



# Defense Acquisition University Alumni Association

ELECTRONIC NEWSLETTER



Fall 2010

## President's Message



The annual acquisition community symposium has come and gone and once again DAU and our guest speakers and panelists came through with an outstanding event. In an after action survey 72.8% of respondents said that the symposium was very useful; 7.6% useful; 17.9% somewhat useful, and 1.2% moderately useful. Only 0.5% said the symposium was not useful.

We also received a lot of good suggestions on how to improve on the content and administrative processes for the event. One suggestion was to ask the DAUAA membership what they thought would be a suitable theme for the 2011 symposium?

scheduled for Tues, 12 April 2011. We have done that, with excellent feedback from the membership, and are now reviewing alternative themes for the 2011 event. The lead time for a theme is necessary since the research paper program uses the same symposium theme. The call for papers needs to go out in July 2010 so that papers are written, submitted, edited and published in time for the April 2011 Journal. As a point of interest, the formal name of this Competition is the Edward Hirsch Acquisition Writing Award (Hirsch Award) in honor of the beloved and respected late DAU professor of systems acquisition Brig General Edward Hirsch, USA.

Some more statistics on the April 2010 Symposium may be of interest: At least 834 people viewed via VTC (app 200) or attended the symposium in person (634)...which makes the 2010 symposium the largest attended DAU event ever! I thought it would be difficult to surpass the record breaking attendance at last year's symposium...but we did

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it. I personally think it was one of our best symposiums ever, thanks to our candid and informed speakers and panelists and the fantastic support provided by so many people at all DAU regions.

As you can imagine, a lot of behind the scenes planning and preparation goes into making such an event possible and it would be impossible for me to mention everyone who contributed to the success of the symposium. You all have Mr. Anderson's heartfelt thanks and sincere appreciation for your hard work and for allowing DAU to continue to shine in front of the DoD Acquisition, Technology and Logistics leadership, military service leaders, defense industry and all others who attended from the acquisition community. Those who planned and contributed should feel very

proud of their contributions. It was a pleasure to work with Team DAU and the Alumni Association Board in the planning and execution of the DAU Acquisition Community Symposium and I look forward to working with them again next year. I do want to specifically mention Wayne Glass and Shaw Cohe from the Alumni Association Board for their tireless and selfless planning and execution of the event.

*Bill*

**Save the Date**  
The 2011  
Defense Acquisition  
University: Acquisition  
Community Symposium will  
take place on April 12, 2011.  
Plan on joining us for Please  
watch the DAUAA website

## **DAU Demonstrates Conclave: Live Fire Acquisition Training!**

On June 28-29, DAU presented an exhibit featuring the *Conclave* acquisition team simulations at the Defense Acquisition Management Conference in Alexandria, Va. The conference was sponsored by the American Institute of Engineers (AIE).



Established in 1990, AIE is a multidisciplinary association of engineers and scientists dedicated to promoting the interests of technical professionals.

The conference drew an array of key decision makers from government, military, and defense industry. The conference keynote speaker was Dr. Jacques Gansler, Director, Center for Public Policy and Private Enterprise, University of Maryland, and former Under Secretary of Defense for Acquisition, Technology and Logistics. Gansler spoke on "Issues in Defense Acquisition for the Obama Administration."

Dr. Gansler was followed by Robert Daugherty, a Dean at DAU. Daugherty spoke on the subject of *The Weapon Systems Acquisition Reform Act of 2009*. He highlighted three areas central to starting new programs that need added emphasis and training: cost and schedule estimation by cross-functional teams; rethinking and relearning competitive prototyping; and asking the right questions during early systems engineering.

To influence the behaviors of program managers and their support staff in these and other aspects of acquisition management, DAU has assembled a toolkit of acquisition team simulations. In concluding, Daugherty introduced the audience to DAU's new acquisition team simulations toolkit called Conclave.

