The training you get at DAU lays the foundation for success on the job to provide what our warfighters need to prevail and to come home safely.
Mission

Provide a global learning environment to develop qualified acquisition, requirements, and contingency professionals who deliver and sustain effective and affordable warfighting capabilities.

Vision

Enable the Defense Acquisition Workforce to achieve better acquisition outcomes, now and in the future.
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Introduction

The Defense Acquisition University

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It’s an interesting time to be a member of the Defense Acquisition Workforce. Naturally, there are numerous changes to policy and requirements every year, but FY 2018 will include an organizational restructure and significant changes to defense acquisition in the National Defense Authorization Act. Our experienced staff and faculty are incorporating these changes into our curriculum as they are released, ensuring that members of the Defense Acquisition Workforce receive the most current information available. Throughout the catalog, you’ll find information on the certification courses we provide to meet Defense Acquisition Workforce Improvement Act training requirements. Sections three and four provide a robust overview of the defense acquisition communities and career field management, including certification requirements for each level; and Appendices A to C provide course descriptions, prerequisites, and information about our online continuous learning modules.

Additionally, FY 2018 is a big year for changes to our Web presence. We’ve improved the look and user experience to create a more intuitive site, making it easier for you to find the tools you need for help on the job. We’ve also expanded the capability of those same tools and many more to improve usability and make them more customizable. Registered users are now able to create personalized bookmarks in online guidebooks; we’ve increased our Communities of Practice to encourage peer interaction and the sharing of proven practices and lessons learned; and numerous other features have been incorporated to improve efficiency and communication. More detailed information on these tools and our other Web assets are available in section two of the catalog.

Finally, in Appendix D you will find overviews of our mission assistance workshops and other consulting events that we offer in order to bring support directly to your organizations. This tailored support addresses organizations’ unique needs and can help overcome unexpected challenges.

Our faculty and staff are dedicated to providing you with quality training, tools, and direct support to help you succeed on the job. If we don’t already have the resources you need, our faculty will work with you on a solution.

James P. Woolsey
President
Defense Acquisition University
What’s New

THE NEW DAU.MIL
The new www.DAU.mil offers an entirely fresh look and feel, but more important are the changes and enhancements we made based on feedback from the workforce. Improvements to our site include:

- **Modern and Mobile.** We made our site mobile compatible. Users can now access all our resources when they need them, from any of the devices they use.
- **Search features.** We’ve updated how the site handles search requests, providing better results from all DAU products (ACQuipedia, blogs, news, Ask a Professor, etc.), and users can apply filters to further refine results.
- **Tools.** Much like our search capability, we’ve created a robust tools page that makes it easier to search and filter the tools that users need, when they need them.
- **Collaboration and social functions.** Sometimes the best lessons come from peers. We’ve expanded the ability for defense acquisition professionals to share their own tools and experiences with each other. Communities allow workforce members to collaborate on solutions with people around the world.

Knowledge Repository Availability Has Expanded
DAU introduces a new version of the Knowledge Repository (KR) Web site (https://daunet.dau.mil/MAKR/KR/Siteassets/daukr/index.htm) specifically for the Defense Acquisition Workforce. That means many of the same resources DAU employees have access to through the Knowledge Repository are now available to members of the Defense Acquisition Workforce. The new KR site gives workforce members access to 33 databases, including licensed subscriptions from EBSCOhost, ProQuest, Defense Daily, and Gale. The KR also offers a federated search capability that enables users to explore simultaneously all these resources, including articles, book summaries, dissertations, eBooks, profiles, reports, speeches, theses, videos, and more—all chosen for their relevance to the acquisition environment. Resources of note include the following:

- ProQuest Dissertations & Theses Global—the definitive global research database
- EBSCOhost’s Company Profiles/Company Information and ProQuest’s Hoover’s Company Records or Market Research Reports—rich resources for company or market segment information
- DAU-created products, such as major defense acquisition program guides and visualizers for DoD and cyber agencies

Members of the workforce now also have direct access to DAU librarians through a simple query using the “Ask a Librarian” request form. Workforce members (government—civilian and military) log in using either their Common Access Card or single sign-on username and password.

Provision and Clause Matrix Tool
DAU’s Provision and Clause Matrix Tool assists contract specialists in developing compliant solicitation documents. It contains instructions for the use of all 1,534 provisions and clauses prescribed in the Federal Acquisition Regulation (FAR), Defense Federal Acquisition Regulation Supplement, DoD class deviations, Defense Logistics Agency Supplement, and the FAR supplements for the Army, Navy-Marine Corps, Veterans Administration, and Department of Energy. Each entry contains the following:

- Code of Federal Regulations (CFR) citation of provision or clause
- Title and date of provision/clause
- CFR citation and text of provision/clause prescription
- Guidance on incorporation by reference and placement within the uniform contract format
- Applicability to commercial item acquisitions and simplified acquisitions

This new tool has several advantages over the existing FAR Matrix. In addition to including provisions and clauses from other supplements, it contains actual text of prescriptions, so users do not need to look them up, and DoD-unique instructions on the use of FAR clauses. It also permits filtering of content. Workforce members can access the tool at www.dau.mil/tools/t/FAR,-DFARS,-VAAR,-DEAR-Provision-and-Clause-Matrix.
Web-enabled Defense Acquisition Guidebook (DAG)
The revised DAG includes 10 chapters, with each chapter containing a section entitled “Version and Revision History” to notify users of changes made by the OSD chapter editors. The now mobile-friendly DAG is being integrated with the following web-enabled DoD documents:

- “Operation of the Defense Acquisition System,” DoD Instruction (DoDI) 5000.02, current through January 7, 2015 (pending Changes 1 & 2)
- “Defense Acquisition of Services,” DoDI 5000.74, dated January 5, 2016
- “Business Systems Requirements and Acquisition,” DoDI 5000.75, dated February 2, 2017

Users can locate these DoD publications on the DAG home page at https://shortcut.dau.mil/dag/home.

NEW COURSES

Life-Cycle Logistics Fundamentals (LOG 100)
LOG 100 is an introductory course designed for life-cycle logisticians. It gives a broad overview of life-cycle logistics as an integrated part of the systems acquisition processes. The course employs various engaging activities to present the information, demonstrate application to life-cycle logistics functions, and introduce the life-cycle logistician to various references and tools available for use on the job. Modules cover the logistics-relevant aspects of requirements identification, the acquisition framework, systems engineering, life-cycle costing, risk management, budgeting and funding, test and evaluation, and contracting. It also provides information on development of product support strategies, supportability in system design, the Integrated Product Support elements, the life-cycle sustainment plan, sustainment logistics, and the Independent Logistics Assessment.

Contract Government Property Management Systems and Auditing Concepts (IND 205)
IND 205 was revised to increase application of fundamentals learned in IND 105. The revised course includes updated exercises and new case studies. It also uses DAU workflow learning assets (e.g., DAU.mil Tools, ACQuipedia, and the Government Property Community of Practice).

Small Business
The full complement of courses intended for the small business professional (SBP) is now deployed:

- SBP 110 (Fundamentals of the FAR for Small Business Professionals) provides baseline knowledge of how to locate, cite, and determine the applicability of policies and procedures for various acquisition regulations.
- SBP 120 (Contract Lifecycle for Small Business Professionals) introduces the basics of federal contracting, including contract planning, execution, and management.
- SBP 201 (Intermediate Small Business Programs, Part A) provides an overview of the small business decision-making process, contributions of SBPs, the Small Business Administration, small business outreach strategies, special programs, the source selection evaluation process, and post-award issues.
- SBP 202 (Intermediate Small Business Programs, Part B) prepares mid-level SBPs to work effectively with acquisition teams throughout the acquisition life cycle. Students demonstrate their comprehension of concepts introduced in SBP 201 by completing a series of activities typical of what they will do on the job.
- SBP 210 (Subcontracting) provides an overview of subcontracting as a means of maximizing small business opportunities, and the SBP’s role in advising on subcontracting requirements.
- SBP 220 (Business Decisions for Small Business) uses robust, online simulations to give mid-level SBPs the knowledge necessary to ensure maximum opportunity for small business participation in a procurement.
- SBP 301 (Small Business for Senior Leaders) prepares professionals for senior leadership positions in small business, showing them how their roles and responsibilities will evolve as they lead at higher levels of the organization.

NEW CONTINUOUS LEARNING MODULES

Understanding Incentive and Other Contract Types (CLC 135) and Advanced Issues in Incentive Contracting (CLC 137)
These modules complement the Defense Procurement and Acquisition Policy (DPAP) guide entitled “Using Incentive and Other Contract Types.” They contain information, illustrations, and examples of the appropriate use of advanced incentive concepts. CLC 135 provides acquisition professionals with the information necessary to align contract type and incentives with acquisi-
tion outcomes. CLC 137 covers advanced concepts from pages 27 through 40 of the guide, such as:

- Understanding how to quantify cost, schedule, and performance risk and apply the results when determining contract type, analyzing profit or fee, and developing an incentive arrangement
- Understanding when it is appropriate to use different contract incentives
- Describing the factors to be considered in structuring incentive arrangements
- Illustrating the Reasonably Challenging but Achievable Approach to structuring fixed-price incentive-firm contract
- Understanding how to construct a multiple incentive arrangement

Critical Thinking (CLM 058)
This module introduces the student to critical-thinking skills and the application of those skills and concepts. Additionally, this CLM includes an interactive gaming simulation to give students an enhanced ability to interact with, and understand, those fundamental critical-thinking concepts.

Intelligence Community Acquisitions (CLM 060)
CLM 060 enables DoD personnel to describe the key differences between the Intelligence Community (IC) and DoD acquisition processes. It also teaches the skills for them to prepare DoD stakeholders of joint DoD/IC programs to support senior decision-makers’ oversight and management of programs in the IC acquisition process.

NEW MODEL FOR ACQUISITION RESEARCH
Acquisition research has always been a part of DAU’s mission. The fundamental purpose of the DAU research program is to improve acquisition processes and their management by analyzing defense acquisition policy. Originally, DAU’s research effort focused primarily on in-house research by faculty. To elevate and expand the benefits of acquisition research, DAU has developed a new research model that includes the following components: (1) Research Fusion—Harvesting, (2) Research Fusion—Transition and Integration, (3) Collaboration, (4) In-House Research, and (5) Acquisition Research Infrastructure.

This new model has expanded the focus in order to find and disseminate a wider range of research-based information for use by the Defense Acquisition Workforce. For more information about the new research model, see Section 2, page 40.
Social Media

In an effort to ensure our students have immediate access to information, DAU is active on the social media platforms our students and stakeholders use most.

If you have any questions or suggestions for DAU’s social media team, email communications@dau.mil.

**Facebook**
DAU is reaching many members of the Defense Acquisition Workforce with targeted messages about the university’s learning assets and events, as well as relaying new DoD policy and initiatives. In turn, customers and stakeholders have posted valuable feedback on innovations that are important to them and to the Department of Defense. Check us out at www.facebook.com/DAUnow.

**Twitter**
The official DAU Twitter account, @DAUnow, allows workforce members to keep up with the latest policy discussions, course offerings, events, facility closings, system outages, and other Defense and acquisition news in 140 characters or less. To join the active conversation, follow the university at https://twitter.com/daunow.

**LinkedIn**
DAU’s primary organizational page on LinkedIn can be found at www.linkedin.com/company/DAUNow; however, LinkedIn also provides an interest group page, where DAU users are able to communicate with professional contacts, creating a community where acquisition workforce members can network, share, and learn from one another. DAU’s interest group page on LinkedIn welcomes users at www.linkedin.com/groups/Defense-Acquisition-University-4556755.

**YouTube**
DAU is leveraging YouTube’s extensive reach to promote its learning assets and to spread awareness of defense acquisition. Although some DoD organizations block access to YouTube due to bandwidth concerns, the page is accessible to external audiences where they use the Web site most—at home. Watch at www.youtube.com/defenseacquisition.

**Flickr**
The photo-hosting Web site Flickr allows DAU to give users a glimpse into life at the university and to share high-resolution photos of acquisition award winners. You can see for yourself at www.flickr.com/defenseacquisitionuniversity.
Section 1

About DAU and Its Regional Campuses

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The Defense Acquisition University

OUR WORK
The Defense Acquisition University (DAU) is the one institution that touches every member of the Defense Acquisition Workforce throughout all professional career stages. The university provides a full range of basic, intermediate, and advanced certification training; assignment-specific training; and online, self-paced, continuous learning modules; as well as rapid deployment training to train the workforce quickly on new acquisition policy and initiatives.

Additionally, DAU supports acquisition workforce members on the job through online knowledge sharing resources, communities, and job support tools. We also support acquisition organizations through our mission assistance program, consisting of consulting, executive coaching, and leadership development; acquisition workshops; and job-relevant applied research.

OUR ACCREDITATION
The Defense Acquisition University is accredited by the Commission of the Council on Occupational Education (COE). DAU selected COE as its accrediting body because the standards and criteria established by COE correspond with the university’s training certification mission and the broader view of learning and development. DAU was first awarded accreditation in 2003, and it was reaffirmed in 2008 and 2014.

DAU also is an International Association for Continuing Education and Training (IACET) Accredited Provider. IACET is known as the premier standard-setting organization for continuing education and training. Since 2006, IACET has been approved by the American National Standards Institute (ANSI) as a Standards Developer. In order to award IACET Continuing Education Units (CEUs), an organization must become an IACET Accredited Provider (AP). DAU chose to become an AP because IACET’s commitment to promoting quality education aligns with the university’s mission to develop qualified professionals. By being an IACET AP and adhering to the ANSI/IACET standard, DAU is authorized to award IACET CEUs and does so for all its regularly scheduled training courses.

The American Council on Education’s College Credit Recommendation Service has recommended many DAU courses for graduate and undergraduate college credit, helping workforce members get a head start in completing their degrees. For more information, see www.dau.mil/training/Pages/studentinformation.aspx.

OUR HISTORY
The Defense Acquisition Workforce Improvement Act (DAWIA), Public Law 101-510, Title 10 United States Code (U.S.C.), of the fiscal year 1991 National Defense Authorization Act, was enacted to improve the effectiveness of the personnel who manage and implement defense acquisition programs. The act required the creation of the Defense Acquisition University, and, per DoD Directive 5000.57, the university was to provide for the professional educational development and training of the acquisition workforce and for research and analysis of defense acquisition policy issues from an academic perspective.

Since the university’s founding, it has expanded to five regional campuses throughout the United States and two colleges, providing specialized training to the Defense Acquisition Workforce members no matter where they are located.

OUR ORGANIZATION
DAU’s leaders are committed to ensuring the university provides the best learning capabilities to those who use DAU learning resources.

The DAU president is responsible for the overall leadership and direction of the university and reports to the Assistant Secretary of Defense for Acquisition. The
DAU president directs all of the acquisition education activities of the university, including training, continuous learning, rapid deployment training, knowledge sharing, job support tools, mission assistance, customized workshops, research, and strategic partnerships. Additionally, he directs the internal activities necessary for DAU to deliver learning assets. These include strategic planning, performance and resource management, human resources, curricula development, and e-learning and technology analysis and acquisition.

The vice president assumes the president’s duties when the president is unable to perform them. The vice president oversees mission execution and the university’s product development and delivery elements.

The chief of staff is responsible for mission execution and for overseeing the university’s product delivery elements, including operations, acquisition services, human resources, and information technology. The chief of staff also supervises those elements of the Office of the President responsible for strategic planning, annual performance planning and assessment, accreditation, the Board of Visitors, corporate communications, protocol and operations, strategic partnerships, learning analytics, and leadership support.

The director of Performance and Resource Management is responsible for the evaluation and performance measurement of all of our products and services as well as the financial management of the university. The director chairs the DAU Resource Council, which is responsible for setting financial priorities for the university. The director maintains the course schedule and workload system for the university and provides financial management analysis and a centralized programming and budgeting system to control the allocation of resources for conducting defense acquisition training, research, and publication activities.

The director of the Foundational Learning Directorate is responsible for curricula policy interfaces and interrelationships. The director develops and manages learning assets, including certification and Core-Plus resident courses, online courses, and continuous learning modules; develops course content and determines delivery methods; and prepares course materials. The director coordinates delivery of distance learning and manages the operation of the learning management system and the curriculum authoring/revision tool. The director oversees the Continuing Education Unit program; serves as the university’s liaison with the functional leaders and respective executive secretaries regarding content requirements; and oversees the management and sustainment of the DAU course equivalency program for both internal DoD and external institutions. The director also is responsible for faculty professional development.

The director of the Workflow Learning Directorate (WLD) provides oversight and engagement opportunities in Workflow Learning. Building on foundational learning concepts, Workflow Learning provides the defense acquisition community with focused resources, communities of practice, and job support tools that enable learning in and beyond the classroom. The director develops, manages, and promotes WLD-owned workflow learning assets, and assists with the development, management, and promotion of assets owned by other business units. These assets include ACQuipedia, Communities, Job Support Tools, Ask A Professor, Video, KR Resources, Lunch and Learn, and many others. The director is also jointly responsible for the creation of the redesigned DAU.mil Web site and for the governance and training aspects of the transition.

The director of the Performance Learning Directorate (PLD) is responsible for aligning all DAU performance learning activities with the Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics and with DAU goals and priorities. The director coordinates with the associate deans for Outreach and Mission Assistance at each of the regions and at Defense Systems Management College for mission assistance efforts. The director also is responsible for the operation and maintenance of the DAU Knowledge Repository and Acker Archives (formerly the David D. Acker Library).

The director of Strategic Planning and Learning Analytics is responsible for developing the strategic plan and annual performance plan for the university. The director is also responsible for end-of-course/event survey administration, data collection and analysis, and program evaluation of learning assets at each of the four levels in the Kirkpatrick model.

The director of Human Resources advises the president, vice president, and chief of
The director formulates the DAU Human Capital Plan and is responsible for managing workforce planning, recruiting and hiring, employee retention, and performance measurement and appraisal.

The director of the Operations Support Group oversees logistics support, facilities maintenance, video services, and visual arts and press. The director also chairs the DAU Facility Council, which reviews major facility issues and initiatives and is responsible for setting priorities and approving large facility projects or expansions/changes.

The director of Information Technology (IT) oversees all computer and information systems at DAU, including hardware, software, firmware, infrastructure, Local Area Network, Wide Area Network, telecommunications, and continuity of operations. The director is responsible for daily operations and maintenance of the IT infrastructure; procurement of IT equipment and supplies; operation of the Help Desk; Web and application development, database management, and data integration; network and information security; and system certification and accreditation. The director of IT also serves as the chief information officer (CIO), providing advice to DAU leadership to ensure that information resources are acquired, used, and managed in accordance with DoD Directive 8000.01. The CIO sets corporate-wide information resource policies and chairs the DAU Technology Council.

