



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: THE ARMY ACQUISITION WORKFORCE OF THE FUTURE

Rob Richardson Jr., Director, Acquisition Career Management (DACM)



(*Original article in Army AL&T magazine.*)

Almost three years ago everything changed. Our organizations sent people home to telework full time for what many thought would be a short-term situation that has since turned into a complete revision in how we do work across the Department of Defense and the U.S. Army.

I'm the type of leader who prefers to lead by walking around. I see value in knowing when and where people are working. I gain a lot of insight from stay-behinds with my colleagues after meetings. I appreciate the head nods and smiles I would get when speaking to a larger group of people. I also think the times of five days a week in the office are behind us, and we're moving into a new environment of hybrid workplaces and flexibility—and I'm looking forward to it.

RELATIONSHIPS ARE KEY

The relationships established among our workforce before COVID hit were key to our success in those first few months of the transition to full-time telework. We didn't have all the tools we needed—we attempted conference bridges and virtual meetings but lacked enough VPN ports—but we were all in this together, working for an organization that had an established ethos with people we knew and trusted.

As time went on, people moved on and new people were brought into the organization—new people who have yet to be assigned a cubicle and have never shaken their teammate's hand. As a leader, I was challenged to figure out how to bring them into the organization and foster those relationships.

That's where Microsoft Teams comes into play. Microsoft Teams was a game changer. It allowed me to check in on my people, to see them and establish that sense of community. It gave me that face-to-face capability. As Timothy James Keilty and John Z. "Jack" Burke wrote in a *recent Army AL&T article*: "The chat, group chat and file-sharing functions of Microsoft Teams provide the means to keep the conversation alive in a telework environment. It is how

SIX TIPS FOR TELEWORKING

CREATE A DEDICATED WORKSPACE

Have a space dedicated for work, and keep all of your work-related things there.



KEEP A REGULAR ROUTINE

Routines create structure, and put us in the right frame of mind for the day's tasks. Part of your routine should be getting dressed, even if it's daytime jammies.



SET BOUNDARIES

Keep your work life separate from your social life.



COMMUNICATE CONSISTENTLY

Check in with your teammates regularly.



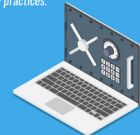
TAKE REGULAR BREAKS

Step away from your desk regularly. Take breaks and eat away from your workspace. Breaking up your day will keep you from feeling isolated or overwhelmed.



BE VIGILANT IN YOUR SECURITY PRACTICES

When you work from home, it is extremely important to adhere consistently to mandated security practices.



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WHAT'S INSIDE:

CREDIT WHERE IT'S DUE

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people get real-time updates; more importantly, you keep the entire team in the conversation. It is how you poke your head into someone's cubicle in a telework environment."

I'm a big proponent of all Microsoft Teams has brought to our workforce, and how it has enabled us to continue to build and strengthen our relationships.

FLEXIBLE WORK SCHEDULES REQUIRE MANAGERS TO FOCUS ON MEASURABLE AND OBJECTIVE PERFORMANCE. THEIR SUCCESS IS BASED ON CLEAR COMMUNICATION, TRUST AND PROFESSIONAL RESPECT.

SIX TIPS FOR TELEWORKING

- Create a dedicated workspace.
- Keep a regular routine.
- Set boundaries.
- Communicate consistently.
- Take regular breaks.
- Be vigilant in your security practices.

Read more about the Army DACM's philosophy on embracing flexibility, adapting to new technology, and supporting the priorities of the people who accomplish the Army mission.



CREDIT WHERE IT'S DUE

Original article authored by Jacqueline M. Hames

Lifelong learning is the backdrop for the Back-to-Basics acquisition framework. The ultimate goal is to have a workforce that is highly trained and skilled, and constantly learning the latest information and best business practices for each functional area (previously called career fields).

Back-to-Basics is "the best example of continuous learning intent that I've seen in my career, and that is largely because of credentialing," said Scott Greene, chief of the strategy and communications division at the Army Director of Acquisition Career Management (DACM) Office. Credentials are focused functional blocks of training—they are separate from, and not required for, functional area certifications.

In the past, the acquisition community struggled with training that was "front-loaded," meaning that employees received required training all at once. Training often included knowledge or skills that weren't necessary or wouldn't be put to use until much further along in a career. However, the Back-to-Basics framework seeks to remedy that issue with less upfront training and more time to accomplish it. There is also an abundance of as-needed training through defense acquisition credentials, largely focused within a functional area.