Conclave, a toolkit of simulations tailored to a needs of acquisition teams, helps teams rehearse the skills needed to be successful in critical acquisition tasks. Using simulations, Con-

clave assesses the readiness of a team to tackle a particular task. In short, Conclave represents “Live Fire Acquisition Training!”

Conclave immerses the learners into a virtual “micro-world” where they encounter structured learning experiences that mirror real-life challenges. Its acquisition team simulations offer opportunities to exercise leadership behaviors, conduct interpersonal interactions, and perform decision-making activities. Learners experience a wide range of challenging scenarios presented within a flexible virtual environment. To support team dynamics and maintain realism, the simulations are equipped with diverse means of communication and collaboration. In concert with the experiential learning approach, Conclave is designed to foster the development of cognitive, analytical, and team skills applicable to the program manage-

ment domain.

At this point in its development, Conclave consists of several simulation tools, two of which are described below: the Intact Team Trainer and Acquisition Challenge.

The Intact Team Trainer is a micro-world based in an office setting. With rooms and tools corresponding to office, conference room, and break



room environments, players interact to perform real-world tasks. The use of digital forms of communication (chat, e-mail, Voice Over Internet Protocol, and avatars), combined with a computer-enhanced environment helps players immerse themselves into the simulation. Computer capture of interactions allows the facilitator to have a wealth of information to discuss

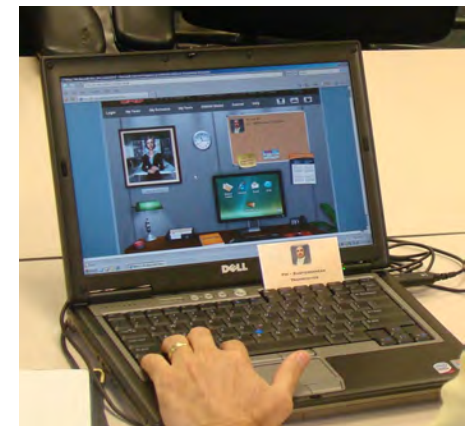
with the team and draw out lessons learned. The Intact Team Trainer can be played either in a classroom or over the Internet. The flexible platform allows the creation of multiple scenarios based on today’s acquisition challenges.

Acquisition Challenge puts teams in charge of developing of a soldier rescue system. The decisions the team makes,

including which concept to pursue and what technologies to mature, determine the ongoing success or failure of the program. Compressing years of development into just a few hours, Acquisition Challenge poses realistic problems and opportunities that must be balanced against performance, schedule, and budget requirements.

Many conference partici-

pants were excited about the possibility of using various simulations to develop newly formed teams that are facing acquisition challenges. With Conclave, DAU is poised to deliver. These acquisition teams can now be immersed in virtual-world acquisition scenarios that provide shared experiences through which both individual and organizational leaning can occur. Simulations can effectively prepare these teams for the real-world challenges that lie ahead, without the consequences associated with real-world failures. And that represents the true meaning of “Live Fire Acquisition Training!”



## Aberdeen Proving Ground Welcomes 2010-2011 Senior Service College Fellowship Class

The Senior Service College Fellowship (SSCF) at Aberdeen Proving Ground (APG), Md., welcomed the second class to the program on July 26. Fellows for the 2010-2011 academic year include: Steve Cooper, Chief, Operations Division, U.S. Army CECOM SEC Field Support Directorate; Ray Fontaine, Associate Director of Test Management, Developmental Test Command; Joe Forino, Supervisor Electrical Engineering, PEO C3T; Stephanie Halcisak, Operations Research Analyst, U.S. Army Evaluation Center; Raj Malhotra, Special Projects Officer, U.S. Army Chemical Materials Agency; Daniel Shearer, Subsistence Supplier Operations, Division Chief, Defense Logistics Agency Troop Support; Dennis Teefy, Division Chief, Safety, U.S. Army Aberdeen Test Center; and Randy Young, Director, Systems Engineering and Operations, JPM NBC Contamination Avoidance.