The director of Acquisition Services (AS) oversees acquisition activities across the university, providing a centralized organization for the management of acquisition requirements. The DAU centralized hub for supplies and services, AS is responsible for ensuring the use of best practices and ensuring that DAU processes are aligned with DoD Instruction 5000.74, Defense Acquisition of Services. In this regard, it assists the DAU president in guaranteeing the appropriate, efficient, and effective acquisition of contracted services in support of the university. In collaboration with the other business units, AS creates acquisition strategies and develops ready procurement packages tailored for DAU’s supporting procurement office partners. It also manages a variety of delegated procurement authority, including the Government Purchase Card (GPC) for micro-purchases.

The general counsel provides policy guidance and serves as the attorney-advisor for administrative and civil law matters. The general counsel furnishes legal advice and opinions, decisions, and services arising out of the administration and operation of the university, including civilian personnel; Freedom of Information Act and Privacy Act matters; use of appropriated and nonappropriated funds; standards of conduct and conflicts of interests; questions relating to congressional inquiries; fiscal law; memoranda of agreement/understanding; and review and revision of DAU regulations.

The Pentagon liaison serves as a link between DAU and all elements of DoD senior staff. The liaison establishes, monitors, and closes out action items from DoD.

The industry chair provides insight to the president, faculty, and students regarding international acquisition and defense industry motivations, concerns, and attitudes. The industry chair also assists with the placement of industry students in select DAU resident courses and helps DAU obtain guest speakers from the defense industry for classes, conferences, symposia, and other forums.

The regional branch deans are responsible for leading, planning, mission execution, and management in their respective regions. They develop DAU-aligned internal regional policies and procedures as necessary to manage their regions effectively; to deliver acquisition training courses, focused training, and mission assistance to customers using the most effective and efficient means; and to support curricula development, continuous learning, and knowledge sharing efforts.

The dean of Defense Systems Management College is responsible for the operation of the college, which provides professional
education to selected military officers and civilian personnel in all facets of defense systems management. The dean develops, manages, plans, schedules, and conducts executive program management, international, and requirements courses; and executive-level continuing education and mission assistance to support the Defense Acquisition Workforce. The dean also supervises the Leadership Learning Center of Excellence.

The dean of the College of Contract Management is responsible for developing, maintaining, and delivering a full range of curricula, course offerings, and associated educational development opportunities for specific areas in Contract Management (CM). These areas include contracting, engineering and analysis, aircraft operations, and portfolio management and integration. The dean advises the director of the Defense Contract Management Agency and the DAU president on matters of CM workforce career development, management, and training.

The 4th Estate director of acquisition career management (DACM) is responsible for providing policies, guidance, and oversight to the 4th Estate components (i.e., DoD components outside the military departments) to ensure uniform implementation of DAWIA. The DACM also represents the 4th Estate as a member of the Senior Steering Board and the Workforce Management Group.

ORGANIZATIONS COLOCATED WITH DAU

The director of Human Capital Initiatives performs Defense Acquisition Workforce strategic analysis and human capital planning for the OUSD(AT&L).

The Federal Acquisition Institute facilitates and promotes career development and strategic human capital management for the civilian acquisition workforce.

OUR FACULTY AND STAFF

DAU faculty members have extensive experience in acquisition as well as the ability to communicate their knowledge in the classroom, online, and in the workplace during consulting efforts. Faculty members are expert practitioners who can draw on real-world experience to develop training products that are directly applicable to the current challenges students face. Many faculty members join DAU following high-impact careers in the military, defense industry, and civil service because they are seeking an opportunity to share their experiences, to truly make a difference in the lives of the members of the Defense Acquisition Workforce, and to support the vitally important mission of DoD.

DAU staff members provide the support necessary to keep the university running efficiently, including operating and maintaining the university’s automation networks and providing audio, video, and telecommunications in support of classes and DAU/acquisition events. DAU staff also provides services in the areas of public affairs, protocol, administration and logistics, publications management and graphic design, and academic support to all of DAU. The university’s skilled staff is essential to ensuring each student receives a positive experience at DAU.

OUR FACILITIES

DAU facilities reflect the university’s commitment to providing an integrated, interactive learning environment. The university’s capabilities include the following:

- Almost 100 classrooms located throughout the university’s regions and college campuses
- More than 175 breakout rooms that can be used for small group discussions during classes
- More than 2,200 laptops available for classrooms, providing each student a computer
- A 400-seat main conference center
- Numerous small conference rooms, seating 25 to 100 people each
DAU BOARD OF VISITORS

Since its inception as a training organization, DAU has received guidance from the DAU Board of Visitors. The Board of Visitors consists of individuals selected for their preeminence in academia, business, and industry. The members advise the Under Secretary of Defense for Acquisition, Technology, and Logistics and the DAU president on matters such as the university’s organizational management, curricula, methods of instruction, and facilities. All Board of Visitors members, past and present, have been invaluable to the foresight, planning, and progress of DAU as an institution.
DAU West Region is the primary acquisition learning location for 30,013 Defense Acquisition Workforce professionals in the western United States and the Pacific Rim. The headquarters of DAU West Region is strategically positioned in San Diego to support a large presence of Defense Acquisition Workforce personnel located across a very large geographical area. From its ideal location on the west coast, San Diego serves as the anchor for a region that is poised to meet the growing needs of a diversified acquisition community seeking a variety of learning opportunities inside and outside the classroom. The region also has extended learning sites at Hill Air Force Base, UT; El Segundo, CA; Port Hueneme, CA; and Pearl Harbor, HI.

The region’s primary customers include Space and Naval Warfare Center; Navy Program Executive Office C4I; U.S. Air Force Nuclear Warfare Center; Air Force Space and Missile Systems Center; Ogden Air Logistics Complex; Navy Facilities Engineering Command; Air Force Space Command; and various other acquisition-centric organizations that leverage the wide variety of DAU West’s products and services at their point of need.

DAU has numerous partnerships with colleges and organizations in West Region. A list of all DAU partnerships can be found at www.dau.mil/partnerships/p/Strategic-Partnerships.

## Locations

### DAU West Region Headquarters

**San Diego, CA**
33000 Nixie Way, Bldg. 50, Suite 345  
San Diego, CA 92147-5117  
619-524-4814, DSN 524-4814  
Fax: 619-524-4794

### Extended Learning Sites

**Hill Air Force Base, UT**
6022 Fir Avenue, Bldg. 1238  
Hill AFB, UT 84056  
801-775-3522

**El Segundo, CA**
222 N. Sepulveda Boulevard  
Suite 1220  
El Segundo, CA 90245-5659  
310-606-5914

**Port Hueneme, CA**
3502 Goodspeed Street  
Bldg. 1444, 2nd Floor  
Port Hueneme, CA 93043-4425  
805-982-4680, DSN 551-4680  
Fax: 805-982-4843

**Pearl Harbor, HI**
Ford Island  
239 Lexington Boulevard  
Bldg. 39, Room 161-C  
Pearl Harbor, HI 96860  
808-472-1937
San Diego, California
Have questions? Contact dauwest@dau.mil
The DAU Midwest Region campus is located in Kettering, OH, just south of Wright-Patterson Air Force Base near the city of Dayton, OH. There are three extended learning sites within the region, located in Columbus, OH; Rock Island, IL; and Sterling Heights, MI. The region supports the training needs of 25,000-plus Defense Acquisition Workforce members throughout a 13-state area.

The DAU Midwest Region faculty and staff members focus on teaching, curriculum development, research, mission assistance (targeted training, consulting, and partnering with agencies), and workflow learning. The region’s faculty supports distance learning courses taught over the Internet. Their agenda includes working with organizations within the region and staying current on all major acquisition issues and needs of the Defense Acquisition Workforce.

Highly knowledgeable and experienced faculty members teach resident Defense Acquisition Workforce Improvement Act certification classes in various functional disciplines at the Kettering and satellite campuses, and at customer sites across the United States and worldwide when required.

Responsible for mission assistance (consulting and other noncertification training) for the Defense Acquisition Workforce within the entire U.S. Midwest 13-state area, the DAU Midwest Region serves multiple Department of Defense and other federal organizations, including the Air Force Life Cycle Management Center, U.S. Air Force Materiel Command, U.S. Army TACOM Life Cycle Management Center, the Rock Island Arsenal, and U.S. Transportation Command. In addition, DAU has numerous partnerships with colleges and acquisition organizations in the Midwest Region. A list of all DAU partnerships can be found at www.dau.mil/partnerships/p/Strategic-Partnerships.
Kettering, Ohio
Have questions? Contact daumidwest@dau.mil
With its headquarters in Huntsville, AL, DAU South Region supports the goals and objectives of 35,114 Defense Acquisition Workforce members by providing products and services to the acquisition community. The faculty and staff members of the DAU South Region provide teaching, research, and mission assistance (targeted training, consulting, and partnering with agencies). They focus on working with their customers and staying current on major issues and needs of the acquisition workforce throughout the region.

The DAU South Region main campus is a 68,000-square-foot state-of-the-art teaching facility opened in Huntsville in 2010. DAU South can accommodate diverse student needs, providing classrooms furnished to enhance the overall learning experience and with extensive e-learning capabilities. The building also offers a fitness center, convenient parking, access to nearby shopping, a wide variety of dining facilities, and hotel accommodations.

In addition to the Huntsville campus, extended learning sites at Eglin Air Force Base, FL, and Warner Robins, GA, provide teaching and mission-support activities to the region’s acquisition community.

DAU has numerous partnerships with colleges and organizations in the South Region. A list of all DAU partnerships can be found at www.dau.mil/partnerships/p/Strategic-Partnerships.

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**Locations**

**DAU South Region**

**Huntsville, AL**

7115 Old Madison Pike  
Huntsville, AL 35806  
256-922-8020  
Fax: 256-922-1077

**Extended Learning Sites**

**Eglin AFB, FL**

Defense Acquisition University  
96 FSS/FSDE (Bldg. 871)  
108 N. McCarthy Avenue  
Eglin AFB, FL 32542  
850-882-8785  
Fax: 850-882-6384

**Warner Robins, GA**

Defense Acquisition University  
80 Cohen Walker Drive  
Bldg. C  
Warner Robins, GA 31088  
478-218-3224  
Fax: 478-988-6829
Huntsville, Alabama

Have questions? Contact dausouth@dau.mil
The DAU Mid-Atlantic Region headquarters is strategically located in the town of California, MD, just a few miles north of the Patuxent River Naval Air Station. The headquarters offers a state-of-the-art training facility that includes a telepresence capability. The site has ample parking, a fitness center, and convenient access to nearby hotel accommodations, shopping, and dining. The Mid-Atlantic Region also has three additional extended learning sites, which are located in Chester and Norfolk, VA, as well as Sembach, Germany.

The faculty and staff of the Mid-Atlantic Region serve a Defense Acquisition Workforce of approximately 29,000 members, and concentrate their efforts on teaching, research, and mission assistance (workshops, tailored training, consulting, and partnering with agencies). The region’s faculty members have an extensive acquisition knowledge and background, which enables them to engage actively with students and customers, sharing real-world experience across multiple functional areas to support improved acquisition outcomes. In addition to the traditional consulting services, DAU Mid-Atlantic provides executive coaching, facilitation, and team collaboration support.

The region’s largest customers are Naval Air Systems Command; Program Executive Officer, Tactical Programs; Program Executive Officer, Assault and ASW Programs; Program Executive Officer, Unmanned Aviation and Strike Weapons; Defense Contract Management Agency; Joint Base Langley-Eustis; U.S. Army Training and Doctrine Command; Space and Naval Warfare Systems Command; Naval Surface Warfare Center Dahlgren; Naval Station Norfolk; Defense Commissary Agency; Defense Logistics Agency; U.S. Army Europe; and the U.S. Air Forces in Europe.

DAU has numerous partnerships that enable students to receive college credit. A list of all DAU partnerships can be found at www.dau.mil/partnerships/p/Strategic-Partnerships.
California, Maryland
Have questions? Contact daumidatlantic@dau.mil
Headquartered at Fort Belvoir, VA (with extended learning sites at Aberdeen Proving Ground, MD; Hanscom Air Force Base, MA; and DLA Troop Support—Philadelphia, PA), DAU Capital and Northeast Region (CNE) provides acquisition training, workflow learning (resources in the form of tools, processes, and training aimed at providing assets that address specific on-the-job issues), and performance learning services (workshops and consulting) to a varied customer base. CNE’s cadre of seasoned professionals brings an assortment of experiences and expertise from diverse acquisition backgrounds, reflecting the diversity inherent in the region. The region serves the needs of more than 35,000 Defense Acquisition Workforce members. Due to its location in the national capital area, key customers include the Army, Navy, Air Force, Marines, and multiple defense agencies, along with numerous other federal agencies.

The CNE Region’s main campus is continuing to undergo extensive upgrades to infrastructure to provide a state-of-the-art learning environment for students and faculty alike. In addition to classroom upgrades, the campus has an on-site fitness center and cafeteria for student convenience. Situated in close proximity to the Nation’s Capital, students have the opportunity to explore many of our national assets: the White House, Arlington National Cemetery, the Washington Mall, and a host of other sites.

DAU has numerous partnerships with colleges, universities, and training organizations in the Capital and Northeast Region. A list of all DAU partnerships can be found at www.dau.mil/partnerships/p/Strategic-Partnerships.

**Locations**

**DAU Capital and Northeast Region**

**Fort Belvoir, VA**
9820 Belvoir Road
Fort Belvoir, VA 22060-5565
703-805-2764, DSN 655
Fax: 703-805-2877
Operational Status: 800-845-7606, Option 1

**Extended Learning Sites**

**Aberdeen Proving Ground**
6175 Guardian Gateway, Suite S
Aberdeen Proving Ground, MD 21005
410-272-9471
Fax: 410-272-9479
Operational Status: 410-278-SNOW (7669)

**Hanscom Education and Training Center**
29 Chennault Street, Bldg. 1728
Hanscom AFB, MA 01731
781-225-5942
Fax: 781-225-2557
Operational Status: 781-225-COLD (2653)

**DLA Troop Support—Philadelphia**
700 Robbins Avenue, Bldg. 5A
Philadelphia, PA 19111-5092
215-737-8338
Operational Status: 215-737-8795
Fort Belvoir, Virginia

Have questions? Contact daucne@dau.mil
Colocated with DAU Headquarters at Fort Belvoir, VA, the Defense Systems Management College (DSMC) provides requirements management, international acquisition management, and executive-level leadership learning and development; tailored consulting; online tools and job aids; as well as knowledge sharing. DAU’s Leadership Learning Center of Excellence is an integral part of DSMC.

The DSMC faculty is composed of former senior DoD and industry practitioners from all requirements and acquisition disciplines. The DSMC team develops and facilitates dynamic learning and development courses and consulting workshops that leverage experiential learning designs. The team also offers coaching and mentorship to learners before, during, and after their in-person DSMC experience.

The four DSMC learning centers offer online and in-resident learning opportunities. Executive Center programs are tailored to the needs of senior DoD leaders. The Requirements Center offerings meet the congressional mandate for certification training for workforce members and executives who manage evolving DoD warfighting capability needs. The international offerings promote acquisition excellence by focusing on international acquisition and exportability considerations throughout all phases of the life cycle. The Leadership Learning Center of Excellence offers a portfolio of courses to enhance the skills of acquisition leaders; this Center also manages the DAU Executive Coaching program.

DSMC provides products and services in all three areas of DAU’s Acquisition Learning Model, including foundational courses, online assets useful in the workplace, and workshops or consulting to enhance workforce performance.

**Location**

**DSMC Fort Belvoir, VA**
9820 Belvoir Road
Fort Belvoir, VA 22060-5565
703-805-2436, DSN 655
Fax: 703-805-3201
Fort Belvoir, Virginia

Have questions? Contact dsmcsrpm@dau.mil
Established in FY 2012, the College of Contract Management (CCM) is chartered to develop and provide training in support of the Defense Contract Management Agency (DCMA) acquisition workforce. The college’s efforts directly support DCMA’s delivery of actionable acquisition insight from the factory floor to the front line, around the world, enabling the defense acquisition enterprise to produce the right product or service (quality), at the right time (delivery), and at the right price (value).

In FY 2016 the CCM fielded six new courses. At year end, the college had a total of 28 courses fielded, supporting professionals working in quality assurance, industrial manufacturing, engineering, earned value management, and aircraft operations. More than 28 additional courses supporting these or other functional areas such as contract administration and pricing were in development at year’s end.

During FY 2016, the college also fielded additional workflow learning assets consistent with DCMA’s desire that the college develop and deliver not only courses but assets that provide their workforce with topic-specific training or job support tools available at the moment of need, whether from their desks or on the factory floor.

Although CCM courses are designed with DCMA-defined content to meet the training needs of DCMA acquisition professionals, many of the courses are proving to be highly attractive to acquisition professionals in the military Services and other agencies who are also performing post-award contract management functions. In FY 2016, the CCM had more than 2,700 non-DCMA Defense Acquisition Workforce graduates and over 105 industry graduates from CCM online courses that are also made available to non-DCMA personnel to date.
Chester, Virginia
Have questions? Contact dsmcspm@dau.mil
Section 2

DAU’s Learning Assets

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DAU’s Learning Assets

As the Defense Acquisition Workforce’s premier learning and development center, DAU aligns its certification training with the specific career field requirements developed by the acquisition career field functional leaders. In addition, the university has taken innovative measures to ensure that learning and acquisition support are available beyond certification, creating a global learning environment at the point of need. All DAU’s services, individually and in combination, support the workforce throughout a professional’s career, from entry level to senior leadership. The overview that follows summarizes DAU’s numerous services.

FOUNDATIONAL LEARNING

Foundational learning gives the workforce long-term knowledge and habits of mind through structured learning in training courses, continuous learning modules, and rapid deployment training. This learning is essential to the long-term success of everyone in the workforce.

Training

DAU delivers training courses for each of the acquisition career fields in support of the Defense Acquisition Workforce Improvement Act (DAWIA) requirements, allowing a member of the Defense Acquisition Workforce to be certified at Levels I, II, or III. The directors of acquisition career management (DACMs) for the Services and DoD agencies manage attendance at these courses. Normally, the DACMs give priority to Defense Acquisition Workforce members who are pursuing certification in an acquisition career field. For updates to these course descriptions during the training year, consult the online version of the catalog at http://icatalog.dau.mil.