"With Back-to-Basics, we lessened the overall certification training requirements to make it more tailored and focused," Greene said. "The tailored part comes in with credentials, which is really that supplemental, functional-area-specific training that's really



necessary—but not required—for you to be an expert in your position." While credentials are not required at the DOD level, supervisors, component or functional area leaders can direct acquisition professionals to acquire them for their position.

HOW WE GOT HERE

"Back-to-Basics is a movement, not a moment," said Scott W. Bauer, director of acquisition human capital initiatives (HCI) at Defense Acquisition University (DAU). Updating the framework was a once-in-a-generation event, he said—the last time it was updated was 30 years ago. During the implementation of Back-to-Basics, HCI managed union obligations, undertook policy revisions to synchronize law and policy, and were ambassadors in the strategic communication campaign. HCI was formerly a direct report to the Office of the Undersecretary of Defense for Acquisition and Sustainment but, as of May 2021, "grew roots" with DAU and now falls under its purview.

"At the strategic level, Back-to-Basics puts the learner in the driver's seat," Bauer said. "This will require individuals to be more intentional about their training." Acquisition workforce members,

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in communication with their supervisor, will need to make determinations about what training or credential to take next, he explained.

Aaron Hutson, chief of strategy and policy at the DACM Office, emphasized that Back-to-Basics is a big culture shift. “[We’re] trying to instill a culture of lifelong learning and continuous learning at the point of need. Then, trying to push that to the workforce, to our supervisors, to be mindful of that,” he said.

WHAT’S A CREDENTIAL?

A credential—or, more formally, a defense acquisition credential—“documents the knowledge, skills and abilities to perform a DOD acquisition-related function, skill or set of tasks,” according to DAU. They provide the workforce with in-depth training for a singular functional area as well as cross-functional training for several functional areas.

“The main difference between DAWIA [the Defense Acquisition Workforce Improvement Act] certification and the Defense Acquisition Credential Program is that certification is required by law and policy, while credentials are not,” Bauer said. Credentials were initially created as a set of requirements determined by the

functional area leads to address specific functional area needs or gaps. “Currently, DAU has deployed more than 40 credentials in a range of areas.”

Earning a credential means that an acquisition professional will complete several courses that comprise the credential’s requirements. According to the DACM website, members have one year from enrollment to complete the components of a credential. Once all the components are complete, the credential’s validity starts, and usually lasts three to four years before needing to be renewed, according to the DAU website. The renewal period is about six months, during which the student must complete the renewal requirements to maintain the credential.

These credentials are intended to enhance a workforce member’s knowledge of a particular functional area—either through a broader understanding of the functional area, or specific expertise in one aspect of the functional area. They complement the functional area’s basic training requirements and allow employees to spread their training out over time so that skills and knowledge, once acquired, can be implemented immediately.

To read more, [click here](#).



51C RECLASS RESULTS ANNOUNCED

From Army AL&T News

Congratulations to the recently selected 51C military occupational specialty (MOS) contracting noncommissioned officers (NCOs). **51C NCOs** have the vital job of not only providing procurement support for anything a unit might need but also serving the commander as a business adviser—ensuring Soldiers get what’s

needed on time to support the mission. Candidates selected for reclassification learn a new craft and gain valuable transferable skills through the training, education and professional development aspects of the MOS.

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The accession process is competitive but rewarding. Applicants must be at the rank of sergeant or staff sergeant with less than 10 years of service. Those with 10 to 12 years of service may request waivers (completed by USAASC). The NCO contracting corps offers a promising career path and the opportunity to serve in a variety of locations.

The next 51C NCO reclassification panel is scheduled to convene January 2023. **For instructions** on how to submit a packet and for more information about 51C reclassification programs, go to <https://asc.army.mil/web/career-development/military-nco/field51>.

