put your organization and your hard work on the map. Our articles are published both in print and online, and reach thousands of readers across the Army, DOD, industry and Capitol Hill.

**Don't worry. We have answers. Interested?**  
Contact Army AL&T at [armyalt@mail.mil](mailto:armyalt@mail.mil) to get more information and view our writers guidelines, go to <https://asc.army.mil/web/publications/army-alt-magazine/>.



Army AL&T is always looking for new voices, and we're especially interested in the operational point of view. We also accept ads from DOD organizations (and they're free!). To submit, or just to get more information on our writers guidelines, go to <https://asc.army.mil/web/publications/army-alt-magazine/>.



### Army DACM Office Highlights

- ▶ April DACM Hot Topics
- ▶ March DACM Hot Topics
- ▶ 51C NCO Reclassification Results
- ▶ FY21 Product Director Centralized Selection Board Slating Results
- ▶ Winners Announced for the 2020 Maj. Gen. Harry Greene Awards for Acquisition Writing



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