Continuous Learning

DAU also delivers online learning assets—called continuous learning modules—designed to help members of the Defense Acquisition Workforce maintain currency and meet the DoD requirement to complete 80 continuous learning points every 2 years. These modules address vital acquisition topics and are useful for personal awareness and to refresh skills. You can access these modules through the DAU Continuous Learning Center (CLC). The CLC also hosts easy-to-use online modules sponsored by Harvard ManageMentor, which provide information on topics fundamental to managerial success. These topics range from running an effective meeting or managing a project to learning negotiation skills. Information on these opportunities is available at www.dau.mil/training/clc. DAU continually develops and adds new offerings to the CLC site. To see what’s new, check the CLC Web site frequently.

Rapid Deployment Training

Rapid deployment training provides quick notification and training by posting new policy training materials online at www.dau.mil/training/p/rdt within a few days of a policy release and may involve sending DAU training teams to major acquisition field organizations. Rapid deployment training has included DoD 5000-series changes, life-cycle support policy (including creation of the program support manager), and Better Buying Power initiatives.

WORKFLOW LEARNING

Workflow learning builds on foundational learning principles in helping the workforce succeed on the job through the use of online knowledge-sharing resources and job support tools. Through workflow learning assets, DAU helps the workforce succeed by connecting them to both content and people. DAU provides high-quality resources, structured tools, and services that are easily accessible, intuitive, and indispensable to the workforce for making sound business decisions to deliver needed goods and services to the warfighter. Workflow learning-related activities are increasingly a seamless part of the daily lives of DAU’s faculty, staff, and workforce.

With this emphasis on workflow learning, DAU is reorganizing its external-facing Web site to be a one-stop shop for acquisition news, tips, sharing, and services. DAU.mil is the home to all of DAU’s knowledge-sharing resources; it houses many new and exciting ways for the workforce to engage, discover, and learn.
Knowledge Sharing
Knowledge sharing—achieved by blending people, processes, and information technology—improves organizational performance through increased efficiency, effectiveness, and innovation. Leveraging advanced portal and collaboration technologies, DAU supports Defense Acquisition Workforce members’ informal learning and job performance. Online resources and interactive venues facilitate the sharing of documented knowledge, experiences, and lessons learned among individuals and organizations. DAU’s primary components of knowledge sharing are all found on the DAU.mil Web site; they include the acquisition communities of practice, job support tools, the Defense Acquisition Guidebook, Ask a Professor (AAP), and the DoD Acquisition Encyclopedia (ACQuipedia)—as well as the DAU Knowledge Repository and Acker Archives. Users can easily locate the various applications and tools at www.dau.mil/tools/.

The DAU.mil Web site is the central repository for acquisition policy and reference materials and serves as the main portal to all of the Workflow Learning elements. It focuses on “Big A” processes—describing all phases of the acquisition process, from requirements generation and budget development through overall management.

Using the Web site, the acquisition professional can quickly access necessary information to accomplish specific tasks directly related to program and project support. The DAU.mil site implements a powerful search engine, making it easy for the user to locate information from anywhere on the site. In addition to the primary components listed above, the Web site provides the Defense Acquisition Workforce with information on and links to the following:

- Defense acquisition policy and regulations (www.dau.mil/policy)
- Defense Acquisition Guidebook (www.dau.mil/tools/dag)
- Federal Acquisition Regulation (FAR), Defense Federal Acquisition Regulation Supplement, and other FAR supplements
- Education and professional development (www.dau.mil/training)
- Special topic and functional “gateways” (www.dau.mil/training/career-development)
- News, publications, and events (www.dau.mil/news)
- Tools, guidebooks, and other how-to resources (www.dau.mil/tools)
- Glossaries and acronyms (www.dau.mil/tools/t/DAU-Glossary)

Users can access information and sites directly using the URLs provided or by simply visiting www.dau.mil.

Acquisition Communities of Practice.
The communities of practice are collaborative workspaces centered on acquisition-specific topics. Communities are available to the Defense Acquisition Workforce 24/7 to collaborate, share, and connect with one another in an online environment. Community members are able to interact and share lessons learned and experiences to support job performance, avoid the duplication of effort, and advance the connection of people and ideas.

Communities play a central role in helping the workforce stay linked to expertise and in providing the tools, resources, and connections that help people improve performance. Users can access the communities at www.dau.mil/community-hub.

Ask a Professor. Do you have an acquisition question? You may submit acquisition-related questions to DAU faculty via the Ask a Professor Web page (www.dau.mil/tools/t/Ask-a-Professor). There is also a searchable Ask A Professor library of previously submitted questions and answers by career field.

ACQuipedia. This is an online encyclopedia of common defense acquisition topics. It was developed as a collaborative project to create content about acquisition-related topics. ACQuipedia provides the Defense Acquisition Workforce with quick access to information in a succinct and digestible format. Articles aggregate the most relevant references and learning assets to focus users and quickly provide high-value content.

Each topic is identified as an article, and each article contains a definition, a brief narrative that provides context, and links to the most pertinent policy, guidance, tools, practices, and training on the subject. ACQuipedia articles support the DoD Integrated Product Support Implementation Roadmap, community-of-practice libraries, and course material, as well as other job support tools. Users can access ACQuipedia at www.dau.mil/tools/t/ACQuipedia.

DAU Videos. The DAU Media Library provides access to videos on various topics
supporting all Defense Acquisition Workforce career fields, and the university continues to add new videos. Users can access the comprehensive listing of publicly available DAU videos at https://media.dau.mil/.

**DAU Knowledge Repository and Acker Archives.** The DAU Knowledge Repository and Acker Archives (KR & AA) is transitioning to expand support to the greater Defense Acquisition Workforce. The new KR & AA Web site provides products, via virtual environments, and exceptional user-oriented service to facilitate a Defense Acquisition Workforce that is fully knowledge-enabled by the focused power of information and enhanced in its ability to fulfill the warfighter’s capability needs, both now and in the future.

The Acker Archives provides access to historical DAU and other uniquely relevant materials that are deemed pertinent in the history of defense acquisition. Digitization efforts are underway to offer online access to these materials. Archival assistance (working with the requestor to identify and provide requested materials) is available via appointment with the KR & AA staff. More information about the KR & AA can be found at www.dau.mil/library.

**Job Support Tools**
Job support tools fill the learning-doing gap between formal courses and on-the-job learning. These tools assist the workforce by providing job support at the point of need and enabling one to “learn by doing.” Such tools include the Milestone Document Identification Tool and the Integrated Product Support Roadmap. These and other tools can be accessed at www.dau.mil/tools.

**Milestone Document Identification Tool.** The Milestone Document Identification (MDID) helps users quickly search through statutory and regulatory document requirements as identified in the following DoD Instruction (DoDI) 5000.02 tables: 2, Milestone and Phase Information Requirements; 5, Recurring Programs Reports; 6, Exceptions, Waivers, and Alternative Reporting Requirements; and 10, Information Requirements Unique to the Urgent Needs Rapid Acquisition Process. Personnel can search based on program type, life-cycle event, statutory and regulatory source, and keyword. The MDID integrates the DoDI 5000.02 tables with the DAU Glossary and supports the eventual integration with the Defense Acquisition Guidebook, the DoD Directive 5000.01, and the DoDI 5000.02. The MDID is located at www.dau.mil/tools/t/Milestone-Document-Identification-Tool-(MDID)-.

**DoD Integrated Product Support (IPS) Implementation Roadmap.** Product Support Management is the planning, management, and funding of the package of support functions required to field and maintain the readiness and operational capability of major weapon systems, subsystems, and components. It includes all functions related to weapon system readiness and is built upon the Integrated Product Support (IPS) elements. This tool is designed to help the Defense Acquisition Workforce understand and build the best product support package for the warfighter. The tool provides detailed activity and output listings across the life cycle and by IPS element. It displays information via a “List View,” which is a compact inventory of product support activities and required outputs, as well as a “Timeline View” showing activities and outputs over the total life cycle. The IPS Roadmap can be found at www.dau.mil/tools/t/DoD-Integrated-Product-Support-(IPS)-Implementation-Roadmap.

**PERFORMANCE LEARNING**
Performance learning extends acquisition learning beyond the classroom and into the workplace. It improves acquisition outcomes by applying significant resources at critical moments for acquisition programs, teams, and leaders, and by conducting acquisition research that further advances acquisition policies and processes.

**Mission Assistance**
Defense acquisition is a complex process. You must interact with multiple stakeholders, various decision systems, and an array of resources as you strive to deliver
the desired capabilities on time and within your allocated resources. Does your organization have current acquisition challenges or upcoming significant events? Are there areas that may need improvement? Do you wish to further develop your leadership skills or increase your knowledge of the acquisition process? If so, DAU has the capability and acquisition experts ready to help you identify and seize opportunities and mitigate risk. In its mission assistance portfolio, DAU offers team and organizational assistance (consisting of MDAP/MAIS assistance, deep dives, consulting services, collaborative problem-solving events, workshops, and tailored cohort training) as well as individual assistance in the form of leadership development. These services are detailed below.

**MDAP/MAIS Assistance.** Major defense acquisition programs (MDAPs) and major automated information systems (MAISs), as well as non-major acquisition programs and non-traditional acquisitions, face many challenges throughout their life cycle. An experienced “thinking partner” can help you handle a wide range of challenges, from leadership to programmatic, and has proven invaluable for many program managers and program management offices.

**Deep Dives.** DAU faculty will conduct an outside, objective, and in-depth look at various aspects of your program. After assessing program health and analyzing program culture, they will share proven practices and lessons learned, and offer recommendations and strategies for improvement.

**Consulting Services** are provided by DAU’s seasoned faculty and staff on either a long- or short-term basis. These services are offered in many areas (e.g., strategic planning, acquisition strategy, milestone preparation, collaborative problem solving, and organizational assessments). DAU faculty can assist with special DoD projects and can even be embedded in a program office to provide longer-term analysis.

**Collaborative Problem-Solving Events,** facilitated by DAU faculty, can create group deliberation and decision-making opportunities. Teams use collaboration software and facilitated discussion to share information, brainstorm, develop plans, examine alternatives, and address complex problems with marked efficiency. Workforce demands sometime require virtual contact, and DAU has the resources to support that.

**Workshops** provide “off the shelf” learning assets of limited duration on topics of interest and applicability across the Defense Acquisition Workforce, as well as for specific functional communities. For example the Acquisition Program Transition Workshop helps acquisition teams (government and industry) smoothly transition from one acquisition life-cycle phase to the next one via a well-executed milestone preparation and review process; the Services Acquisition Workshop is a just-in-time workshop designed to facilitate a specific acquisition team and its requirements through the seven-step services acquisition process. During these workshops, DAU faculty members facilitate hands-on learning for acquisition teams to develop and execute products for their programs. Workshop descriptions can be found in this catalog (Appendix D), or on the DAU Mission Assistance Web site.

For convenience, the workshops are grouped into categories by career field/functional areas.

- WSC: Contracting
- WSD: Professional Development
- WSE: Engineering and Technology
- WSL: Logistics
- WSM: Acquisition & Program Management

**Tailored Cohort Training** involves working with your team to identify/recommend solutions to fill gaps, gain efficiencies, and strengthen the team. For more information on DAU Mission Assistance and workshop offerings and contacts, visit [www.dau.mil/consulting-services](http://www.dau.mil/consulting-services) or send an email to MissionAssistance@DAU.mil.

**Leadership Development.** DAU works with DoD acquisition leaders to help them develop a variety of approaches, tuned to their programs/organizations, that leverage proven practices and processes through customized workshops and courses.

- The Defense Acquisition Executive Overview Workshop (DAEOW) provides general/flag officers and members of the Senior Executive Service an executive-level understanding of the Defense Acquisition System and supporting processes. DAEOW content is tailored to meet the needs of the executive, conducted on demand, and delivered in a one-on-one, deskside session.
- Executive Coaching offers one-on-one support for key Defense Acquisition Workforce leaders with an experienced executive coach.
DAU’s Learning Assets

who serves as a mentor and sounding board on current activities and future objectives. The purpose is to help key acquisition leaders break through certain barriers and reach their individually determined “extraordinary futures.” The length of the coaching engagement is normally 6 to 9 months. Participation in this program is on a case-by-case basis.

- Leadership Development courses include Leading in the Acquisition Environment (ACQ 450), Integrated Acquisition for Decision Makers (ACQ 451), Forging Stakeholder Relationships (ACQ 452), and Leader as a Coach (ACQ 453). Descriptions are in Appendix A and online at http://icatalog.dau.mil.

Applied Research
Acquisition research has always been a part of DAU’s mission. The fundamental purpose of the DAU research program is to improve acquisition processes and their management by analyzing defense acquisition policy. To elevate and expand the benefits of acquisition research, DAU has developed a new research model that includes the following components:

- Research Fusion—Harvesting. This consists of identifying, analyzing and organizing the research relevant to acquisition and training that is being conducted across a wide variety of sources both internal and external to the federal government.
- Research Fusion—Transition and Integration. The “harvested” acquisition research findings will be transitioned to and integrated with existing knowledge and current challenges for use by the Defense Acquisition Workforce.
- Collaboration. This involves developing and maintaining ongoing research partnerships with key research universities, government research centers, and federally funded research and development centers. These partnerships create research opportunities for faculty (joint research) and keep DAU positively engaged with the global acquisition research community.
- In-House Research. DAU faculty conducts research via graduate programs and independent research, focusing on acquisition and acquisition-related topics.
- Acquisition Research Infrastructure. DAU provides the Department of Defense and the greater acquisition community the framework to facilitate meaningful research on a continuing basis. This includes the Defense Acquisition Research Journal; conferences and symposiums; lists of research topics of interest to the acquisition community; and methods and tools for harvesting research findings from many different sources.

OTHER SERVICES

Strategic Partnerships
DAU has established strategic partnerships with universities and colleges so Defense Acquisition Workforce members can apply DAU coursework toward college and university degrees and certificates. While each partnership is unique in what it offers, the objective of the partnership program is to provide workforce members with opportunities to maximize academic accomplishments by receiving credit for DAU courses toward a graduate, undergraduate, or certificate program offered by a strategic partner.

For help in finding a program that suits individual needs, prospective students can visit the DAU Strategic Partnership page at the DAU Web site (www.dau.mil/partnerships/p/Strategic-Partnerships). Various colleges and universities with which DAU has partnership agreements are listed on that page. To view information on the various partnership benefits offered by each school, simply click the school’s name to be linked to a corresponding landing page. Landing pages will provide additional information on degree and certificate programs, including a point of contact at the school and application directions.

The Strategic Partnership page also contains a link to the Excelerate program. This unique partnership with select schools allows DAU students who have achieved Level II and Level III DAWIA certification to apply these credits toward bachelor’s and master’s degrees and certificates. For a current list of partners in the Excelerate program, go to www.dau.mil/partnerships/p/Excelerate-Program.

Equivalency Program
DAU has partnered with other education and training providers that offer courses,
programs of instruction, or assessment processes that are substantially similar to the learning outcomes addressed in specific DAU courses. Equivalency courses can be used in lieu of a DAU course when seeking certification in an acquisition career field.

For current and potential providers of equivalency courses, go to http://icatalog.dau.mil/appg.aspx.

**Senior Service College Fellowship**

This one-of-a-kind, 10-month, in-residence, leadership and education program is a partnership between the Army and DAU. It is designed to provide senior-level acquisition civilians a training experience equivalent to that of their military counterparts in preparation for the assumption of senior leadership responsibilities. The DAU Senior Service College Fellowship Program delivered by DAU has seminars located in Huntsville, AL; Warren, MI; and Aberdeen Proving Ground, MD.

**Target Attendees.** Civilians at the GS-14 or -15 level (or equivalent pay band) in all acquisition career fields who are members of the Army Acquisition Corps and who seek to develop and apply senior-level leadership skills and competencies.

**Prerequisites.** Level III certification in a primary acquisition career field and letter of endorsement by the first Senior Executive Service civilian or general officer in the chain of command. Fellows are chosen by a central selection board convened annually by the Army Acquisition Corps in Washington, DC. Upon completion of the Fellowship Program, graduates receive Army credit equivalent to the Army War College (Military Education Level 1) attendance and credit for the Program Manager’s Course (PMT 401). The program also offers the chance to earn a master’s degree in leadership.

The Fellowship Program includes leadership, mentoring, and research as core areas. It also offers nationally recognized speakers, university courses, a national security module, PMT 401, battlefield and Unified Combatant Command tours, and several noted DAU classes related to leadership. Program attendance is funded by the U.S. Army Acquisition Support Center.

**Periodicals**

In an effort to maximize resources, the *Defense AT&L* magazine and the *Defense Acquisition Research Journal (ARJ)* are now available to individual subscribers only online.

To view the current and past issues of *Defense AT&L*, or to obtain a free subscription, go to www.dau.mil/library/defense-atl/.

To view the current and past issues of *Defense ARJ*, or to obtain a free subscription, go to www.dau.mil/library/arj/.

To be alerted by email when the new issue of either publication is available, send an email to datlonline@dau.mil and/or darjonline@dau.mil with “Add to LISTSERVE” in the subject line. Please also use these addresses to send change-of-address notices.

**Publications**

The DAU Press offers a wide range of publications to the Defense Acquisition Workforce. Current publications can be viewed at www.dau.mil/library/.
Section 3

The Defense Acquisition Workforce Communities

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117 | Services Acquisition Functional Community

The certification standards published in this Catalog take effect October 1, 2017. Updates are posted in the DAU iCatalog at http://icatalog.dau.mil as they occur. Check the iCatalog for current information on certification standards and courses.
FUNCTIONAL LEADERS
The functional leaders are senior leaders who specialize in a functional area of acquisition, technology, and logistics. Requirements for functional areas may change as a result of new technologies, mission requirements, or Service member needs, and it is the job of the functional leaders to ensure that their respective functional areas maintain relevance. Functional leaders are involved in chairing integrated product teams (IPTs) to address career development issues and identify training, education, and experience requirements.

The results from the IPTs help provide course relevance and direction of course content to curricula developers and course authors, as well as a rigorous, ongoing quality assessment of DAU course offerings.