SSG AYRES JOHN HEYWOOD

- 19D Cavalry Scout

SSG BRIDGES BRITNY DION DIANE

- 25Q Multichannel Transmission Systems Operator - Maintainer

SSG CALDWELL JAMES AARON

- 11B Infantry

SSG CARRINGTON CHARNELLE DAMALI

- 92F Petroleum Supply Specialist

SSG GOSNEY ANA ANGELICA

- 35M Human Intelligence Collector

SSG HO TONY DARA

- 74D Chemical Operations Specialist

SSG JACOBSEN JOVANE DOMONIC A

- 91H Track Vehicle Repairer

SSG JOSEPH JELISSA ANGELIQUE

- 92G Food Service Specialist

SSG KABEBE FRANCIS W

- 92F Petroleum Supply Specialist

SSG KEEL SOUVANNALY SYSOUVONG

- 68W Health Care Specialist

SSG KIM JEONGTAE

- 12B Combat Engineer

SSG KIM JOO JIN

- 68F Physical Therapy Specialist

SSG KLEINSCHMIDT RYAN MITCHELL

- 11B Infantry

SSG MAGLIBA PHILLIP TACA

- 11B Infantry

SSG MASKEY UMESH

- 92A Automated Logistical Specialist

SSG NDIKA THIERRY FONJAH

- 91B Army Wheeled Vehicle Mechanic

SSG NGUYEN THAO

- 74D Chemical Operations Specialist

SSG NYAM DANIEL

- 15U Medium Helicopter Repairer

SSG PENDLETON SAMUEL LANDER

- 88N Transportation Management Coordinator

SSG ROUSE DEIDRA JEANNETTE

- 92Y Unit Supply Specialist

SHORTER MICHAEL DAVID

- 68X Mental Health Specialist

SSG TILLER WYNTHA SHAREE

- 88M Motor Transport Operator

SSG TORRES ADAM CHRISTOPHER

- 88K Watercraft Operator

SSG TORRES MIGUEL ANGEL

- 68W Health Care Specialist

SSG TOURE ALMAMY KHALIL

- 17E Electronic Warfare Specialist

SGT DAVILALARA JAIME

- 15F Aircraft Electrician

SGT MBAWUIKE UCHECHUKWU

- 91D Army Tactical Power Generation Specialist

SGT DEZIR NANCINE ANGELIE

- 68E Dental Specialist

SGT MARREROSALCEDO VICTOR J

- 92A Automated Logistical Specialist

SGT SURAT RAYMOND ANDRES

- 92A Automated Logistical Specialist

SGT TAPPIN PASHUN JANAE

- 25U Signal Support Systems Specialist

SGT GARZA DAVID LEE

- 68D Operating Room Specialist

SGT ROMAN KALA RENEMONIQUE

- 68P Radiology Specialist

SGT TANDUKAR NARENDRA

- 15B Aircraft Powerplant Repairer

ANNOUNCEMENTS

KUDOS TO THE FY23 PUBLIC-PRIVATE TALENT EXCHANGE (PPTE) PROGRAM SELECTEES

Congratulations to the FY23 PPTE selectees. **PPTE** participants complete a professional assignment with industry by serving for six months with a private sector organization. PPTE promotes increased communication between government and industry, enables participants to gain a better understanding of industry's business operations and challenges, and facilitates the sharing of innovative best practices.

Learn more about PPTE, go to <https://asc.army.mil/web/career-development/programs/dod-ppte>.

THE FY23 SELECTEES ARE:

- Program Executive Office (PEO) Soldier
BRIAN RAFTERY
- U.S. Army Futures Command
JEREMY RICE
- PEO Simulation, Training and Instrumentation
MARY VICK
- U.S. Army Test and Evaluation Command
TROY WYNN



HATS OFF TO THE FY23 INSPIRING AND DEVELOPING EXCELLENCE IN ACQUISITION LEADERS (IDEAL) SELECTEES

Congratulations to those selected for the **FY23 IDEAL** program. IDEAL is the DACM's centrally managed leader development program for Army Acquisition Workforce members in grades GS-12 and -13 and broadband equivalent. For FY23, the participants will attend three one-week sessions during the period November 2022 through March 2023. In between sessions, the participants will return to their workplaces where they will use newly learned skills and put into practice the concepts and competencies they studied and examined during the sessions.

To learn more about IDEAL, go to <https://asc.army.mil/web/career-development/programs/inspiring-and-developing-excellence-in-acquisition-leaders-ideal>.

THE FY23 SELECTEES ARE:

- | | | |
|---|--|---|
| • US Army Contracting Command (ACC)
THOMAS BROWN | • ACC
LAURA HILL | • AFC
LAURIE RIVERA |
| • US Army Corps of Engineers (USACE)
ALEESHA BUTLER | • PEO Aviation
KRISTEN HINTON-WILLIS | • AFC
MARC SANZARI |
| • USACE
MELANIE CAINES | • ATEC
KARLA JAMES | • ACC
TRISHA SCOTT |
| • US Army Futures Command (AFC)
PETER CAPUZZI | • AFC
SHELBY JOHNSON | • ATEC
CAMERON SHOWELL |
| • USACE
ROBERT CONNORS | • PEO Enterprise Information Systems (EIS)
MEGAN JONES | • ACC
GERALD SIMMONS |
| • Program Executive Office (PEO) Command, Control Communications-Tactical (C3T)
TYLER COOK | • US Army Aviation and Missile Command (AMCOM)
SHAUN LAMB | • US Army Medical Command (MEDCOM)
PATRICK THIELEMANN |
| • US Army Test and Evaluation Command (ATEC)
KRISTIN DENISIO | • ATEC
LIONEL LEWIS | • ACC
BRIANA WATKINS |
| • PEO Missiles and Space (M&S)
STEPHEN ELISON | • AMCOM
WILLIAM MORGAN | • ATEC
CHRISTINA WEIKERT |
| • Joint PEO Chemical, Biological, Radiological and Nuclear Defense (JPEO-CBRND)
PETE HARLAN | • PEO Combat Support and Combat Service Support
CHRISTOPHER MORRIS | • PEO EIS
RENALDO WILLIAMS |
| • AFC
ERIC HECHT | • Army Materiel Command - 408 th
ROGELIO NEVAREZ | • ACC
MICHAEL WINSLOW |
| | • PEO CS&CSS
TYSON ORNELAS | • AMCOM
ANNIE WORKMAN |
| | • PEO C3T
JUSTIN PARKER | • PEO EIS
MYLA WYATT |