During the first week, the Fellows received an orientation from DAU, which included a welcome from Robert Daugherty, Dean, Capital and Northeast Region, and a program overview from SSCF CNE Director Jim Oman; a Webster University Orientation; and a Research Workshop, which introduced the Fellows to resources and research methods in preparation for the required Strategic Research Project. Fellows also took the Myers-Briggs Type Indicator (MBTI), which analyzed how their individual psychological preferences influence their interactions with others. At the end of the week, Gary Martin, Executive Deputy to the Commander, U.S. Army Research, Development and Engineering Command spoke to the Fellows about his perspectives on acquisition leadership and mentoring.

Along with the corresponding Fellowships at Warren, Mich., and Huntsville, Ala., the APG SSCF team looks forward to providing another superb educational experience focused on leadership and acquisition training for the SSCF class of 2010-2011.

The screenshot shows the DAU Home Page with the following content:

- DAU Ticker:** Jacobs Technology - DAU Strategic Partnership. Jacobs Technology's Advanced Systems Group Quantico Operations and the Defense Acquisition University (DAU) in Fort Belvoir, Virginia has signed a Strategic Partnership Memorandum of Understanding (MOU). The mission of DAU is the transformation of the Department of Defense (DoD) acquisition workforce through cutting edge curriculum development and innovative delivery of learning ...
- Apply for a Course:**
  - Army
  - Navy & Marine Corps
  - Air Force
  - DoD Agencies
  - Industry / Contractor
  - Non-DoD Federal Agencies
  - Foreign Nationals
- Career Field Gateways:**
  - Business
  - Contracting/Purchasing
  - Facilities Engineering
  - Industrial Property
  - Information Technology
  - Life Cycle Logistics
  - Program Management
  - PQM
  - SPRDE (PSE, S&T, SE)
  - Test & Evaluation
  - Requirements Management
- Career-Long Learning:**
  - Continuous Learning Center
  - Student Course Material
  - Acquisition Tools
    - ACC
    - PM e-Tool Kit
    - DAG
  - Strategic partnerships
  - David D. Acker Library
  - Acquisition Framework Chart

## Requirements Management Link Added to DAU Home Page

The DAU Home page now hosts a Requirements Management link under the Career Field Gateways icon at the bottom of the Web page. This addition to the DAU Home page represents an important direct link to all Requirements Management material and training. The link also connects users to the Requirements Community of Practice (CoP), which contains nearly everything they need to know regarding training, policies, and processes. The Requirements Management CoP at <https://acc.dau.mil/requirements> serves as the central repository for Requirements Management knowledge.

The DAU Alumni Association (DAUAA), in support of the DAU Research Program, is proud to announce the fourth annual acquisition research paper competition.

DEFENSE **AR** JOURNAL

THIS YEAR'S THEME:  
**MAKING EVERY DOLLAR COUNT — IMPROVING ACQUISITION OUTCOMES**

**DAUAA 2011 RESEARCH PAPER COMPETITION**

ALUMNI ASSOCIATION  
**DAU**

Submissions are due by  
November 1, 2010.  
For more information  
visit [www.dauaa.org](http://www.dauaa.org).

Winning papers will receive a cash prize and  
will be presented at the  
2011 DAU Acquisition Community Symposium.

**This competition has several purposes:**

- to enhance the professional stature of DoD acquisition professionals
- to officially recognize outstanding research efforts within the acquisition community
- to facilitate learning and knowledge sharing in conjunction with the theme of the annual DAU Acquisition Community Symposium
- to generate acquisition-related research studies/articles for the *Defense Acquisition Review Journal (ARJ)*.