An overview of each functional leader’s area of responsibility and the certification and core plus table for the functional area are provided on the following pages.
ACQUISITION AND PROGRAM MANAGEMENT
FUNCTIONAL COMMUNITY

Acquisition professionals in the Program Management career field are concerned with all of the functions of a program management office (PMO) or a program executive office (PEO). Program management professionals serve in a wide range of PMO and PEO positions to accomplish program objectives for the development, production, and sustainment of systems to meet the user’s operational needs. They may also serve in a number of support and management positions throughout the workforce. A program manager (PM) exercises authority and responsibility to accomplish program objectives for planning, organizing, staffing, controlling, and leading the combined efforts of acquisition personnel in the management of a defense acquisition program throughout the system’s life cycle. The fundamental responsibilities of the PM are to balance and be accountable for credible cost, schedule, and performance reporting; to interpret the DoD 5000 Series regulations and tailor procedures consistent with sound business practices and the risks associated with the product being acquired; and to ensure that high-quality, affordable, supportable, and effective defense systems are delivered to satisfy warfighter needs on or ahead of schedule and within budget.
# Program Management Level I

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
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| • Weapon Systems   | • Participates in an IPT delivering a weapon system, Command and Control (C2)/network-centric system, or space system  
|                    | • Performs financial and status reporting and basic logistic activities  
|                    | • Supports pre-award contract activities and workload planning and scheduling |
| • Services         | Assists in acquisition planning, assessing risk (technical, cost, and schedule), and contract tracking and performance evaluation |
| • Business Management Systems/IT | Participates in a business process IPT, fundamentals of enterprise integration, and outcome-based performance measures |

## Core Certification Standards
(Required for DAWIA certification)

<table>
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<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
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<tbody>
<tr>
<td>• Acquisition Training</td>
<td></td>
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<tr>
<td></td>
<td>ACQ 101 Fundamentals of Systems Acquisition Management</td>
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<tr>
<td>• Functional Training</td>
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</tbody>
</table>
|                    | • CLB 007 Cost Analysis  
|                    | • CLV 016 Introduction to Earned Value Management  
|                    | • ENG 101 Fundamentals of Systems Engineering  |
| • Education | Formal education not required for certification |
| • Experience | 1 year of acquisition experience with cost, schedule, and performance responsibilities |

## Core Plus Development Guide
(Desired training, education, and experience)

<table>
<thead>
<tr>
<th>Training</th>
<th>Weapon Systems</th>
<th>Services</th>
<th>Business Mgmt/IT</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLC 011  Contracting for the Rest of Us</td>
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<td></td>
<td>✓</td>
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<tr>
<td>CLL 008  Designing for Supportability in DoD Systems</td>
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<td>✓</td>
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<tr>
<td>CLL 011  Performance-Based Logistics (PBL)</td>
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<td>✓</td>
<td></td>
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<tr>
<td>CLM 017  Risk Management</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>LOG 100  Life Cycle Logistics Fundamentals</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TST 102  Fundamentals of Test and Evaluation</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**EDUCATION:** Baccalaureate degree, preferably with a major in engineering, systems management, or business administration

**EXPERIENCE:** 1 year of acquisition experience (in addition to core certification experience)

---

1 The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.

2 When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

**NOTE:** Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the "Notes" section of the CL course description, and the course can be substituted to meet the certification standard.
### Program Management Level II

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
</tr>
</thead>
</table>
| • Weapon Systems   | • Structures and guides systems engineering activities  
|                    | • Establishes a risk/opportunity program; structures and conducts technical reviews  
|                    | • Works with contracting personnel  
|                    | • Maintains configuration control  
|                    | • Leads IPTs in support of developing and delivering a weapon system, Command and Control (C2)/network-centric system, or space system  |
| • Services         | • Structures incentives tied to desired outcomes for service contracts, prepares plans for mitigating risks, provides contract tracking and oversight  
|                    | • Performs most acquisition planning tasks as established in Attachment 1 to AT&L Services Memo of Oct. 2, 2006  |
| • Business Management Systems/IT | Leads IPTs, identifies and manages enterprise-level business systems and issues, and applies performance measures within the acquisition community and program office context that directly impact systems under development |

#### Core Certification Standards

- **Required for DAWIA certification**
- **Core Plus Development Guide**

#### Training

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Training</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Weapon Systems</strong></td>
</tr>
</tbody>
</table>
| • Acquisition Training | ACQ 202 Intermediate Systems Acquisition, Part A  
|                       | ACQ 203 Intermediate Systems Acquisition, Part B (R)  |
| • Functional Training | CON 121 Contract Planning  
|                       | CON 124 Contract Execution  
|                       | CON 127 Contract Management  
|                       | EVM 101 Fundamentals of Earned Value Management  
|                       | ISA 101 Basic Information Systems Acquisition  
|                       | PMT 252 Program Management Tools Course, Part 1  
|                       | PMT 257 Program Management Tools Course, Part 2  |

**Core Plus Development Guide**

- **Desired training, education, and experience**
- **2 years in program management with cost, schedule, and performance responsibilities**

**Type of Assignment**

<table>
<thead>
<tr>
<th>Training</th>
<th>Weapon Systems</th>
<th>Services</th>
<th>Business Mgmt/IT</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACQ 315</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>BCF 215</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 004</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 022</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>CLL 002</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>CLL 006</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>CLM 025</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>CLM 031</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>LOG 102</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>PQM 101</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
</tbody>
</table>

**EDUCATION**: Master’s degree, preferably with a major in engineering, systems management, business administration, or a related field

**EXPERIENCE**: 2 additional years acquisition experience, preferably in a systems program office or similar organization

---

1. The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
2. When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

**NOTE**: "(R)" following a course title indicates the course is delivered as resident-based instruction.
Program Management Level III

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
</tr>
</thead>
</table>
| **Weapon Systems**  | - Leads and provides oversight of IPTs delivering a weapon system, Command and Control (C2)/network-centric system, or space system.  
- Leads tasks supporting pre-award contracts, financial management, risk management, systems engineering, total ownership cost determination, contract coordination, and communications. |
| **Services**        | - Organizes and leads DoD professional, administrative, and management support service contracting as relates to developing clearly stated and actionable requirements packages.  
- Coordinates with local contracting officers, and ensures opportunities for socioeconomic business concerns.  
- Performs all acquisition strategy requirements actions noted in Attachment 1 to AT&L Services Memo of Oct. 2, 2006. |
| **Business Management Systems/IT** | Oversees transformation integration, planning and performance, and investment management as applies to the acquisition community, program office(s), and system(s) under development. |

**Core Certification Standards** (Required for DAWIA certification)

- **Acquisition Training**  
  None required
- **Functional Training**  
  - ACQ 315 Understanding Industry (Business Acumen) (R)
  - BCF 110 Fundamentals of Business Financial Management
  - EVM 263 Principles of Schedule Management (R)
  - LOG 103 Reliability, Availability, and Maintainability (RAM)
  - PMT 355 Program Management Office Course, Part A
  - PMT 360 Program Management Office Course, Part B (R)
  - SYS 202 Intermediate Systems Planning, Research, Development, and Engineering, Part 1
- **Education**  
  Formal education not required for certification
- **Experience**  
  - 4 years in program management with cost, schedule, and performance responsibilities.  
  - At least 2 years in a program office for system development and acquisition or similar organization (dedicated matrix support to a PM, PEO, DCMA program integrator, or supervisor of shipbuilding). These 2 years may run concurrent with the preceding 4-year requirement. OR  
  - Level III DAWIA certification in another acquisition functional community.  
  - 2 years in program management with cost, schedule, and performance responsibilities.  
  - 2 years in a program office for system development and acquisition or similar organization (dedicated matrix support to a PM, PEO, DCMA program integrator, or supervisor of shipbuilding). These 2 years may run concurrent with the preceding Level III or 2-year requirements.

**Unique Position Training Standards**

- PEOs; PM/DPM of MDAP/MAIS; PM/DPM of significant non-major programs
- PMT 401 Program Manager’s Course (R)
- PMT 402 Executive Program Manager’s Course (R)

**Core Plus Development Guide** (Desired training, education, and experience)

<table>
<thead>
<tr>
<th>Training</th>
<th>Weapon Systems</th>
<th>Services</th>
<th>Business Mgmt/IT</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACQ 265 Mission-Focused Services Acquisition (R)</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>ACQ 370 Acquisition Law (R)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>ACQ 452 Forging Stakeholder Relationships (R)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>BCF 209 Acquisition Reporting for MDAPs and MAIS (R)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 008 Six Sigma: Concepts and Processes</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 301 Reliability and Maintainability</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>CLL 022 Title 10 Depot Maintenance Statute Overview</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>CLL 201 Diminishing Manufacturing Sources and Material Shortages (DMSMS) Fundamentals</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>ENG 202 Applied Systems Engineering in Defense Acquisition, Part 2 (R)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>ISA 320 Advanced Program Information Systems Acquisition (R)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>LOG 200 Product Support Strategy Development, Part A</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>LOG 201 Product Support Strategy Development, Part B (R)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>LOG 204 Configuration Management</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>LOG 235 Performance-Based Logistics</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

1 The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
2 Workforce members assigned to these positions MUST meet these training standard(s) within 6 months of assignment.
3 When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: “(R)” following a course title indicates the course is delivered as resident-based instruction.
| Core Plus Development Guide<sup>3</sup> (Desired training, education, and experience) | Type of Assignment |
| --- | --- | --- |
| **Training** | **Weapon Systems** | **Services** | **Business Mgmt/IT** |
| PMT 400  Program Manager’s Skills Course (R) | ✓ | | ✓ |
| PQM 201A  Intermediate Production, Quality, and Manufacturing, Part A | ✓ | ✓ | |
| TST 204  Intermediate Test and Evaluation (R) | ✓ | | |

**EDUCATION:** At least 24 semester hours from among accounting, business finance, law, contracts, purchasing, economics, industrial management, marketing, quantitative methods, and organization and management (DANTES equivalency may be substituted)

**EXPERIENCE:** 2 additional years acquisition experience, preferably in a systems program office or similar organization (in addition to core certification experience)

---

<sup>1</sup> The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.

<sup>2</sup> Workforce members assigned to these positions MUST meet these training standards within 6 months of assignment.

<sup>3</sup> When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: “(R)” following a course title indicates the course is delivered as resident-based instruction.
AUDITING FUNCTIONAL COMMUNITY

Persons in this career field perform contract auditing, accounting, and financial advisory services for DoD and other government agencies in negotiation, administration, and settlement of contracts and subcontracts. Duties include evaluating information about contractor economic assertions, comparing those assertions to established criteria, and reporting the results to interested third parties.

Some reasons for audits include proposal submissions, incurred cost, compliance with the Truth in Negotiations Act, compliance with the Cost Accounting Standards, contract terminations, claims for abnormal conditions, contractor financial condition, and contractor systems and operations.

NOTE: DAU does not provide any auditing courses. Persons interested in pursuing the Auditing career field, should contact DCAA at www.dcaa.mil/. The DCAA course catalog is available at www.dcaa.mil/DCAA_Course_Catalog.pdf.
BUSINESS COST ESTIMATING AND FINANCIAL MANAGEMENT FUNCTIONAL COMMUNITIES

Business–Cost Estimating
The Business–Cost Estimating career field concerns the processes of life-cycle cost estimating within the context of materiel system acquisition in the Department of Defense. It includes cost estimating and analysis, applies the cost estimating process in the construction of a cost estimate, and performs analyses and estimates for a variety of programs. This is the area of Business where engineering judgment and experience are utilized in the application of scientific principles and techniques to the problems of cost estimation, cost control, and profitability. The key objective in cost estimating is to arrive at a defendable estimate that provides leadership with realistic funding expectations. This functional community covers positions that manage, supervise, lead, or perform scientific work that involves designing, developing, and adapting mathematical, statistical, econometric, and other scientific methods and techniques. The work also involves analyzing management problems and providing advice and insight about the probable effects of alternative solutions to these problems. As advisors to commanders, program executive officers, program managers, and other acquisition decision makers, members of this career field are responsible for performing analyses and estimates for a variety of programs, ensuring fiscal integrity of acquisition programs, and taking on management activities to ensure cost analysis is properly conducted in direct support of the defense acquisition process.

Business–Financial Management
The Business–Financial Management career field includes financial planning, formulating financial programs and budgets, budget analysis and execution, and earned value management. This is the area of Business concerned primarily with the total financial affairs of an organization, department, or program and the translation of actions past, present, and proposed into meaningful and relevant information for use in management. It includes the functions of budgeting, accounting, reporting, and the analysis and interpretation of the financial significance of past events and future plans. It sometimes also includes related functions such as internal auditing, management analysis, and others. It is not primarily concerned with the technical procedures and methodology of those individual functions.

Financial management involves the art of interrelating data to obtain a perspective of the total financial situation that will assist managers in program planning and decision making. A very simple operating program may require only a minimum of financial management, and this, in some cases, can be provided by the manager. Complex programs need broad financial advice and know-how, and this can only be furnished following the synthesizing, analyzing, and interrelating of meaningful financial data with programming and planning information by an organization and officials particularly adept in financial matters. As advisors to commanders, program executive officers, program managers, and other acquisition decision makers, members of this career field are responsible for business financial management of defense acquisition programs in direct support of the defense acquisition process.
### Business—Cost Estimating Level I

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Cost Estimator</td>
<td>Relates the processes of life-cycle cost estimating within the context of materiel system acquisition in the DoD</td>
</tr>
</tbody>
</table>

#### Core Certification Standards1 (Required for DAWIA certification)

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Course Title and Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Acquisition Training</td>
<td>ACQ 101 Fundamentals of Systems Acquisition Management</td>
</tr>
</tbody>
</table>
| • Functional Training | • BCF 110 Fundamentals of Business Financial Management  
• BCF 130 Fundamentals of Cost Analysis  
• BCF 131 Applied Cost Analysis (R)  
• EVM 101 Fundamentals of Earned Value Management |
| • Education | • Baccalaureate degree (any field of study)  
• 3 semester credit hours from a calculus course  
• 21 semester credit hours in any combination of the following fields of study: operations research, economics, mathematics, chemistry, physics, or other sciences in which the student utilized advanced mathematical skills in geometry, trigonometry, statistics, probability, and/or quantitative analysis |
| • Experience | 2 years of acquisition experience in cost estimating |

#### Core Plus Development Guide2 (Desired training, education, and experience)

<table>
<thead>
<tr>
<th>Training</th>
<th>Type of Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLB 014 Acquisition Reporting Concepts and Policy Requirements</td>
<td>Cost Estimator</td>
</tr>
<tr>
<td>CLC 005 Simplified Acquisition Procedures</td>
<td></td>
</tr>
<tr>
<td>CLM 016 Cost Estimating</td>
<td></td>
</tr>
<tr>
<td>CLV 016 Introduction to Earned Value Management</td>
<td></td>
</tr>
<tr>
<td>CLV 017 Performance Measurement Baseline</td>
<td></td>
</tr>
<tr>
<td>CLV 018 Earned Value and Financial Management Reports</td>
<td></td>
</tr>
<tr>
<td>CLV 019 Estimate at Completion</td>
<td></td>
</tr>
<tr>
<td>CLV 020 Baseline Maintenance</td>
<td></td>
</tr>
</tbody>
</table>

**EDUCATION:** Baccalaureate degree in engineering, statistics, or other math-intensive field of study

**EXPERIENCE:** 2 years of acquisition experience in cost estimating

---

1 The Core Certification Standards section lists the training and/or education and experience **REQUIRED** for certification at this level for this career field within 24 months of assignment.

2 When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: “(R)” following a course title indicates the course is delivered as resident-based instruction.
# Business—Cost Estimating Level II

## Type of Assignment  
<table>
<thead>
<tr>
<th>Core Certification Standards¹ (Required for DAWIA certification)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Acquisition Training</strong></td>
</tr>
<tr>
<td>- ACQ 202 Intermediate Systems Acquisition, Part A</td>
</tr>
<tr>
<td>- ACQ 203 Intermediate Systems Acquisition, Part B (R)</td>
</tr>
<tr>
<td><strong>Functional Training</strong></td>
</tr>
<tr>
<td>- BCF 206 Cost/Risk Analysis (R)</td>
</tr>
<tr>
<td>- BCF 213 Operating and Support Cost Analysis (R)</td>
</tr>
<tr>
<td>- BCF 220 Acquisition Business Management Concepts</td>
</tr>
<tr>
<td>- BCF 225 Acquisition Business Management Application (R)</td>
</tr>
<tr>
<td>- BCF 230 Intermediate Cost Analysis (R)</td>
</tr>
<tr>
<td>- BCF 250 Applied Software Cost Estimating (R)</td>
</tr>
<tr>
<td>- CLB 026 Forecasting Techniques</td>
</tr>
<tr>
<td>- CLB 030 Data Collection and Sources</td>
</tr>
<tr>
<td><strong>Education</strong></td>
</tr>
<tr>
<td>- Baccalaureate degree (any field of study)</td>
</tr>
<tr>
<td>- 3 semester credit hours from a calculus course</td>
</tr>
<tr>
<td>- 21 semester credit hours in any combination of the following fields of study: operations research, economics, mathematics, chemistry, physics, or other sciences in which the student utilized advanced mathematical skills in geometry, trigonometry, statistics, probability, and/or quantitative analysis</td>
</tr>
<tr>
<td><strong>Experience</strong></td>
</tr>
<tr>
<td>- 4 years of acquisition experience in cost estimating</td>
</tr>
</tbody>
</table>

## Core Plus Development Guide² (Desired training, education, and experience)

<table>
<thead>
<tr>
<th>Training</th>
<th>Type of Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACQ 265 Mission-Focused Services Acquisition (R)</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 007 Contract Source Selection</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 008 Indirect Costs</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 104 Analyzing Profit or Fee</td>
<td>✓</td>
</tr>
<tr>
<td>CLL 015 Product Support Business Case Analysis (BCA)</td>
<td>✓</td>
</tr>
<tr>
<td>CLL 017 Introduction to Defense Distribution</td>
<td>✓</td>
</tr>
<tr>
<td>CLM 012 Scheduling</td>
<td>✓</td>
</tr>
<tr>
<td>CLM 014 IPT Management and Leadership</td>
<td>✓</td>
</tr>
<tr>
<td>CLM 024 Contracting Overview</td>
<td>✓</td>
</tr>
<tr>
<td>EVM 262 EVMS Guidelines and Compliance (R)</td>
<td>✓</td>
</tr>
<tr>
<td>EVM 263 Principles of Schedule Management (R)</td>
<td>✓</td>
</tr>
<tr>
<td>ISA 101 Basic Information Systems Acquisition</td>
<td>✓</td>
</tr>
<tr>
<td>LOG 100 Life Cycle Logistics Fundamentals</td>
<td>✓</td>
</tr>
<tr>
<td>PMT 252 Program Management Tools Course, Part 1</td>
<td>✓</td>
</tr>
<tr>
<td>PMT 257 Program Management Tools Course, Part 2</td>
<td>✓</td>
</tr>
</tbody>
</table>

**EDUCATION:** Baccalaureate degree in engineering, statistics, or other math-intensive field of study

**EXPERIENCE:** 4 years of acquisition experience in cost estimating

¹ The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.