FACES
of the
FORCE

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/>.



SPOTLIGHT ON SUCCESS

Meet Savanna Shilt, a computer scientist at the U.S. Army Information Systems Engineering Command (USAISEC) at Fort Huachuca, Arizona. As an Army acquisition professional, Shilt optimized the opportunities offered by the DACM Office by participating in the Inspiring and Developing Excellence in Acquisition Leaders (**IDEAL**) program. Shilt doubled her achievements by obtaining her M.S. in systems engineering (MSSE) through the **Naval Postgraduate School (NPS) program**. She shared with us the impact and importance of these experiences and how they positively influence her career. For more on Shilt and her personal and professional career journey, look out for “Ahead of the Curve” in AL&T News in November.

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

The NPS MSSE is a two-year master's degree program provided online, sponsored and paid for by the Army DACM Office. I started the program in September 2019 and completed it in September 2021.

I've also completed the IDEAL program. This program is broken into one-week courses taken in three different sessions which started in November 2019 and concluded in May 2020.

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

It has always been a goal of mine to get a master's degree and I had always hoped to find a job that would provide me with the opportunity. When I learned about the NPS MSSE program I did my research and jumped on the opportunity once the application opened. This program interested me because it focused on providing me with knowledge directly applicable to my work for the Army and it was a technical engineering degree. I knew this program could not only provide me with a master's degree but also help me to progress and succeed in my career supporting the DOD.

My motivation for participation in the IDEAL program was to refine my leadership skills. I am currently not in a supervisory position but would like to in the future. I knew this program would help prepare me for supervisory and leadership positions to enhance my self-development, interpersonal relationships and strategic management skills. I also saw the program as a networking opportunity to network with like minded individuals in the Army Acquisition Workforce.

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

My expectations going into the **NPS MSSE** program was that it was

going to be challenging, time consuming, and a lot of work. I was right about that, and probably underestimated how time consuming the program would be. It was worth all the time and work though for knowledge I gained.

My expectations going into the IDEAL program was that I would learn skills to become a successful leader and I imagined it would be much like the Civilian Education System (CES) courses provided by the Army Management Staff College. I thoroughly enjoyed this course and the way the topics were presented and practiced in many formats. Many topics aligned with my prior knowledge from CES courses, but many new topics and skills were learned as well. I was also lucky to have such a great cohort in which everyone was excited to be there, learn and network.



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

- Systems engineering applies to so many things that you wouldn't think about. In my coursework I had to analyze and create a systems engineering process for making a peanut butter and jelly sandwich. Even the simple task of making a sandwich uses systems engineering principles.
- Building trust is so important. This was emphasized in the IDEAL program, and it can apply to so much. Many of the barriers we run into are because there is no trust. Trust must be built between teammates, leadership and subordinates and across different programs.
- Both programs required me to work with people of different backgrounds and work experiences. Additionally, each instructor had their own points of view on topics that differed from others. Not only did I learn a lot from my peers and instructors, I learned that through proper communication we can come together, create a common ground and accomplish so much.

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

The NPS program really helped me with time management and staying organized, which I apply to my job and my everyday life all the time. Also, the systems engineering practices have helped me within my job and life to help me analyze and streamline processes. I have used the knowledge I learned in the IDEAL

program to help build interpersonal relationships, lead team members using different methods and build better relationships with my leadership.

How has this program/course affected your career?