**Ground rules:**

- The competition is open to anyone interested in the DoD acquisition system and is not limited to government or contractor personnel.
- Employees of the federal government (including military personnel) are encouraged to compete and are eligible for cash awards unless the paper was researched or written as part of the employee's official duties or was done on government time. If the research effort is performed as part of official duties or on government time, the employee is eligible for a non-cash prize, i.e., certificate and donation of cash prize to a CFC-registered charity of winner's choice.
- **First prize is \$1,000. Second prize is \$500.**
- The format of the paper must be in accordance with guidelines for articles submitted for the Defense ARJ, which can be found on the DAU Web site at <http://www.dau.mil/pubscats/Pages/ARJ.aspx>.
- The theme for 2011 is: "Making Every Dollar Count — Improving Acquisition Outcomes."
- **Research papers are due November 1, 2010.**
- Papers should be submitted to the DAU Director of Research: Dr. Larrie D. Ferreiro, 703-805-5423 or [larrie.ferreiro@dau.mil](mailto:larrie.ferreiro@dau.mil).
- Papers will be evaluated by a panel selected by the DAUAA Board of Directors and the DAU Director of Research.
- Winners will be announced and papers will be presented at the DAU Acquisition Community Symposium in April 2011.

## Congratulations to an Outstanding Bryant Student!

Abrar Zaki was named a 2010 recipient of the Defense Acquisition University Commendation Award. Zaki accepted the award at a graduation awards ceremony held at Bryant Adult Alternative High School, in Alexandria, Va., June 15, as part of the DAU-Bryant School Partnership in Education Program. Presenting the award and accompanying plaque was DAU's Operations Support Group Director Dave Scibetta. Zaki's selection recognized his student leadership, role modeling, citizenship, and academic achievement. Dan Somerset, representing the DAU Alumni Association, also presented Zaki a \$1,000 scholarship for his superb achievements, demonstrated by his student leadership role, activity with the National Honor Society, and his dedicated work performance at DAU. The DAU Commendation Award is given to honor students who improve and maintain a 2.8 grade point average; exhibit community involvement through participation in school activities; volunteer for leadership opportunities; demonstrate good citizenship skills; exhibit upstanding behavior in school and community; attend classes regularly; and exhibit responsibility by assisting teachers and other students in classroom activities.



The award reflects the ideals in DAU's motto: Ductus, Doctrina, Dominato, or Leadership, Scholarship, Management.

## "No Reset" Test Policy



DAU implemented a "no reset" test policy beginning mid-May with Fundamentals of Systems Acquisition Management (ACQ 101) and Fundamentals of Systems Planning, Research, Development, and Engineering (SYS 101). No reset means that if a student fails the third attempt at a distance learning exam, the instructor cannot reset for additional attempts. Students already enrolled

in a course under the older policy allowing an instructor to reset failed attempts will not be impacted. These student sections under the older policy will not accept new enrollees and will close out after students graduate. When the no reset test policy is implemented, new course versions with new student sections will start. The rollout date is not specific because technical difficulties and emerging priorities shift launch timing. The no reset test policy will be implemented with all remaining distance learning courses in phases over a time period of three months.

The DAU Help Desk will continue to assist students if they believe a failure occurred due to a technical problem. If the student disputes a Help Desk decision, the Help Desk will forward the trouble ticket to GLTC leadership, who will review the circumstances and determine whether to reinstate or not. A student will initially challenge course content (including test questions/answers content) with the instructor. If the student continues to dispute a decision about course content, the course manager regional representative will review and make a decision first. If the student continues to dispute, the associate academic dean (for the region the instructor is from) will make a final decision.

## Online Integrated Life Cycle Chart Now Live

The online Integrated Life Cycle Chart (ILC) (aka horse blanket, wall chart, and IFC) is now available at <<https://ilc.dau.mil>>. The ILC web-enabled version has replaced the .pdf placeholder that had been in place since June of 2009. The ILC was officially launched in

mid-May 2010. The online ILC is based on V5.3.4, 15 June 2009 and reflects 5000.02 direction and guidance from the Defense Acquisition Guidebook (DAG). Note: recently released program and budget guidance of April 2010 is not reflected in the ILC, however a statement informing users of the recent changes has