² When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: "(R)" following a course title indicates the course is delivered as resident-based instruction.
**Business—Cost Estimating Level III**

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost Estimator</td>
<td>Performs analyses and estimates for a variety of programs and takes on management activities to ensure cost analysis is conducted properly</td>
</tr>
</tbody>
</table>

**Core Certification Standards**<sup>1</sup> (Required for DAWIA certification)

<table>
<thead>
<tr>
<th>Training</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost Estimator</td>
<td></td>
</tr>
<tr>
<td>Acquisition Training</td>
<td>Acquisition Training identified at Level II must have been completed</td>
</tr>
<tr>
<td>Functional Training</td>
<td></td>
</tr>
<tr>
<td>• Functional Training identified at Level II must have been completed</td>
<td></td>
</tr>
<tr>
<td>• BCF 330 Advanced Concepts in Cost Analysis (R)</td>
<td></td>
</tr>
<tr>
<td>• CLB 023 Software Cost Estimating</td>
<td></td>
</tr>
<tr>
<td>• CLB 029 Rates</td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td></td>
</tr>
<tr>
<td>• Baccalaureate degree (any field of study)</td>
<td></td>
</tr>
<tr>
<td>• 3 semester credit hours from a calculus course</td>
<td></td>
</tr>
<tr>
<td>• 21 semester credit hours in any combination of the following fields of study: operations research, economics, mathematics, chemistry, physics, or other sciences in which the student utilized advanced mathematical skills in geometry, trigonometry, statistics, probability, and/or quantitative analysis</td>
<td></td>
</tr>
<tr>
<td>Experience</td>
<td>6 years of acquisition experience with 5 of the 6 in cost estimating</td>
</tr>
</tbody>
</table>

**Core Plus Development Guide**<sup>2</sup> (Desired training, education, and experience)

<table>
<thead>
<tr>
<th>Training</th>
<th>Type of Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost Estimator</td>
<td></td>
</tr>
<tr>
<td><strong>ACQ 450</strong> Leading in the Acquisition Environment (R)</td>
<td>✔</td>
</tr>
<tr>
<td><strong>ACQ 451</strong> Integrated Acquisition for Decision Makers (R)</td>
<td>✔</td>
</tr>
<tr>
<td><strong>ACQ 452</strong> Forging Stakeholder Relationships (R)</td>
<td>✔</td>
</tr>
<tr>
<td><strong>PMT 355</strong> Program Management Office Course, Part A</td>
<td>✔</td>
</tr>
<tr>
<td><strong>PMT 360</strong> Program Management Office Course, Part B (R)</td>
<td>✔</td>
</tr>
</tbody>
</table>

**EDUCATION:** Graduate degree in engineering, statistics, or other math-intensive field of study

**EXPERIENCE:** 7 years of acquisition experience in cost estimating

---

<sup>1</sup> The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.

<sup>2</sup> When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

**NOTE:”(R)” following a course title indicates the course is delivered as resident-based instruction.**
### Business—Financial Management Level I

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
</tr>
</thead>
</table>
| • Budget/Program FM Analyst | • Applies basic concepts of budget and program principles, policies, procedures, concepts, standards, terminology, and a general knowledge of the financial management and business operation systems  
                               • Possesses a basic knowledge of acquisition; recognizes the life-cycle process of an acquisition program  
                               • Reviews, allocates, or manages acquisition resources and programs  |
| • EVM Analyst               | Relates earned value management to acquisition and financial management associated processes, identifies DoD and DFARS earned value contractual requirements, calculates simple EVM metrics from EVM data |

**Core Certification Standards**1 (Required for DAWIA certification)

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Required for Certification</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Acquisition Training</td>
<td>ACQ 101 Fundamentals of Systems Acquisition Management</td>
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</tbody>
</table>
| • Functional Training       | • BCF 110 Fundamentals of Business Financial Management  
                               • BCF 130 Fundamentals of Cost Analysis  
                               • EVM 101 Fundamentals of Earned Value Management                                                      |
| • Education                 | Formal education not required for certification                                                       |
| • Experience                | 2 years of acquisition experience in budgeting, financial, and/or earned value management            |

**Core Plus Development Guide**2 (Desired training, education, and experience)

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<tr>
<th>Training</th>
<th>Budget/Program FM Analyst</th>
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<tr>
<td>BCF 131 Applied Cost Analysis (R)</td>
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<td>CLB 014 Acquisition Reporting Concepts and Policy Requirements</td>
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<td>CLC 008 Indirect Costs</td>
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<td>CLV 020 Baseline Maintenance</td>
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**EDUCATION:** Associate in Applied Science (A.A.S.) degree or equivalent in business or a business-related field

**EXPERIENCE:** 2 years of acquisition experience in budgeting, financial, and/or earned value management in support of an acquisition program

1 The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.

2 When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

**NOTE:** “(R)” following a course title indicates the course is delivered as resident-based instruction.
## Business—Financial Management Level II

### Type of Assignment
- **Budget/Program FM Analyst**
  - Applies general knowledge of budget and program principles, policies, procedures, concepts, standards, terminology, and financial management and business operation systems
  - Applies knowledge of acquisition life-cycle process and supports development and preparation of acquisition documents
  - Prepares and/or reviews acquisition and financial management documents
  - Reviews, allocates, or manages acquisition resources and programs

- **EVM Analyst**
  - Interprets program status and predicts trends by analyzing earned value cost and schedule data as elements of integrated program management
  - Applies EVM concepts as principal EVM member of an IBR review IPT
  - Interprets ANSI EVM standard as entry-level EVMS review team evaluator
  - Completes EVM requirements for acquisition solicitation packages

### Core Certification Standards (Required for DAWIA certification)

#### Acquisition Training
- ACQ 202 Intermediate Systems Acquisition, Part A
- ACQ 203 Intermediate Systems Acquisition, Part B (R)

#### Functional Training
- BCF 130 Fundamentals of Cost Analysis (if not already completed, as required, at Level I)
- BCF 205 Contractor Business Strategies (R)
- BCF 220 Acquisition Business Management Concepts
- BCF 225 Acquisition Business Management Application (R)
- CLM 017 Risk Management
- CLM 024 Contracting Overview AND one of the following options:
  - EVM 202 Intermediate Earned Value Management (R)
  - EVM 263 Principles of Schedule Management (R)
  - CLC 222 Contracting Officer’s Representative (COR) Online Training
  - CON 252 Fundamentals of Cost Accounting Standards (R)
- Option 5 includes both of the CON courses listed below:
  - CON 121 Contract Planning
  - CON 124 Contract Execution

#### Education
- Formal education not required for certification

#### Experience
- 4 years of acquisition experience in budgeting, financial, and/or earned value management

### Core Plus Development Guide (Desired training, education, and experience)

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<th>Training</th>
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<th>EVM Analyst</th>
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<td>EVM 262 EVMS Guidelines and Compliance (R)</td>
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**EDUCATION:** Baccalaureate degree in business or a business-related field

**EXPERIENCE:** 4 years of acquisition experience in budgeting, financial, and/or earned value management in support of an acquisition program

---

1. The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
2. When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

**NOTE:** “(R)” following a course title indicates the course is delivered as resident-based instruction.
### Business—Financial Management Level III

<table>
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<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
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| • Budget/Program FM Analyst | • Manages development and evaluation of budget and program improvement plans and resolves complex issues, identifies options, and negotiates with internal and external stakeholders for implementation  
• Advises senior management on fiscal aspects of program management, ensures fiscal integrity, supports integration of acquisition disciplines  
• Manages all aspects of the business financial management process for defense acquisition programs  
• Reviews, allocates, or manages acquisition resources and programs  
• Plans and manages the IBR process as program manager’s principal earned value advisor  
• Leads EVMS validation reviews as review director or principal deputy  
• Analyzes and applies EVM data to determine root causes of existing cost and schedule problems, to forecast potential cost and schedule problems, and to forecast final project costs |
| • EVM Analyst             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

### Core Certification Standards¹ (Required for DAWIA certification)

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<th>Training</th>
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</table>
| Functional Training       | Functional Training identified at Level II must have been completed  
• BCF 301 Business, Cost Estimating, and Financial Management Workshop (R)  
• CLM 013 Work-Breakdown Structure  
• CLM 031 Improved Statement of Work                                                                                   |
| Education                 | Formal education not required for certification                                                                     |
| Experience                | 6 years of acquisition experience in budgeting, financial, and/or earned value management                          |

### Core Plus Development Guide² (Desired training, education, and experience)

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<th>Type of Assignment</th>
<th>Training</th>
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<td>ACQ 450</td>
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<td>ACQ 452</td>
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<td>PMT 360</td>
<td>Program Management Office Course, Part B (R)</td>
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</table>

**EDUCATION:** Graduate degree in business, or a business-related field

**EXPERIENCE:** 6 years of acquisition experience in budgeting, financial, and/or earned value management in support of an acquisition program

³ The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.

³ When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

**NOTE:** “(R)” following a course title indicates the course is delivered as resident-based instruction.
CONTRACTING, PURCHASING, AND INDUSTRIAL/CONTRACT PROPERTY MANAGEMENT FUNCTIONAL COMMUNITIES

Contracting
The Contracting workforce is vital to accomplishing the DoD’s mission by negotiating the best deal for the warfighter while demonstrating prudent stewardship of taxpayer dollars. Contracting professionals operate in a dynamic and complex environment, gaining experience by supporting innumerable defense mission areas and military operations. They instill fairness and integrity in the acquisition process and serve as an overall business advisor to the acquisition team. In a given year, the Contracting workforce awards and administers procurement actions and contracts totaling over $300 billion for delivery of supplies and services. The Contracting career field includes the positions of contract negotiator, contract specialist, contract administrator, contract termination specialist, contract price and/or cost analyst, procuring contracting officer, administrative contracting officer, termination contracting officer, small business specialist, and procurement analyst. Proficiency in the Contracting career field is developed over time with a balance of formal training and education, soft skill sets, critical thinking, and on-the-job training experience in the areas of acquisition planning; cost and price analysis; solicitation packages; competitive source selections; negotiation techniques; industry practices; all phases of contract administration; termination or closeout of contracts; and the preparation, negotiation, and award or modification of contracts through sealed bidding or negotiation procedures in compliance with the governing laws, regulations, and policy.

Purchasing
The Purchasing career field includes purchasing agents or supervisory purchasing agents, who purchase, rent, or lease supplies, services, and equipment through either simplified acquisition procedures or placement of orders against pre-established contractual instruments to support operational requirements. This function requires knowledge of legislation, policies, and regulations pertaining to these methods of acquisition, as well as knowledge of commercial supply sources and of common business practices for prices, discounts, deliveries, stocks, and shipments.

Industrial/Contract Property Management
The Property career field includes the industrial property management specialist, property administrator, industrial plant clearance specialist, plant clearance officer, and contract and industrial specialist (if they are assigned contract property management responsibilities). Individuals in this career field oversee and manage life-cycle processes for government-owned property being utilized by contractors; provide advice and assistance on property-related matters during acquisition planning, contract formation, and contract management; review the contractor’s purchasing system as it pertains to property; audit the contractor’s property management system; coordinate and process contract property disposal actions; perform investigations of instances of loss, theft, damage, or destruction of government property and grant relief or recommend liability; and develop policies and procedures for government property management.
### Contracting Level I

#### Type of Assignment | Representative Activities
--- | ---
1 - Operational Contracting | Contracting functions in support of post, camp, or stations
2 - Research and Development | Contracting functions in support of research and development
3 - Systems Acquisition | Contracting functions in support of systems acquisition, including all ACAT programs
4 - Logistics and Sustainment | Contracting functions performed by the Defense Logistics Agency or by other offices to sustain weapon systems
5 - Construction/A&E | Contracting functions in support of construction and/or architect and engineering services
6 - Contingency/Combat Operations | Contracting functions performed in a contingency or combat environment
7 - Contract Administration Office | Contracting functions primarily focused on contract administration
8 - Contract Cost/Price Analyst | Contracting functions primarily focused on advanced cost/price analysis
9 - Small Business Specialist | Contracting functions primarily focused on advising small businesses or on strategies for maximizing use of small businesses
10 - Other | Contracting functions that perform a variety of assignments or are at a headquarters, secretariat, or OSD

#### Core Certification Standards

1. **Acquisition Training**
   - None required

2. **Functional Training**
   - CLC 033: Contract Format and Structure for DoD e-Business Environment
   - CLC 057: Performance-Based Payments and Value of Cash Flow
   - CLC 058: Introduction to Contract Pricing
   - CLM 059: Fundamentals of Small Business for the Acquisition Workforce
   - CON 090: Federal Acquisition Regulation (FAR) Fundamentals (R)
   - CON 100: Shaping Smart Business Arrangements
   - CON 121: Contract Planning
   - CON 124: Contract Execution
   - CON 127: Contract Management
   - CON 170: Fundamentals of Cost and Price Analysis (R)

3. **Education**
   - At least 24 semester hours in accounting, law, business, finance, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management
   - Baccalaureate degree (any field of study)

4. **Experience**
   - 1 year of contracting experience

#### Unique Position Training Standards

<table>
<thead>
<tr>
<th>Core Plus Development Guide4 (Desired training, education, and experience)</th>
<th>Type of Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training</td>
<td>All</td>
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</tbody>
</table>

See Contracting Matrix on the following page

**EDUCATION:** None specified  
**EXPERIENCE:** None specified

---

1 The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.

2 See 10 U.S.C. 1724 (provides for limited exceptions).

3 Workforce members assigned to the position(s) listed in the Unique Position Training Standards section should meet the training standard(s) identified within 1 year of assignment.

4 When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTES:
- "(R)" following a course title indicates the course is delivered as resident-based instruction.
- Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the "Notes" section of the CL course description, and the course can be substituted to meet the certification standard.
### Core Plus Development Guide

**Desired training, education, and experience**

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<tr>
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<td>✓</td>
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<td>LOG 100</td>
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<td>LOG 102</td>
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</tr>
<tr>
<td>SPS 101</td>
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<td>✓</td>
<td>✓</td>
<td>✓</td>
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</tr>
</tbody>
</table>

---

1. The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
2. Workforce members assigned to the position(s) listed in the Unique Position Training Standards section should meet the training standard(s) identified within 1 year of assignment.
3. When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

**NOTES:**

- *(R)* following a course title indicates the course is delivered as resident-based instruction.
- Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the “Notes” section of the CL course description, and the course can be substituted to meet the certification standard.
# Contracting Level II

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 1 - Operational Contracting</td>
<td>Contracting functions in support of post, camp, or stations</td>
</tr>
<tr>
<td>• 2 - Research and Development</td>
<td>Contracting functions in support of research and development</td>
</tr>
<tr>
<td>• 3 - Systems Acquisition</td>
<td>Contracting functions in support of systems acquisition, including all ACAT programs</td>
</tr>
<tr>
<td>• 4 - Logistics and Sustainment</td>
<td>Contracting functions performed by the Defense Logistics Agency or by other offices to sustain weapon systems</td>
</tr>
<tr>
<td>• 5 - Construction/A＆E</td>
<td>Contracting functions in support of construction and/or architect and engineering services</td>
</tr>
<tr>
<td>• 6 - Contingency/Combat Operations</td>
<td>Contracting functions performed in a contingency or combat environment</td>
</tr>
<tr>
<td>• 7 - Contract Administration Office</td>
<td>Contracting functions primarily focused on contract administration</td>
</tr>
<tr>
<td>• 8 - Contract Cost/Price Analyst</td>
<td>Contracting functions primarily focused on advanced cost/price analysis</td>
</tr>
<tr>
<td>• 9 - Small Business Specialist</td>
<td>Contracting functions primarily focused on advising small businesses or on strategies for maximizing use of small businesses</td>
</tr>
<tr>
<td>• 10 - Other</td>
<td>Contracting functions that perform a variety of assignments or are at a headquarters, secretariat, or OSD</td>
</tr>
</tbody>
</table>

## Core Certification Standards
### 1 (Required for DAWIA certification)

- **Acquisition Training**: ACQ 101 Fundamentals of Systems Acquisition Management

- **Functional Training**
  - CLC 051 Managing Government Property in the Possession of Contractors
  - CLC 056 Analyzing Contract Costs
  - CON 200 Business Decisions for Contracting
  - CON 216 Legal Considerations in Contracting
  - CON 270 Intermediate Cost and Price Analysis (R)
  - CON 280 Source Selection and Administration of Service Contracts (R)
  - CON 290 Contract Administration and Negotiation Techniques in a Supply Environment (R)
  - HBS 428 Negotiating

- **Education**
  - At least 24 semester hours in accounting, law, business, finance, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management
  - Baccalaureate degree (any field of study)

- **Experience**
  - 2 years of contracting experience

## Unique Position Training Standards

- Level II Contracting personnel assigned to support an MDAP/MAIS program: ACQ 202 Intermediate Systems Acquisition, Part A

## Core Plus Development Guide

### (Desired training, education, and experience)

#### Training

- All

EDUCATION: Graduate studies in business administration or procurement

EXPERIENCE: 2 additional years of contracting experience

---

1 The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.

2 See 10 U.S.C. 1724 (provides for limited exceptions).

3 Workforce members assigned to the position(s) identified in the Unique Position Training Standards section should meet the training standard(s) identified within 6 months of assignment.