Both programs have helped me to hone in on different skills to better my career. The NPS program has helped my technical skills and has taught me systems engineering tools and techniques that I apply in my projects. Because I took the NPS program while still working full time, I am now better at taking on multiple tasks and have better focus, which helps me to achieve more. The IDEAL program has helped me to improve on my leadership and interpersonal skills. Both programs allowed me to network with different peers within the DOD and the Army in which I have built contacts from. Many of us keep in touch and help each other when we have job-related questions.

Who would you recommend this course to, and why?

I would recommend the NPS program to anyone who is looking to earn their master's degree, would like to enhance their resume and is a person who is highly motivated, organized and has the time. It is a HUGE time commitment and very challenging, but it is a great opportunity to earn a master's degree that directly relates to the DOD.

I highly recommend the **IDEAL program** to anyone who would like to become a leader in the Army workforce and is looking to refine their leadership skills.



SPOTLIGHT ON SUCCESS

Meet Michael Upton, currently serving a post-**DAU Senior Service College Fellowship** (DAU-SSCF) career-broadening assignment as division chief of Systems Engineering, Planning and Management with the U.S. Army Combat Capabilities Development Command (DEVCOM) Soldier Center, Ground Vehicle System Center located at Detroit Arsenal, Michigan. Along with 18 others, Upton graduated from DAU-SSCF on **May 24**. The DAU-SSCF program is a 10-month educational senior leadership development opportunity sponsored by the DACM Office. Open to civilian acquisition professionals in the grades of GS-14 and GS-15 (or broadband equivalent), DAU-SSCF provides leadership and acquisition training to prepare senior-level civilians for leadership roles in program management and contracting, as well as other key acquisition leadership positions. To read more on Upton and his personal and professional perspectives, including the value of mentoring and continual learning, see **"Lasting Impact"** in AL&T News.

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

Most recently, I participated in the Army's DAU-SSCF program. I started the program in July 2021 and completed it in May 2022.

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

The SSCF program represented the next logical step in my professional growth. For almost 10 years, I had not had any intense education or training and desired to "reset" myself to

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avoid complacency while also growing to learn the latest in acquisition, open my perspective in strategic thinking, and benefit from diverse experiences of my peers across the Army. I also wanted to be more competitive for the centralized selection lists and boards.

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

Before starting the SSCF program, I expected to engage in senior-level coursework and research highlighting the most current acquisition policies, innovative initiatives and best practices. I expected to learn from my fellow classmates, course instructors, guest speakers and senior leaders, and also to get exposure to senior leadership challenges and opportunities across the Army. I expected the program to stretch me, enhance my critical and strategic thinking, and improve my organizational, time management and communication skills.

I do not think that my expectations changed as the course proceeded. What changed was the depth of my expectations. I grew more eager and focused on being intentional with my interactions and learning. In some areas, I gained confidence that I had more experience and strengths than I originally thought. For other topics, I realized I had a narrow focus, so the program widened my perspective.

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

I learned so much throughout the SSCF program. My top takeaways today may change over time depending on my follow-on assignments and future responsibilities. The top three that I value right now are the development of my personal mission, vision and values; the relationships, more like friendships, forged with other Fellows who now serve as my trusted advisers; and learning to be more curious and have a broader perspective.

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

The SSCF program provided a wealth of knowledge, skills and

experiences for which I'm forever grateful. During the program, I participated in the Acquisition Leader Assessment Program (ALAP) and immediately applied knowledge and skills from the SSCF program, namely improved writing skills, being curious and asking generative questions, and emotional intelligence.

In the first couple months of my broadening assignment, I have already applied organization development and change concepts and tools; stakeholder analysis and management; how to prepare my command philosophy, including my personal mission, vision and values developed during the program; an enterprise-wide perspective, and approaches to build coalitions. Overall, the SSCF Program taught me the value and need to be intentional about reflection on a daily and weekly basis—a practice I'm trying to implement!

How has this program/course affected your career?

The SSCF program made the difference as I competed (and was selected) as a principal for O-5 product manager positions next year. In addition, I have grown as a prepared change leader and drastically opened my aperture to lead with an enterprise-wide perspective. The program exposed me to organizations, mentors, and peers of which I would otherwise not have awareness and benefited from the relationships going into the future. The SSCF Program, especially one of the mentors I had during the program, led me to my current broadening assignment.

Who would you recommend this course to, and why?

I would recommend the SSCF program to three types of acquisition professionals: (1) individuals desiring to compete strongly for **centralized selection lists** and boards and prepare to lead those organizations well; (2) professionals who have been in the same, or like, assignment for more than five years and desire to focus on themselves and maximize their potential; and (3) aspiring leaders who are serious about continual learning and want to gain an enterprise-wide perspective and enhance their leadership skills.

Original ***Faces of the Force*** article in AL&T News



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