



DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY
ACQUISITION LOGISTICS AND TECHNOLOGY
103 ARMY PENTAGON
WASHINGTON, DC 20310-0103

SFAE-ASC

8 December 2022

MEMORANDUM FOR Program Management Functional Area Acquisition Professionals

SUBJECT: Recommended Continuous Learning Points for the Program Management Acquisition Functional Area

1. References.

a. Department of Defense Instruction 5000.66 (Defense Acquisition Workforce Education, Training, Experience, and Career Development Program), 25 March 2022.

b. Assistant Secretary of the Army (Acquisition, Logistics, and Technology), SFAE-ASC memorandum (Continuous Learning Point Policy and Implementation Guidelines for the Army Acquisition Workforce), 31 October 2022.

2. The Army Acquisition Workforce (AAW) is charged with the critical mission of cultivating innovation, designing the impossible and providing our Warfighters with what they need to be successful. The current and future Army modernization efforts, coupled with the complex risks of managing programs within the Department of the Defense, require acquisition Program Managers to become more innovative and digitally literate to pursue the most efficient and innovative ways to make proper data-driven decisions. As technology continues to advance at a rapid pace, it is critical that our PM Functional Area maintains currency through regular self-development and continuous education. Back-to-Basics changed the paradigm in pursuit of that self-development. You are in control of your developmental destiny and your supervisor is there to enable your growth. Individuals should communicate and consult with their supervisory chain of command as they construct their individual development plan. In accordance with the above two references, each AAW professional is required to earn at least 80 Continuous Learning Points (CLPs) by the end of the two-year cycle. Acquiring CLPs is an important tool for our AAW in keeping an edge and meeting the Army's ever-changing challenges.

3. For the current two-year continuous learning cycle that began on 1 October 2022, I recommend that Program Management (PM) AAW professionals in PM-coded positions focus 20 percent of their required 80 CLPs (i.e., 16 hours) on the technical areas listed below and/or enroll in the Defense Acquisition University (DAU) courses listed in the paragraph 4.

a. Acquisition Policy

b. Cost Estimating throughout the Lifecycle

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- c. Program Scheduling
- d. Performance Analysis and Assessments
- e. Risk Management
- f. Critical Thinking and Leadership
- g. Digital Literacy

4. The table below provides suggestions to support the technical areas highlighted above. Recommended training supports the implementation of Back-to-Basics which covers “core” competencies within the PM functional area, as well as credentialing. Please also review the PM relevant credentials which can be found at <https://www.dau.edu/training/pages/credentials.aspx>. Credentials are focused on job specific functional training developed to ensure professional currency and readiness. Please become familiar with the different training websites and platforms. Doing so ensures you can navigate each, while owning your developmental path and experience.

| Course/Types of Activities | Number of CLPs | Course Location | Category | Technical Area |
|---|-----------------------|------------------------|--------------------------|--|
| ACQ 0150 Middle Tier of Acquisition | 2 | DAU iCatalog | Cross-Functional | Acquisition Policy |
| ACQ 0500 Acquisition Policy: NDAA and DoD 5000 | 1 | | Cross-Functional | |
| ACQ 0061 Independent Government Cost Estimate (IGCE) for Services Acquisition | 2 | | Cross-Functional | Cost Estimating throughout the lifecycle |
| PMT 0160 Cost Estimating | 4 | | Program Management | |
| CLM 002 Intellectual Property (IP) Valuation | 4 | | Acquisition & Management | |
| PMT 0130 Work-Breakdown Structure | 3 | | Program Management | Program Scheduling |
| ACQ 820 Introduction to Business Intelligence | 2 | | Cross-Functional | |