4 When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: “(R)” following a course title indicates the course is delivered as resident-based instruction.
<table>
<thead>
<tr>
<th>Core Plus Development Guide</th>
<th>Type of Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desired training, education, and experience</td>
<td></td>
</tr>
<tr>
<td><strong>Training</strong></td>
<td>1</td>
</tr>
<tr>
<td>CLC 001 Defense Subcontract Management</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 006 Contract Terminations</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 007 Contract Source Selection</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 008 Indirect Costs</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 013 Services Acquisition</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 019 Leveraging DCMA for Program Success</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 026 Performance-Based Payments Overview</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 027 Buy American Act</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 031 Reverse Auctioning</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 035 Other Transaction Authority for Prototype Projects: Comprehensive Coverage</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 039 Contingency Contracting Simulation: Barda Bridge</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 040 Predictive Analysis and Scheduling</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 041 Predictive Analysis and Systems Engineering</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 042 Predictive Analysis and Quality Assurance</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 044 Alternative Dispute Resolution</td>
<td>✓</td>
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<tr>
<td>CLC 047 Contract Negotiation Techniques</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 102 Administration of Other Transactions</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 103 Facilities Capital Cost of Money</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 104 Analyzing Profit or Fee</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 107 OPSEC Contract Requirements</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 108 Strategic Sourcing Overview</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 110 Spend Analysis Strategies</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 112 Contractors Accompanying the Force</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 114 Contingency Contracting Officer Refresher</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 120 Utilities Privatization Contract Administration</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 125 Berry Amendment</td>
<td>✓</td>
</tr>
<tr>
<td>CLL 011 Performance-Based Logistics (PBL)</td>
<td>✓</td>
</tr>
<tr>
<td>CLL 036 Product Support Manager (PSM)</td>
<td>✓</td>
</tr>
<tr>
<td>CLM 013 Work-Breakdown Structure</td>
<td>✓</td>
</tr>
<tr>
<td>CLM 031 Improved Statement of Work</td>
<td>✓</td>
</tr>
<tr>
<td>CLM 038 Corrosion Prevention and Control Overview</td>
<td>✓</td>
</tr>
<tr>
<td>CLM 040 Proper Financial Accounting Treatments for Military Equipment</td>
<td>✓</td>
</tr>
<tr>
<td>CLM 200 Item-Unique Identification</td>
<td>✓</td>
</tr>
<tr>
<td>CON 232 Overhead Management of Defense Contracts (R)</td>
<td>✓</td>
</tr>
<tr>
<td>CON 234 Joint Contingency Contracting Course (R)</td>
<td>✓</td>
</tr>
<tr>
<td>CON 252 Fundamentals of Cost Accounting Standards (R)</td>
<td>✓</td>
</tr>
<tr>
<td>GRT 201 Grants and Agreements Management (R)</td>
<td>✓</td>
</tr>
<tr>
<td>HBS 433 Presentation Skills</td>
<td>✓</td>
</tr>
<tr>
<td>HBS 440 Team Leadership</td>
<td>✓</td>
</tr>
<tr>
<td>HBS 441 Team Management</td>
<td>✓</td>
</tr>
<tr>
<td>LOG 235 Performance-Based Logistics</td>
<td>✓</td>
</tr>
<tr>
<td>SBP 101 Introduction to Small Business Programs, Part A</td>
<td>✓</td>
</tr>
</tbody>
</table>

1. The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
3. Workforce members assigned to the position(s) identified in the Unique Position Training Standards section should meet the training standard(s) identified within 6 months of assignment.
4. When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: '(R)' following a course title indicates the course is delivered as resident-based instruction.
## Contracting Level III

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - Operational Contracting</td>
<td>Contracting functions in support of post, camp, or stations</td>
</tr>
<tr>
<td>2 - Research and Development</td>
<td>Contracting functions in support of research and development</td>
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<tr>
<td>3 - Systems Acquisition</td>
<td>Contracting functions in support of systems acquisition including all ACAT programs</td>
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<td>4 - Logistics and Sustainment</td>
<td>Contracting functions performed by the Defense Logistics Agency or by other offices to sustain weapon systems</td>
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<td>Contracting functions in support of construction and/or architect and engineering services</td>
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<tr>
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<td>Contracting functions primarily focused on advanced cost/price analysis</td>
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<td>9 - Small Business Specialist</td>
<td>Contracting functions primarily focused on advising small businesses or on strategies for maximizing use of small businesses</td>
</tr>
<tr>
<td>10 - Other</td>
<td>Contracting functions that perform a variety of assignments or are at a headquarters, secretariat, or OSD</td>
</tr>
</tbody>
</table>

### Core Certification Standards

1. **Acquisition Training**
   - ACQ 202 Intermediate Systems Acquisition, Part A

2. **Functional Training**
   - CON 360 Contracting for Decision Makers (R)
   - 1 additional course from the Harvard Business Management Modules
   - 1 additional course from the list below:
     - ACQ 265 Mission-Focused Services Acquisition (R)
     - ACQ 315 Understanding Industry (Business Acumen) (R)
     - ACQ 370 Acquisition Law (R)
     - CON 232 Overhead Management of Defense Contracts (R)
     - CON 244 Construction Contracting (R)
     - CON 252 Fundamentals of Cost Accounting Standards (R)
     - CON 334 Advanced Contingency Contracting Officer’s Course (R)
     - CON 370 Advanced Cost and Price Analysis (R)

3. **Education**
   - At least 24 semester hours in accounting, law, business, finance, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management
   - Baccalaureate degree (any field of study)

4. **Experience**
   - 4 years of contracting experience

### Unique Position Training Standards

- Level III Contracting personnel assigned to or devoting at least 50 percent of their time in support of an MDAP/MAIS program

<table>
<thead>
<tr>
<th>Core Plus Development Guide</th>
<th>Type of Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training</td>
<td>1</td>
</tr>
<tr>
<td>ACQ 450 Leading in the Acquisition Environment (R)</td>
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</tr>
<tr>
<td>ACQ 451 Integrated Acquisition for Decision Makers (R)</td>
<td>✓</td>
</tr>
<tr>
<td>ACQ 452 Forging Stakeholder Relationships (R)</td>
<td>✓</td>
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<tr>
<td>ACQ 453 Leader as Coach (R)</td>
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<tr>
<td>CLB 007 Cost Analysis</td>
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<tr>
<td>CLB 011 Budget Policy</td>
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<tr>
<td>CLC 023 Commercial Item Determination Executive Overview</td>
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</tr>
<tr>
<td>CLL 001 Life-Cycle Management and Sustainment Metrics</td>
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</tr>
<tr>
<td>CLV 016 Introduction to Earned Value Management</td>
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</tr>
<tr>
<td>EVM 101 Fundamentals of Earned Value Management</td>
<td>✓</td>
</tr>
<tr>
<td>HBS 309 Coaching for Results</td>
<td>✓</td>
</tr>
<tr>
<td>HBS 406 Coaching</td>
<td>✓</td>
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</tbody>
</table>

### Notes:

1. The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
2. See 10 U.S.C. 1724 (provides for limited exceptions).
3. Workforce members assigned to the position(s) identified in the Unique Position Training Standards section should meet the training standard(s) identified within 6 months of assignment.
4. When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

**NOTES:**

- "(R)" following a course title indicates the course is delivered as resident-based instruction.
- Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the “Notes” section of the CL course description, and the course can be substituted to meet the certification standard.

---

**EDUCATION:** Master’s degree in business administration or procurement

**EXPERIENCE:** 4 additional years of contracting experience
# Purchasing Level I

## Type of Assignment

<table>
<thead>
<tr>
<th>Purchasing Agent or Supervisory Purchasing Agent</th>
</tr>
</thead>
</table>

## Representative Activities

Purchases, rents, or leases supplies, services, and equipment through either simplified acquisition procedures or placement of orders against pre-established contractual instruments to support operational requirements.

## Core Certification Standards

### Core Certification Standards

1. **Required for DAWIA certification**

   - **Acquisition Training**: None required
   - **Functional Training**
     - CLC 030 Essentials of Interagency Acquisitions/Fair Opportunity
     - CLC 058 Introduction to Contract Pricing
     - CLC 001 DoD Governmentwide Commercial Purchase Card Overview
     - CLM 059 Fundamentals of Small Business for the Acquisition Workforce
     - CON 100 Shaping Smart Business Arrangements
     - CON 237 Simplified Acquisition Procedures
   - **Education**: Formal education not required for certification
   - **Experience**: 1 year of purchasing experience

## Core Plus Development Guide

### Core Plus Development Guide

#### (Desired training, education, and experience)

<table>
<thead>
<tr>
<th>Training</th>
<th>Type of Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLC 003 Sealed Bidding</td>
<td>Purchasing/Supervisory Agent</td>
</tr>
<tr>
<td>CLC 004 Market Research</td>
<td></td>
</tr>
<tr>
<td>CLC 009 Service-Disabled, Veteran-Owned Small Business Program</td>
<td></td>
</tr>
<tr>
<td>CLC 046 DoD Sustainable Procurement Program</td>
<td></td>
</tr>
<tr>
<td>CLC 054 Electronic Subcontracting Reporting System (eSRS)</td>
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</tr>
<tr>
<td>CLC 055 Competition Requirements</td>
<td></td>
</tr>
<tr>
<td>CLC 062 Intra-Governmental Transactions</td>
<td></td>
</tr>
<tr>
<td>CLC 113 Procedures, Guidance, and Information</td>
<td></td>
</tr>
<tr>
<td>CLG 001 DoD Governmentwide Commercial Purchase Card Overview</td>
<td></td>
</tr>
<tr>
<td>CLG 005 Purchase Card Online System (PCOLS)</td>
<td></td>
</tr>
<tr>
<td>CLM 023 DAU AbilityOne Contracting</td>
<td></td>
</tr>
<tr>
<td>SPS 101 Standard Procurement System and Federal Procurement Data System—Next Generation User</td>
<td></td>
</tr>
</tbody>
</table>

### Educational Requirements

**EDUCATION**: 16 semester hours of undergraduate work with emphasis in business

### Experience Requirements

**EXPERIENCE**: None specified

---

1. The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
2. When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

**NOTE**: Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the “Notes” section of the CL course description, and the course can be substituted to meet the certification standard.
# Purchasing Level II

## Type of Assignment

| Purchasing Agent or Supervisory Purchasing Agent | Purchases, rents, or leases supplies, services and equipment through either simplified acquisition procedures or placement of orders against pre-established contractual instruments to support operational requirements |

## Core Certification Standards

### (Required for DAWIA certification)

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acquisition Training</td>
<td>None required</td>
</tr>
<tr>
<td>Functional Training</td>
<td>- CLC 033 Contract Format and Structure for DoD e-Business Environment</td>
</tr>
<tr>
<td></td>
<td>- CON 121 Contract Planning</td>
</tr>
<tr>
<td></td>
<td>- CON 124 Contract Execution</td>
</tr>
<tr>
<td></td>
<td>- CON 127 Contract Management</td>
</tr>
<tr>
<td>Education</td>
<td>Formal education not required for certification</td>
</tr>
<tr>
<td>Experience</td>
<td>2 years of experience in purchasing</td>
</tr>
</tbody>
</table>

## Core Plus Development Guide

### (Desired training, education, and experience)

<table>
<thead>
<tr>
<th>Training</th>
<th>Type of Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACQ 101 Fundamentals of Systems Acquisition Management</td>
<td>Purchasing/Supervisory Agent</td>
</tr>
<tr>
<td>CLC 020 Commercial Item Determination</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 023 Commercial Item Determination Executive Overview</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 027 Buy American Act</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 060 Time and Materials Contracts</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 104 Analyzing Profit or Fee</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 131 Commercial Item Pricing</td>
<td>✓</td>
</tr>
<tr>
<td>CON 216 Legal Considerations in Contracting</td>
<td>✓</td>
</tr>
</tbody>
</table>

**EDUCATION:** 32 semester hours of undergraduate work with emphasis in business

**EXPERIENCE:** None specified

---

1. Level II is the highest certification level for this career field.
2. The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment. To attain certification at Level II, workforce members must also possess a Level I certification in Purchasing.
3. When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the “Notes” section of the CL course description, and the course can be substituted to meet the certification standard.
# Industrial/Contract Property Management Level I

## Type of Assignment

<table>
<thead>
<tr>
<th>Industrial and/or Contract Property Management</th>
</tr>
</thead>
</table>

## Representative Activities

- Oversees and manages life-cycle processes for government-owned property utilized by contractors (i.e., government property in the possession of contractors and, in some instances, government-owned, contractor-operated plants)
- Provides advice and assistance on property-related matters during acquisition planning, contract formation, and contract management
- Reviews contractor’s purchasing system as it pertains to property management
- Performs investigations of instances of lost, stolen, damaged, or destroyed government property—and either grants relief or recommends liability

## Core Certification Standards (Required for DAWIA certification)

### Acquisition Training

None required

### Functional Training

- **CON 100** Shaping Smart Business Arrangements
- **CON 121** Contract Planning
- **CON 124** Contract Execution
- **CON 127** Contract Management
- **IND 105** Contract Property Fundamentals (R)

### Education

Formal education not required for certification

### Experience

1 year of property management experience

## Core Plus Development Guide (Desired training, education, and experience)

<table>
<thead>
<tr>
<th>Training</th>
<th>Type of Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>None specified</td>
<td>Industrial and/or Contract Property Management</td>
</tr>
</tbody>
</table>

**EDUCATION:** Baccalaureate degree or at least 24 semester hours in accounting, law, business, finance, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management

**EXPERIENCE:** None specified

---

1 The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.

2 When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: “(R)” following a course title indicates the course is delivered as resident-based instruction.
## Industrial/Contract Property Management Level II

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
</tr>
</thead>
</table>
| • Industrial and/or Contract Property Management | • Develops policy and procedures for government property management  
• Oversees and manages life-cycle processes for government-owned property being utilized by contractors (i.e., government property in the possession of contractors and, in some instances, government-owned contractor-operated plants)  
• Provides advice and assistance on property-related matters during acquisition planning, contract formation, and contract management  
• Reviews contractor’s purchasing system as it pertains to property management  
• Performs investigations of instances of lost, stolen, damaged, or destroyed government property—and either grants relief or recommends liability |

### Core Certification Standards

1. **Acquisition Training**
   - ACQ 101 Fundamentals of Systems Acquisition Management

2. **Functional Training**
   - CON 200 Business Decisions for Contracting  
   - CON 216 Legal Considerations in Contracting  
   - IND 205 Contract Government Property Management Systems and Auditing Concepts (R)

3. **Education**
   - Formal education not required for certification

4. **Experience**
   - 2 years of experience in an industrial property management position

### Core Plus Development Guide

1. **Training**
   - CLM 040 Proper Financial Accounting Treatments for Military Equipment
   - CLM 200 Item-Unique Identification
   - HBS 405 Change Management
   - HBS 434 Process Improvement
   - HBS 437 Strategic Thinking

2. **Type of Assignment**
   - Industrial and/or Contract Property Management

**EDUCATION:** Baccalaureate degree or at least 24 semester hours in accounting, law, business, finance, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management

**EXPERIENCE:** None specified

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1 The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.

2 When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: *(R)* following a course title indicates the course is delivered as resident-based instruction.
### Industrial/Contract Property Management Level III

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
</tr>
</thead>
</table>
| *Industrial and/or Contract Property Management* | • Develops policy and procedures for government property management  
• Oversees and manages life-cycle processes for government-owned property being utilized by contractors (i.e., government property in the possession of contractors and, in some instances, government-owned contractor-operated plants)  
• Provides advice and assistance on property-related matters during acquisition planning, contract formation, and contract management  
• Reviews contractor’s purchasing system as it pertains to property management  
• Performs investigations of instances of lost, stolen, damaged, or destroyed government property—and either grants relief or recommends liability |

### Core Certification Standards

1 (Required for DAWIA certification)

- **Acquisition Training**
  - ACQ 202 Intermediate Systems Acquisition, Part A

- **Functional Training**
  - CON 360 Contracting for Decision Makers (R)  
  - 1 additional course from the Harvard Business Management Module identified in the Core Plus Developmental Guide below

- **Education**
  - Formal education not required for certification

- **Experience**
  - 4 years of experience in industrial property management positions of increasing responsibility and complexity

### Core Plus Development Guide

(Desired training, education, and experience)

<table>
<thead>
<tr>
<th>Training</th>
<th>Type of Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACQ 203 Intermediate Systems Acquisition, Part B (R)</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 015 Continuous Process Improvement Familiarization</td>
<td>✓</td>
</tr>
<tr>
<td>HBS 406 Coaching</td>
<td>✓</td>
</tr>
<tr>
<td>HBS 424 Leading and Motivating</td>
<td>✓</td>
</tr>
</tbody>
</table>

**EDUCATION:** Baccalaureate degree or at least 24 semester hours in accounting, law, business, finance, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management

**EXPERIENCE:** 4 additional years of experience in industrial property management

---

1 The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.

2 When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: *(R)* following a course title indicates the course is delivered as resident-based instruction.
ENGINEERING AND TECHNICAL MANAGEMENT
FUNCTIONAL COMMUNITIES

In the Engineering and the Production, Quality, and Manufacturing career fields, our emphasis is on acquisition excellence. Our goal is to position the Defense Acquisition Workforce for success by focusing on technical excellence and providing consistent and integrated policy and guidance. This will help ensure we have the right breadth and depth of skills and capabilities in the workforce.

**Engineering**
The Engineering career field’s workforce has a vital role in fielding high-quality, innovative, affordable, supportable, and effective defense systems. Its role requires developing and implementing an integrated, total life-cycle, balanced set of systems, people, and process solutions that satisfy the customer’s needs and meet the DoD’s affordability goals. This requires technical competency, critical and strategic thinking, understanding various product domains, and knowledge of other engineering disciplines.

The Engineering career field curriculum is designed to bring breadth and depth of knowledge to this workforce at the appropriate certification level. The curriculum focuses on the technical processes, technical management processes, application of system engineering throughout the system acquisition life cycle, and the ability to apply critical systems-thinking concepts to complex technical management problems.

**Production, Quality, and Manufacturing (PQM)**
The PQM career field plays a vital role in ensuring DoD products are delivered on time, perform as expected, and are cost-effective. The evolution in systems design has increased the demand for manufacturing talent throughout the acquisition life cycle. The DoD will continue to develop sophisticated systems, which frequently push the state of the art, as DoD responds to a variety of demands. To address our systems’ complexity, DoD needs a competent PQM workforce.