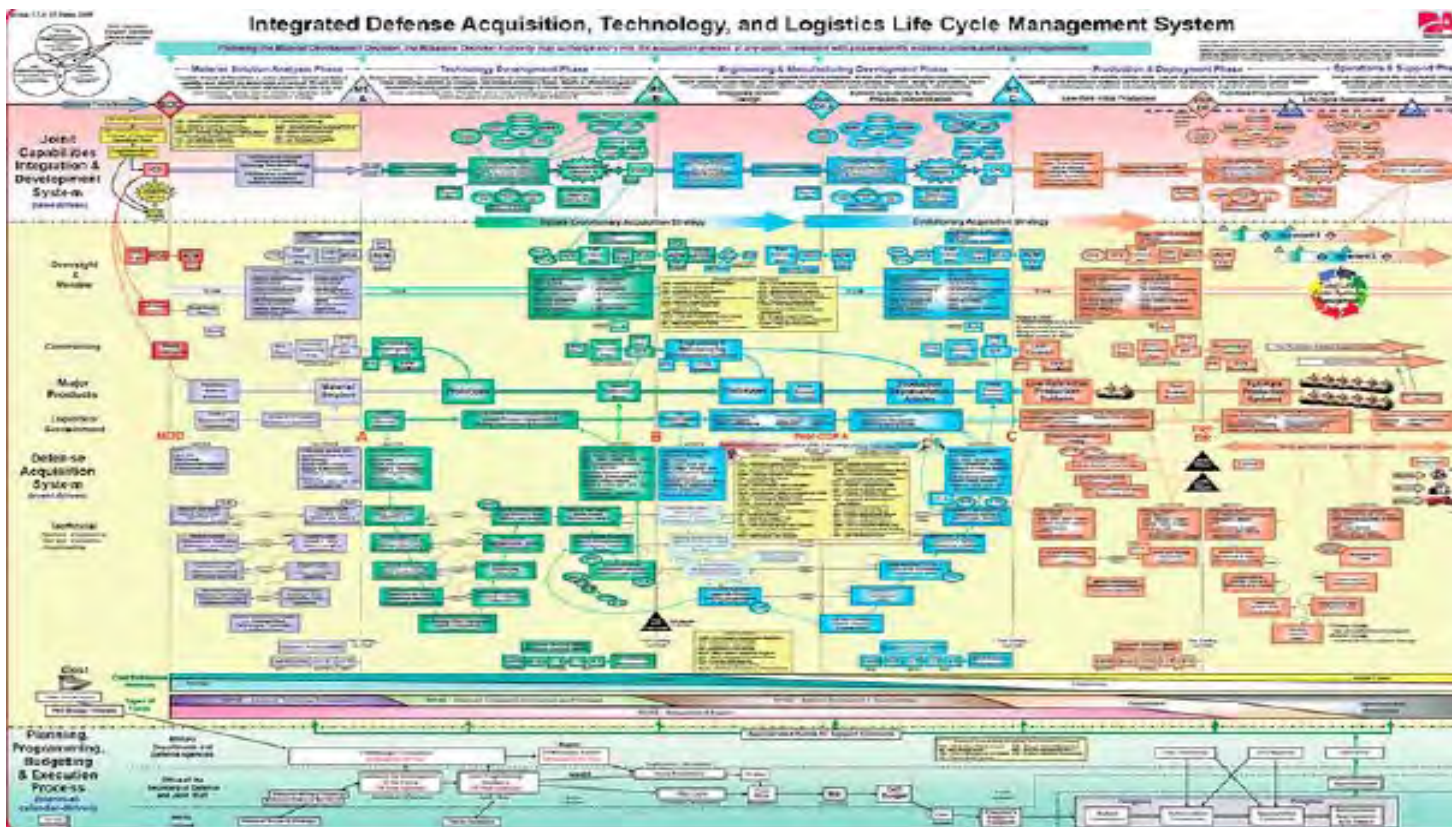
been posted on the ILC site. Paper and .pdf formats of the chart will continue to be available.

Several new features and design changes have been incorporated into the chart that will improve the quality of the product. The chart now links to AC-Quipedia articles rather than ILC-specific templates. These are either simple definitions with topic search results, or full AC-

Quipedia articles with narrative and references. Our plan is to develop each of the simple articles into full articles over time.