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| Course/Types of Activities | Number of CLPs | Course Location | Category | Technical Area |
|--|----------------|-----------------|------------------------------------|--------------------------------------|
| STM 1010 Introduction to DoD Science and Technology Management | 3 | DAU iCatalog | Engineering & Technical Management | Performance Analysis and Assessments |
| TST 102 Fundamentals of Test and Evaluation | 15 | | Test and Evaluation | |
| CLM 005 Industry Proposals and Communication | 2 | | Acquisition & Management | |
| PMT 0170 Risk Management | 8 | | Program Management | Risk Management |
| CLM 058 Critical Thinking | 2 | | Acquisition & Management | Critical Thinking and Leadership |
| PMT 140 Team Management and Leadership | 6 | | Program Management | |
| ETM 1010 Leading Change Fundamentals | 1 | | Engineering & Technical Management | |
| Machine Learning Foundations for Product Managers | 16 | Coursera | AI Product Management | Digital Literacy |
| Managing Machine Learning Projects | 18 | | AI Product Management | |
| Human Factors in Artificial Intelligence (AI) | 17 | | AI Product Management | |
| Mastering Digital Transformation | 1 | | Digital Transformation | |
| Expert Insights on Digital Transformation | 3 | | Digital Transformation | |

5. The courses above can be found in either the DAU iCatalog at <https://icatalog.dau.edu/onlinecatalog/tabnavlas.aspx> or DAU’s Partnership with Coursera at <https://www.dau.edu/training/p/partnership-with-coursera>. Coursera offers courses, books, and audiobooks. The content is provided by industry and academic partners such as Duke University, Yale University, Google, and Amazon Web-Services; please take the time to familiarize yourself with this free, self-guided developmental platform. AAW professionals are encouraged to take courses to both enhance their digital literacy, as well as those that support the acquisition lifecycle phase in which their program is currently operating or the near future to better prepare themselves for milestone decisions or significant program events.

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6. I strongly encourage you to also focus on the training requirements for Practitioner or Advanced level certifications, depending on your position certification requirement, if not already certified in your position of record. Core certification standards (required for DAWIA certification), functional/interdisciplinary developmental course recommendations, and preparation courses for both examinations are available on the DAU iCatalog at <https://icatalog.dau.edu/onlinecatalog/CareerLvl.aspx>.

7. I further recommend that the PM AAW continue to develop and participate in focused training sessions such as lunch and learn, brown bag sessions, and leadership development programs that focus on the above categories to broaden and enhance the skills of the workforce. In conducting such initiatives, PM professionals are encouraged to subscribe, review, and discuss professional articles such as those published within Army AL&T magazine; information to subscribe can be found at <https://asc.army.mil/web/publications/army-alt-magazine/>. Individuals are encouraged to write and publish professional articles in Army AL&T magazine. CLPs may be awarded to individuals participating in these developmental sessions, as well as those who submit an article.

8. I encourage organizations to lead professional development discussions to educate Assistant Product Managers (APMs) and emerging PM professionals in focus areas such as the source selection process and panels, understanding industry and Congress, Program Objective Memorandum (POM) cycle, and professional writing. Sessions may also include instructing individuals on how to utilize tools such as those enabling risk management, Power Business Intelligence (BI), the Monthly Acquisition Report (MAR), and Microsoft Project. Supervisors are encouraged to award CLPs to individuals upon the completion of the professional development activity.

9. For situational awareness and future planning purposes, the Army Director, Acquisition Career Management (DACM) Office, in coordination with Office of the Secretary of Defense for Acquisition and Sustainment's Chief Digital Acquisition Office, is working to develop course offerings specifically focused on improving the digital literacy of the AAW. The vision/intent would be two courses: one focused on use of data in decision making and another focused more at the "user" level. The goal is to have these courses available in the second quarter of FY23. The DACM Office will send out supplemental registration information when available and will continue to explore training opportunities to improve the digital literacy of the AAW.

10. Relevant AAW policies and DACM memoranda can be found on the Army DACM Office website at <https://asc.army.mil/web/alt-workforce-policy-procedure/>.

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11. For questions about this memorandum, please email the Army DACM Office's Policy Mailbox at usarmy.belvoir.usaasc.mbx.dacm-policies@army.mil.

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