The PQM curriculum reflects the understanding that production readiness should not wait until the end of the development process. Producibility should be systematically examined throughout the design and development process so manufacturing cost drivers and risks can be identified and mitigated early in system development. At the same time, early production planning is necessary to identify and mitigate risks in order to help ease the transition from development to production, a major risk event for programs. PQM courses are also designed to produce quality assurance professionals who can advise and collaborate with customers and suppliers to help them integrate quality assurance practices into their manufacturing processes.
## Engineering Level I

### Type of Assignment

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
</tr>
</thead>
</table>
| **Functional Engineer**                                        | • Plans, organizes, conducts, and/or monitors engineering activities relating to the design, development, fabrication, installation, modification, sustainment, and/or analysis of systems or systems components for a functional specialty
• Demonstrates how systems engineering technical processes and technical management processes guide engineering activities for a functional specialty |
| **General Engineer**                                           | • Plans, organizes, conducts, and/or monitors engineering design, development, and sustainment activities for systems or systems components
• Demonstrates how systems engineering technical processes and technical management processes guide design, development, and sustainment activities |
| **Research Engineer or Scientist**                            | • Plans, organizes, and conducts science and technology research and engineering activities supporting acquisition programs, projects, or activities
• Demonstrates how systems engineering technical processes and technical management processes guide science and technology research and engineering activities |
| **Technical Support (applicable to Level I only)**             | • Plans, organizes, and conducts technical activities relating to the design, development, research, fabrication, installation, modification, sustainment, inspection, production, application, standardization, testing, and/or analysis of systems or systems components for a technical specialty
• Demonstrates how systems engineering technical processes and technical support processes guide design, development, and sustainment activities |

### Core Certification Standards1 (Required for DAWIA certification)

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Training</th>
<th>Func Eng</th>
<th>General Eng</th>
<th>Res Eng/Sci</th>
<th>Tech Spt</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Acquisition Training</strong></td>
<td>ACQ 101</td>
<td>Fundamentals of Systems Acquisition Management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Functional Training</strong></td>
<td>CLE 001</td>
<td>Value Engineering</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>CLE 004</td>
<td>Introduction to Lean Enterprise Concepts</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>CLM 017</td>
<td>Risk Management</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>ENG 101</td>
<td>Fundamentals of Systems Engineering</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td>Baccalaureate or graduate degree in a technical or scientific field such as engineering, physics, chemistry, biology, mathematics, operations research, engineering management, or computer science</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Note: Civilians serving as an 0802, 0856, or 0895 must meet the OPM education requirements in lieu of this education standard.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Note: Civilians serving in an 08XX Professional Engineering series position must meet the OPM education requirements in lieu of this education standard.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Experience</strong></td>
<td>1 year of technical experience in an acquisition position from among the following career fields/paths: ENG, S&amp;T&amp;M, IT, T&amp;E, PQM, FE, PM, or LCL</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Note: Similar experience gained from other government positions or industry is acceptable as long as it meets the above standard</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Core Plus Development Guide2 (Desired training, education, and experience)

<table>
<thead>
<tr>
<th>Training</th>
<th>Type of Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BCF 130 Fundamentals of Cost Analysis</strong></td>
<td>✓</td>
</tr>
<tr>
<td><strong>BCF 131 Applied Cost Analysis (R)</strong></td>
<td>✓</td>
</tr>
<tr>
<td><strong>CLB 009 Planning, Programming, Budgeting, and Execution and Budget Exhibits</strong></td>
<td>✓</td>
</tr>
<tr>
<td><strong>CLB 024 Cost Risk Analysis Introduction</strong></td>
<td>✓</td>
</tr>
<tr>
<td><strong>CLB 026 Forecasting Techniques</strong></td>
<td>✓</td>
</tr>
<tr>
<td><strong>CLB 029 Rates</strong></td>
<td>✓</td>
</tr>
<tr>
<td><strong>CLC 008 Indirect Costs</strong></td>
<td>✓</td>
</tr>
<tr>
<td><strong>CLC 011 Contracting for the Rest of Us</strong></td>
<td>✓</td>
</tr>
<tr>
<td><strong>CLC 056 Analyzing Contract Costs</strong></td>
<td>✓</td>
</tr>
<tr>
<td><strong>CLC 060 Time and Materials Contracts</strong></td>
<td>✓</td>
</tr>
<tr>
<td><strong>CLE 009 ESOH in Systems Engineering</strong></td>
<td>✓</td>
</tr>
<tr>
<td><strong>CLE 015 Continuous Process Improvement Familiarization</strong></td>
<td>✓</td>
</tr>
</tbody>
</table>

---

1 The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
2 When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed. 

NOTE: "(R)" following a course title indicates the course is delivered as resident-based instruction.
<table>
<thead>
<tr>
<th>Training</th>
<th>Func Eng</th>
<th>General Eng</th>
<th>Res Eng/Sci</th>
<th>Tech Spt</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLE 021 Technology Readiness Assessments</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>CLL 011 Performance-Based Logistics (PBL)</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CLM 013 Work-Breakdown Structure</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>CLV 016 Introduction to Earned Value Management</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EVM 101 Fundamentals of Earned Value Management</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>ISA 101 Basic Information Systems Acquisition</td>
<td>✓</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>LOG 100 Life Cycle Logistics Fundamentals</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LOG 102 Fundamentals of System Sustainment Management</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>PQM 101 Production, Quality, and Manufacturing Fundamentals</td>
<td>✓</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>STM 101 Introduction to Science and Technology Management</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>TST 102 Fundamentals of Test and Evaluation</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

**EDUCATION:** None specified

**EXPERIENCE:** 1 year of technical experience (in addition to core certification experience)

---

1 The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
2 When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: *(R)* following a course title indicates the course is delivered as resident-based instruction.
**Engineering Level II**

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
</tr>
</thead>
</table>
| **Functional Engineer**             | • Organizes, analyzes, conducts, and/or monitors/oversees engineering activities in a functional specialty relating to the design, development, fabrication, installation, modification, sustainment, and/or analysis of systems or systems components  
   • Applies systems engineering technical and technical management processes to a functional specialty in IPT environments |
| **General Engineer**                | • Organizes, conducts, and/or monitors engineering design and development activities for systems or systems components  
   • Applies systems engineering technical and technical management processes during systems development |
| **Research Engineer or Scientist**  | • Organizes, conducts, and/or monitors science and technology research and engineering activities supporting acquisition programs, projects, or activities  
   • Applies systems engineering technical and technical management processes to managing or conducting science and technology research and engineering activities |

### Core Certification Standards1 (Required for DAWIA certification)

- **Acquisition Training**
  - ACQ 202 Intermediate Systems Acquisition, Part A
  - ACQ 203 Intermediate Systems Acquisition, Part B (R)

- **Functional Training**
  - CLE 003 Technical Reviews
  - ENG 202 Applied Systems Engineering in Defense Acquisition, Part 2 (R)
  - LOG 103 Reliability, Availability, and Maintainability (RAM)
  - SYS 202 Intermediate Systems Planning, Research, Development, and Engineering, Part 1

- **Education**
  - Baccalaureate or graduate degree in a technical or scientific field such as engineering, physics, chemistry, biology, mathematics, operations research, engineering management, or computer science

- **Experience**
  - 2 years of technical experience in an acquisition position with
    + At least 1 year in an ENG or an S&TM position
    + Remainder may come from IT, T&E, PQM, PM, or LCL
  - Similar experience gained from other government positions or industry is acceptable as long as it meets the above standard

### Core Plus Development Guide2 (Desired training, education, and experience)

<table>
<thead>
<tr>
<th>Training</th>
<th>Type of Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>BCF 220 Acquisition Business Management Concepts</td>
<td>✓</td>
</tr>
<tr>
<td>BCF 225 Acquisition Business Management Application (R)</td>
<td>✓</td>
</tr>
<tr>
<td>CLB 030 Data Collection and Sources</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 041 Predictive Analysis and Systems Engineering</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 063 Sole Source Proposal Technical Evaluations</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 007 Lean Six Sigma for Manufacturing</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 008 Six Sigma: Concepts and Processes</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 016 Outcome-Based Performance Measures</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 017 Technical Planning</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 026 Trade Studies</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 036 Engineering Change Proposals for Engineers</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 062 Human Systems Integration</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 066 Systems Engineering for Systems of Systems</td>
<td>✓</td>
</tr>
<tr>
<td>CLL 012 Supportability Analysis</td>
<td>✓</td>
</tr>
<tr>
<td>CLM 014 IPT Management and Leadership</td>
<td>✓</td>
</tr>
<tr>
<td>CLM 031 Improved Statement of Work</td>
<td>✓</td>
</tr>
</tbody>
</table>

1 The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.

2 When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

**NOTES:**
- (R) following a course title indicates the course is delivered as resident-based instruction.
- Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the “Notes” section of the CL course description, and the course can be substituted to meet the certification standard.
| Core Plus Development Guide² (Desired training, education, and experience) | Type of Assignment |
|---|---|---|
| **Training** | Func Eng | General Eng | Res Eng/Sci |
| CLV 017 Performance Measurement Baseline | ✓ | | |
| ISA 201 Intermediate Information Systems Acquisition (R) | ✓ | ✓ | |
| LOG 200 Product Support Strategy Development, Part A | ✓ | | |
| LOG 201 Product Support Strategy Development, Part B (R) | ✓ | ✓ | |
| LOG 204 Configuration Management | ✓ | ✓ | ✓ |
| LOG 211 Supportability Analysis (R) | ✓ | ✓ | |
| LOG 235 Performance-Based Logistics | ✓ | | ✓ |
| PMT 252 Program Management Tools Course, Part 1 | ✓ | ✓ | ✓ |
| PQM 201A Intermediate Production, Quality, and Manufacturing, Part A | ✓ | ✓ | |
| STM 203 Intermediate Science and Technology Management (R) | ✓ | | |
| TST 204 Intermediate Test and Evaluation (R) | ✓ | ✓ | ✓ |

**EDUCATION:** Graduate degree in a discipline such as engineering, physics, chemistry, biology, mathematics, operations research, engineering management, or computer science

**EXPERIENCE:** 2 years of technical experience (in addition to core certification experience)

1. The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
2. When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

**NOTES:**
- “… (R)” following a course title indicates the course is delivered as resident-based instruction.
- Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the “Notes” section of the CL course description, and the course can be substituted to meet the certification standard.
## Engineering Level III

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
</tr>
</thead>
</table>
| **Functional Engineer**                | • Leads and/or manages engineering activities in a functional specialty relating to the design, development, fabrication, installation, modification, sustainment, and/or analysis of systems or systems components  
• Ensures appropriate systems engineering technical and technical management processes are properly applied to functional specialty activities that support IPT environments |
| **General Engineer**                   | • Leads and/or manages design and development activities for systems or systems components  
• Ensures appropriate systems engineering processes are properly applied during systems development |
| **Research Engineer or Scientist**     | • Leads and/or manages science and technology research and engineering activities supporting acquisition programs, projects, or activities  
• Ensures appropriate systems engineering processes are properly applied during science and technology activities |

### Core Certification Standards

(Required for DAWIA certification)

<table>
<thead>
<tr>
<th>Training</th>
<th>Func Eng</th>
<th>Gen Eng</th>
<th>Res Eng/Sci</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acquisition Training</td>
<td>None</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Functional Training | • CLE 012 DoD Open Systems Architecture (OSA)  
• CLE 068 Intellectual Property and Data Rights  
• CLL 008 Designing for Supportability in DoD Systems  
• ENG 201 Leadership in Engineering Defense Systems (R) |         |             |
| Education | Baccalaureate or graduate degree in a technical or scientific field such as engineering, physics, chemistry, biology, mathematics, operations research, engineering management, or computer science |         |             |
| Experience | • 4 years of technical experience in an ENG or S&T position  
• Similar experience gained from other government positions or industry is acceptable as long as it meets the above standard |         |             |

### Core Plus Development Guide

(Desired training, education, and experience)

<table>
<thead>
<tr>
<th>Training</th>
<th>Func Eng</th>
<th>Gen Eng</th>
<th>Res Eng/Sci</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACQ 370</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>ACQ 450</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>ACQ 451</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>ACQ 452</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>ACQ 453</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>BCF 330</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>CLC 113</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>CLC 131</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>CLL 015</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>CLL 022</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>CLL 023</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>CLL 024</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>CLL 025</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>CLL 203</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>CLM 005</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>CLM 016</td>
<td>✔</td>
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</tr>
<tr>
<td>CLM 035</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>CLM 055</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
</tbody>
</table>

1. The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.

2. When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed. **NOTES:**

• “(R)” following a course title indicates the course is delivered as resident-based instruction.

• Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the “Comments” section of the CL course description, and the course can be substituted to meet the certification standard.
<table>
<thead>
<tr>
<th>Core Plus Development Guide²</th>
<th>Type of Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Training</strong></td>
<td>Func Eng</td>
</tr>
<tr>
<td>CLR 151 Analysis of Alternatives</td>
<td>✓</td>
</tr>
<tr>
<td>EVM 202 Intermediate Earned Value Management (R)</td>
<td>✓</td>
</tr>
<tr>
<td>ISA 301 Advanced Enterprise Information Systems Acquisition (R)</td>
<td>✓</td>
</tr>
<tr>
<td>ISA 320Advanced Program Information Systems Acquisition (R)</td>
<td>✓</td>
</tr>
<tr>
<td>LOG 206 Intermediate Systems Sustainment Management</td>
<td>✓</td>
</tr>
<tr>
<td>LOG 350 Enterprise Life-Cycle Logistics Management (R)</td>
<td>✓</td>
</tr>
<tr>
<td>PMT 257 Program Management Tools Course, Part 2</td>
<td>✓</td>
</tr>
<tr>
<td>PMT 355 Program Management Office Course, Part A</td>
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</tr>
<tr>
<td>PMT 360 Program Management Office Course, Part B (R)</td>
<td>✓</td>
</tr>
<tr>
<td>PMT 400 Program Manager’s Skills Course (R)</td>
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</tr>
<tr>
<td>PMT 401 Program Manager’s Course (R)</td>
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<tr>
<td>PQM 201B Intermediate Production, Quality, and Manufacturing, Part B (R)</td>
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<tr>
<td>PQM 301 Advanced Production, Quality, and Manufacturing (R)</td>
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<tr>
<td>STM 304 Leadership in Science and Technology Management (R)</td>
<td>✓</td>
</tr>
<tr>
<td>TLR 350 Advanced Technical Leadership (R)</td>
<td>✓</td>
</tr>
<tr>
<td>TST 303 Advanced Test and Evaluation (R)</td>
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</tbody>
</table>

**EDUCATION:** Graduate degree in a discipline such as engineering, physics, chemistry, biology, mathematics, operations research, engineering management, or computer science

**EXPERIENCE:** 4 years of technical experience (in addition to core certification experience)

1. The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
2. When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

**NOTES:**
- *(R)* following a course title indicates the course is delivered as resident-based instruction.
- Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the “Notes” section of the CL course description, and the course can be substituted to meet the certification standard.
### Type of Assignment

#### Representative Activities

**• Engineer**
- Establishes production planning and control process and measures the overall effectiveness of the organization, methods, systems, and procedures
- Builds producibility into designs (tooling, facilities, and products)
- Builds quality characteristics into the designs of products and services

**• Industrial Specialist**
- Develops and carries out plans for the expansion, conversion, integration, or utilization of industrial production facilities and conducts surveys of industrial plants to determine capacity and potential for production of specific commodities
- Performs production surveillance/oversight of Defense contractors providing services or supplies (including contractor proposal reviews) based on mission and function of each agency and local organization
- Performs industrial base studies for capability and capacity
- Participates in pre- and post-award conferences as subject matter experts

**• Quality Assurance Specialist**
- Ensures the proper quality characteristics have been integrated into the products and validates/verifies adherence to specified requirements through test and measurement
- Performs quality assurance surveillance/oversight of Defense contractors providing services or supplies (including contractor proposal reviews) based on mission and function of each agency and local organization
- Performs industrial base studies for quality management
- Participates in pre- and post-award conferences as subject matter experts

**• Business/Industrial Specialist**
- Performs planning, estimating, scheduling, or inspecting of the use of labor, machines, and materials in manufacturing operations producing equipment, systems, facilities, supplies, or maintenance

### Core Certification Standards

1. **Required for DAWIA certification**

**Type of Assignment**

#### Training

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Eng</th>
<th>Ind Spc</th>
<th>QA Spc</th>
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<tbody>
<tr>
<td>BCF 130</td>
<td>Fundamentals of Cost Analysis</td>
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<td>CLB 007</td>
<td>Cost Analysis</td>
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<td>CLC 001</td>
<td>Defense Subcontract Management</td>
<td>✓</td>
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<tr>
<td>CLC 006</td>
<td>Contract Terminations</td>
<td>✓</td>
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<td>Contract Source Selection</td>
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<td>CLC 011</td>
<td>Contracting for the Rest of Us</td>
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<td>CLE 001</td>
<td>Value Engineering</td>
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<tr>
<td>CLE 004</td>
<td>Introduction to Lean Enterprise Concepts</td>
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<tr>
<td>CLE 201</td>
<td>ISO 9000</td>
<td>✓</td>
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<tr>
<td>CLL 032</td>
<td>Preventing Counterfeit Electronic Parts from Entering the DoD Supply System</td>
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<td>✓</td>
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<td>CLL 062</td>
<td>Counterfeit Prevention Awareness</td>
<td>✓</td>
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<tr>
<td>CLM 014</td>
<td>JPT Management and Leadership</td>
<td>✓</td>
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<td>CLM 024</td>
<td>Contracting Overview</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>ENG 101</td>
<td>Fundamentals of Systems Engineering</td>
<td>✓</td>
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</tbody>
</table>

1. The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.

2. When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

**NOTE:** Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the “Notes” section of the CL course description, and the course can be substituted to meet the certification standard.
### Core Plus Development Guide

(Desired training, education, and experience)

<table>
<thead>
<tr>
<th>Training</th>
<th>Eng</th>
<th>Ind Spc</th>
<th>QA Spc</th>
<th>Bus/Ind Spc</th>
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<tbody>
<tr>
<td>EVM 101 Fundamentals of Earned Value Management</td>
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<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>LOG 100 Life Cycle Logistics Fundamentals</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>LOG 102 Fundamentals of System Sustainment Management</td>
<td>✓</td>
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<tr>
<td>TST 102 Fundamentals of Test and Evaluation</td>
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</table>

**Type of Assignment**

<table>
<thead>
<tr>
<th>Type of Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eng</td>
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<td>Ind Spc</td>
</tr>
<tr>
<td>QA Spc</td>
</tr>
<tr>
<td>Bus/Ind Spc</td>
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</tbody>
</table>

**EDUCATION:** Baccalaureate degree in engineering, chemistry, physical science, mathematics, statistics, manufacturing or production management, industrial technology or management, business, quality assurance, or a related field

**EXPERIENCE:** At least 4 weeks of rotational assignments at a contractor and/or governmental industrial facility that includes experience in quality assurance, manufacturing, engineering, and contracting

¹ The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.