In addition, the new ILC introduces an html and flash interface. The html interface <[https://ilc.dau.mil/default\\_nf.aspx](https://ilc.dau.mil/default_nf.aspx)> has been updated for use by those whose systems have lower screen resolution or restrictions on flash playback, or those who access the ILC through mobile devices and/or accessibility software. The ILC defaults to the flash interface <<https://ilc.dau.mil/>> and is designed for viewing on the larger-resolution screens that are now becoming common. Flash also allows you to view the chart at a larger size, streamlines access to chart sections and articles using dynamic navigation tools.

Please contact us at [ilc@dau.mil](mailto:ilc@dau.mil) if you have questions or have feedback on the product.



## Space Acquisition Community of Practice (CoP) Deployed

The Space Acquisition Community of Practice (CoP) has been added to the more than 40 communities hosted on the Acquisition Community Connection (ACC) at <<https://acc.dau.mil>>. The Space Acquisition CoP was established to support practitioners by providing immediate access to resources, learning assets, and updated directives, as well as contact with others in the space acquisition community. The community serves as a forum for practitioners to interact, share knowledge and experiences, keep one another current on developments, and solve problems. Access to the community is available 24/7.

## New Defense Acquisition Guidebook Web Site

The updated and redesigned Defense Acquisition Guidebook (DAG) Web site <<https://dag.dau.mil>> was launched to provide the acquisition workforce, including industry partners, with a more effective, user-friendly capability to instantly access best business practices, supporting policies, and lessons learned.

The recently revised DAG content includes the guidance needed to implement the acquisition policy changes in DoD Instruction 5000.02, and includes the Directive-Type Memorandum (DTM) 09-027—Implementation of the Weapon Systems Acquisition Reform Act (WSARA) of 2009. The DAG chapters are being updated by the Office of the Secretary of Defense (OSD) staff to include changes in recommended practice driven by the WSARA DTM.

The DAG was designed to be a dynamic site

that will provide continuous updates driven by future DTMs and improved practices recommended by DoD functional leaders.

A downloadable .pdf file of the DAG is now available at <<https://dag.dau.mil>>, under the "Available Downloads" option in the top menu. Please note that the online DAG is a living document that will be updated whenever necessary. Consequently, the .pdf version may not contain the most current guidance. Every month, if changes have been made to the DAG by the OSD staff, an updated .pdf DAG will be created.

DAU will continue to work with the OSD DAG management office and DAG chapter owners to continuously improve the DAG as a dynamic tool for the workforce, to include incorporation of all future DTMs and links to comprehensive supporting learning assets through ACQuipedia pages.

The screenshot displays the Defense Acquisition Guidebook (DAG) Web Site interface. At the top, the header includes the title "Defense Acquisition Guidebook" and "Defense Acquisition University". Below the header is a navigation bar with links for "Home", "Contact Us", "Guidebook Tutorial", and "Available Downloads". The main content area is divided into two primary views: "Document View" and "Lifecycle Framework View". The "Document View" shows a circular diagram representing the structure of the DAG, with various chapters and sections linked to a central point. The "Lifecycle Framework View" illustrates the acquisition process flow, starting from "Requirements" and "Technology Opportunities & Priorities" through "Technical Solution Analysis", "Technology Development", "Engineering and Prototyping Development", "Production & Deployment", and "Operations & Support". Below these views are three panels: "Browse Content by Topic Tag" listing various tags like "Entire DAG", "Chapter 7", "Chapter 8", etc.; "Defense Acquisition Policy News" featuring a welcome message and a "Read more..." link; and "AT&L - Acquisition Systems" with a "DAP Quick Links" section containing icons for DAP, DAU, ACC, BPCN, ACQuipedia, WFTS, ACQuire, IFC, AAP, Media, and ASAR. The footer contains links for "Contact Us", "Privacy Policy", and "Legal Notices", along with "DAU Help Desk" and "ISSC@dau.mil".