² When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the “Notes” section of the CL course description, and the course can be substituted to meet the certification standard.
### Production, Quality, and Manufacturing Level II

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineer</td>
<td>• Leads teams in establishing production planning and control processes and optimizing the overall effectiveness of the organization, methods, systems, and procedures</td>
</tr>
<tr>
<td></td>
<td>• Leads teams in building producibility into designs (tooling, facilities, and products) and evaluating their effectiveness</td>
</tr>
<tr>
<td></td>
<td>• Leads teams in building quality characteristics into the designs of products and services and evaluating their effectiveness</td>
</tr>
<tr>
<td>Industrial Specialist</td>
<td>• Reviews and evaluates adequacy of plans for the expansion, conversion, integration, or utilization of industrial production facilities and conducts surveys of industrial plants to determine capacity and potential for production of specific commodities</td>
</tr>
<tr>
<td></td>
<td>• Performs production surveillance/oversight of Defense contractors providing services or supplies (including contractor proposal reviews) based on mission and function of each agency and local organization</td>
</tr>
<tr>
<td></td>
<td>• Performs industrial base studies for capability and capacity</td>
</tr>
<tr>
<td></td>
<td>• Participates in pre- and post-award conferences as subject matter experts</td>
</tr>
<tr>
<td>Quality Assurance Specialist</td>
<td>• Reviews and evaluates the adequacy of plans, activities, and systems to ensure the proper quality characteristics have been integrated into the products and validates/verifies adherence to specified requirements through test and measurement</td>
</tr>
<tr>
<td></td>
<td>• Performs quality assurance surveillance/oversight of Defense contractors providing services or supplies (including contractor proposal reviews) based on mission and function of each agency and local organization</td>
</tr>
<tr>
<td></td>
<td>• Performs industrial base studies for quality management</td>
</tr>
<tr>
<td></td>
<td>• Participates in pre- and post-award conferences as subject matter experts</td>
</tr>
<tr>
<td>Business/Industrial Specialist</td>
<td>Reviews and evaluates adequacy of plans, estimates, schedules, or the use of labor, machines, and materials in manufacturing operations producing equipment, systems, facilities, supplies, or maintenance</td>
</tr>
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</table>

#### Core Certification Standards

**Core Certification Standards**

- **(Required for DAWIA certification)**

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acquisition Training</td>
<td>• ACQ 202 Intermediate Systems Acquisition, Part A</td>
</tr>
<tr>
<td></td>
<td>• ACQ 203 Intermediate Systems Acquisition, Part B (R)</td>
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<tr>
<td>Functional Training</td>
<td>• PQM 201A Intermediate Production, Quality, and Manufacturing, Part A</td>
</tr>
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<td>• PQM 201B Intermediate Production, Quality, and Manufacturing, Part B (R)</td>
</tr>
<tr>
<td>Education</td>
<td>Formal education not required for certification</td>
</tr>
<tr>
<td>Experience</td>
<td>2 years of acquisition experience in manufacturing, production, or quality assurance</td>
</tr>
</tbody>
</table>

#### Core Plus Development Guide

**Core Plus Development Guide** *(Desired training, education, and experience)*

<table>
<thead>
<tr>
<th>Training</th>
<th>Eng</th>
<th>Ind Spc</th>
<th>QA Spc</th>
<th>Bus/Ind Spc</th>
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<tbody>
<tr>
<td>BCF 110 Fundamentals of Business Financial Management</td>
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<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>BCF 131 Applied Cost Analysis (R)</td>
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<tr>
<td>CLC 040 Predictive Analysis and Scheduling</td>
<td>✓</td>
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<tr>
<td>CLC 041 Predictive Analysis and Systems Engineering</td>
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<tr>
<td>CLC 042 Predictive Analysis and Quality Assurance</td>
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<td>CLE 007 Lean Six Sigma for Manufacturing</td>
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<tr>
<td>CLE 008 Six Sigma: Concepts and Processes</td>
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<td>CLE 015 Continuous Process Improvement Familiarization</td>
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<td>CLE 017 Technical Planning</td>
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<tr>
<td>CLE 028 Market Research for Engineering and Technical Personnel</td>
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<tr>
<td>CLE 032 Sustainable Manufacturing for DoD—Part 1</td>
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<tr>
<td>CLE 301 Reliability and Maintainability</td>
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<tr>
<td>CLM 025 Commercial-Off-The-Shelf (COTS) Acquisition for Program Managers</td>
<td>✓</td>
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<tr>
<td>CLV 017 Performance Measurement Baseline</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>ENG 202 Applied Systems Engineering in Defense Acquisition, Part 2 (R)</td>
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<tr>
<td>HBS 434 Process Improvement</td>
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<td>✓</td>
<td>✓</td>
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<tr>
<td>HBS 437 Strategic Thinking</td>
<td>✓</td>
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</tbody>
</table>

1 The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.

2 When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

**NOTES:**

- *(R)* following a course title indicates the course is delivered as resident-based instruction.
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# Core Plus Development Guide

(Desired training, education, and experience)

<table>
<thead>
<tr>
<th>Training</th>
<th>Type of Assignment</th>
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</thead>
<tbody>
<tr>
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<td>Eng</td>
</tr>
<tr>
<td>LOG 103</td>
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<td>LOG 204</td>
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<td>PMT 252</td>
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<td>PMT 257</td>
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<td>SYS 202</td>
<td>✔</td>
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<tr>
<td>TST 204</td>
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</table>

**EDUCATION:** Baccalaureate degree (desired) in engineering, chemistry, physical science, mathematics, statistics, manufacturing or production management, industrial technology or management, business, quality assurance, or a related field

**EXPERIENCE:** At least one 30-day rotational assignment at a contractor and/or government industrial facility that includes experience in quality assurance, manufacturing, engineering, and contracting; 2 years of experience in manufacturing, production, or quality assurance (in addition to core certification experience)

---

1 The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.

2 When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

**NOTES:**

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### Production, Quality, and Manufacturing Level III

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
</tr>
</thead>
</table>
| Engineer                 | • Trains, organizes, and provides guidance to teams in establishing production planning and control processes and optimizing the overall effectiveness of the organization, methods, systems, and procedures  
                          | • Trains, organizes, and provides guidance to teams in building producibility into and evaluating effectiveness of designs (tooling, facilities, and products)  
                          | • Trains, organizes, and provides guidance to teams in building quality characteristics into and evaluating effectiveness of quality systems used in the designs of products and services |
| Industrial Specialist    | • Trains, organizes, and provides guidance to teams reviewing and evaluating adequacy of plans for the expansion, conversion, integration, or utilization of industrial production facilities and conducting surveys of industrial plants to determine capacity and potential for production of specific commodities  
                          | • Trains, organizes, and provides guidance to teams performing production surveillance/oversight of Defense contractors providing services or supplies (including contractor proposal reviews) based on mission and function of each agency and local organization  
                          | • Trains, organizes, and provides guidance to teams performing industrial base studies for capability and capacity  
                          | • Trains, organizes, and provides guidance to teams performing pre- and post-award conferences as subject matter experts |
| Quality Assurance Specialist | • Trains, organizes, and provides guidance to teams reviewing and evaluating the adequacy of plans, activities, and systems to ensure the proper quality characteristics have been integrated into the products and validating/verifying adherence to specified requirements through test and measurement  
                          | • Trains, organizes, and provides guidance to teams performing quality surveillance/oversight of Defense contractors providing services or supplies (including contractor proposal reviews) based on mission and function of each agency and local organization  
                          | • Trains, organizes, and provides guidance to teams performing industrial base studies for quality management  
                          | • Trains, organizes, and provides guidance to teams performing pre- and post-award conferences as subject matter experts |
| Business/Industrial Specialist | Trains, organizes, and provides guidance to teams reviewing and evaluating adequacy of plans, estimates, schedules, or the use of labor, machines, and materials in manufacturing operations producing equipment, systems, facilities, supplies, or maintenance |

**Core Certification Standards**  
1 Required for DAWIA certification

- **Acquisition Training**  
- **Functional Training** PQM 301 Advanced Production, Quality, and Manufacturing (R)
- **Education** Formal education not required for certification
- **Experience** 4 years of acquisition experience in manufacturing, production, or quality assurance

### Core Plus Development Guide  
**Core Plus Development Guide**  
(Desired training, education, and experience)

<table>
<thead>
<tr>
<th>Training</th>
<th>Eng</th>
<th>Ind Spc</th>
<th>QA Spc</th>
<th>Bus/Ind Spc</th>
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<tr>
<td>ACQ 370 Acquisition Law (R)</td>
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<td>CLE 021 Technology Readiness Assessments</td>
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<td>CLL 008 Designing for Supportability in DoD Systems</td>
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<td>CLM 055 Program Leadership</td>
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<tr>
<td>ENG 301 Leadership in Engineering Defense Systems (R)</td>
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<tr>
<td>HBS 406 Coaching</td>
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<td>HBS 409 Decision Making</td>
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<td>HBS 424 Leading and Motivating</td>
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<td>HBS 427 Meeting Management</td>
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<td>HBS 441 Team Management</td>
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<tr>
<td>PMT 355 Program Management Office Course, Part A</td>
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<td></td>
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<tr>
<td>TLR 350 Advanced Technical Leadership (R)</td>
<td>✓</td>
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</table>

EDUCATION: Master’s degree (desired) in engineering, chemistry, physical science, mathematics, statistics, manufacturing or production management, industrial technology or management, business, quality assurance, or a related field

EXPERIENCE: At least one 90-day rotational assignment at a contractor and/or government industrial facility that includes experience in quality assurance, manufacturing, engineering, and contracting

1 The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.

2 When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: *(R)* following a course title indicates the course is delivered as resident-based instruction.
The Facilities Engineering career field encompasses a variety of professional individuals with diverse skills focused on the design, construction, and life-cycle maintenance of military installations, facilities, civil works projects, airfields, roadways, and oceanic facilities. It involves all facets of life-cycle management from planning through disposal, including design, construction, environmental protection, base operations and support, housing, real estate, and real property maintenance. Additional duties include advising or assisting commanders and acting as, or advising, program managers and other officials as necessary in executing all aspects of their responsibilities for facility management and the mitigation or elimination of environmental impact in direct support of the defense acquisition process.
Facilities Engineering Level I

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
</tr>
</thead>
</table>
| Facilities Engineer | • Conducts actions that support one or more facets of facilities engineering—including planning, design, construction, environmental management, base operations, support, and housing; real estate; and real property maintenance  
  • May serve as an IPT member, representing a specific Facilities Engineering functional area |

**Core Certification Standards**

1. **Acquisition Training**
   - **ACQ 101** Fundamentals of Systems Acquisition Management
2. **Functional Training**
   - None required
3. **Education**
   - Formal education not required for certification
4. **Experience**
   - 1 year of acquisition experience in facilities engineering

**Core Plus Development Guide**

<table>
<thead>
<tr>
<th>Training</th>
<th>Type of Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLC 028 Past Performance Information</td>
<td>✔</td>
</tr>
<tr>
<td>CLM 017 Risk Management</td>
<td>✔</td>
</tr>
<tr>
<td>CLM 024 Contracting Overview</td>
<td>✔</td>
</tr>
<tr>
<td>CLM 035 Environmental Safety and Occupational Health</td>
<td>✔</td>
</tr>
</tbody>
</table>

**EDUCATION:** Baccalaureate degree in engineering, architecture, physics, chemistry, mathematics, community planning, business, or related fields

**EXPERIENCE:** None specified

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1. The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
2. When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.
## Facilities Engineering Level II

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
</tr>
</thead>
</table>
| • Facilities Engineer | • Organizes, conducts, and/or monitors one or more facets of facilities engineering—planning; design; construction; environmental management; base operations, support, and housing; real estate; and real property maintenance  
• May serve as an IPT leader for a specific project, representing a specific FE functional area or supervising multiple disciplines |

### Core Certification Standards¹ (Required for DAWIA certification)

<table>
<thead>
<tr>
<th>Training</th>
<th>Facilities Engineer</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Acquisition Training</td>
<td>None required</td>
</tr>
<tr>
<td>• Functional Training</td>
<td>FE 201 Intermediate Facilities Engineering</td>
</tr>
<tr>
<td>• Education</td>
<td>Formal education not required for certification</td>
</tr>
<tr>
<td>• Experience</td>
<td>2 years of acquisition experience in facilities engineering</td>
</tr>
</tbody>
</table>

#### Core Plus Development Guide² (Desired training, education, and experience)

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Training</th>
</tr>
</thead>
</table>
| Facilities Engineer | CLE 001 Value Engineering  
CLM 012 Scheduling  
CLM 013 Work-Breakdown Structure  
CLM 016 Cost Estimating  
CLV 016 Introduction to Earned Value Management |

**EDUCATION:**  
• Baccalaureate degree in engineering, architecture, physics, chemistry, mathematics, community planning, business, or related fields  
• 9 semester credit hours selected from accounting, business finance, law, economics, industrial management, quantitative methods, or organization and management

**EXPERIENCE:** 2 years of experience in acquisition positions of increasing responsibility and complexity (in addition to core certification experience)

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¹ The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.

² When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.
## Facilities Engineering Level III

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Facilities Engineer</td>
<td>• Leads, manages, and/or executes one or more facet of facilities engineering—planning; design; construction; environmental management; base operations, support, and housing; real estate; and real property maintenance</td>
</tr>
<tr>
<td></td>
<td>• May lead multiple IPTs for specific projects or perform FE program management</td>
</tr>
</tbody>
</table>

### Core Certification Standards<sup>1</sup> (Required for DAWIA certification)

- **Acquisition Training**: None required
- **Functional Training**: FE 302 Advanced Facilities Engineering<sup>(R)</sup>
- **Education**: Formal education not required for certification
- **Experience**: 4 years of acquisition experience in facilities engineering

### Core Plus Development Guide<sup>2</sup> (Desired training, education, and experience)

<table>
<thead>
<tr>
<th>Training</th>
<th>Facilities Engineer</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLC 108 Strategic Sourcing Overview</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 008 Six Sigma: Concepts and Processes</td>
<td>✓</td>
</tr>
<tr>
<td>CLM 014 IPT Management and Leadership</td>
<td>✓</td>
</tr>
</tbody>
</table>

**EDUCATION:**
- Baccalaureate degree in engineering, architecture, physics, chemistry, mathematics, community planning, business, or related fields
- Advanced degree from an accredited institution of higher learning in engineering, physics, chemistry, operations research, community planning, management, business, public administration, or related fields
- 12 semester credit hours selected from accounting, business finance, law, economics, industrial management, quantitative methods, organization and management

**EXPERIENCE:** 4 additional years of experience in acquisition positions of increasing responsibility and complexity

---

<sup>1</sup> The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.

<sup>2</sup> When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

**NOTE:** "(R)" following a course title indicates the course is delivered as resident-based instruction.
INFORMATION TECHNOLOGY FUNCTIONAL COMMUNITY

This career field includes the IT (information technology) workforce, consisting of cybersecurity specialists, computer scientists, IT management specialists, computer engineers, telecommunications managers, IT program and project managers, and others who directly support the acquisition of IT and IT services. Personnel in this career field typically provide direct support for acquisitions that use IT, including national security systems, Defense business systems, and platform IT for weapon systems. They apply IT-related laws, policies, and directives, and provide IT-related guidance throughout the total acquisition life cycle. The employee typically identifies requirements; writes and/or reviews specifications; identifies costs; obtains resources (manpower, funding, and training); manages software development; conducts or supports portfolio management, cybersecurity risk management framework, Joint Information Environment and Department of Defense Information Network compliance, and IT architecture-related activities; and tests, evaluates, plans, obtains, and manages IT life-cycle development and support (operations, maintenance, and replacement).
## Information Technology Level I

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CIO Office</strong></td>
<td>Identifies and describes the following: policies, laws, and regulations; emerging IT acquisition strategies; best practices; IT-related performance measures and quality management; capital planning and investment control; acquisition planning, solicitation, and administration; and information assurance/cybersecurity</td>
</tr>
<tr>
<td><strong>Central Design Activity (CDA)</strong></td>
<td>Identifies and describes the following: basic concepts of software engineering and development activities; enterprise architecture; best practices; IT systems engineering; information assurance/cybersecurity; IT-related technologies; test and evaluation processes; and verification and validation processes</td>
</tr>
<tr>
<td><strong>Project Office/Field Activities</strong></td>
<td>Identifies and describes the following: IT program management approaches; emerging IT acquisition strategies; best practices; IT-related performance measures and quality management; acquisition planning, solicitation, and administration; information assurance/cybersecurity; test and evaluation processes; verification and validation processes; and fielding and sustaining IT systems</td>
</tr>
</tbody>
</table>

### Core Certification Standards\(^1\) (Required for DAWIA certification)

- **Acquisition Training**
  - ACQ 101 Fundamentals of Systems Acquisition Management

- **Functional Training**
  - ISA 101 Basic Information Systems Acquisition

- **Education**
  - Formal education not required for certification

- **Experience**
  - 1 year of acquisition experience in information technology

### Core Plus Development Guide\(^2\) (Desired training, education, and experience)

<table>
<thead>
<tr>
<th>Training</th>
<th>Type of Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BCF 110 Fundamentals of Business Financial Management</strong></td>
<td>CIO Office</td>
</tr>
<tr>
<td><strong>CLB 007 Cost Analysis</strong></td>
<td></td>
</tr>
<tr>
<td><strong>CLB 009 Planning, Programming, Budgeting, and Execution and Budget Exhibits</strong></td>
<td></td>
</tr>
<tr>
<td><strong>CLB 023 Software Cost Estimating</strong></td>
<td></td>
</tr>
<tr>
<td><strong>CLB 024 Cost Risk Analysis Introduction</strong></td>
<td></td>
</tr>
<tr>
<td><strong>CLC 011 Contracting for the Rest of Us</strong></td>
<td></td>
</tr>
<tr>
<td><strong>CLE 004 Introduction to Lean Enterprise Concepts</strong></td>
<td></td>
</tr>
<tr>
<td><strong>CLE 015 Continuous Process Improvement Familiarization</strong></td>
<td></td>
</tr>
<tr>
<td><strong>CLE 041 Software Reuse</strong></td>
<td></td>
</tr>
<tr>
<td><strong>CLE 063 Capability Maturity Model-Integration (CMMI)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>CLL 004 Life-Cycle Logistics for the Rest of Us</strong></td>
<td></td>
</tr>
<tr>
<td><strong>CLM 071 Introduction to Data Management</strong></td>
<td></td>
</tr>
<tr>
<td><strong>CLV 016 Introduction to Earned Value Management</strong></td>
<td></td>
</tr>
<tr>
<td><strong>ENG 101 Fundamentals of Systems Engineering</strong></td>
<td></td>
</tr>
<tr>
<td><strong>LOG 100 Life Cycle Logistics Fundamentals</strong></td>
<td></td>
</tr>
<tr>
<td><strong>STM 101 Introduction to Science and Technology Management</strong></td>
<td></td>
</tr>
<tr>
<td><strong>TST 102 Fundamentals of Test and Evaluation</strong></td>
<td></td>
</tr>
</tbody>
</table>

**EDUCATION:** Baccalaureate degree, preferably with a major in computer science, information systems management, business administration, cybersecurity, or a related field

**EXPERIENCE:** None specified

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\(^1\) The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.

\(^2\) When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.
Information Technology Level II

Type of Assignment | Representative Activities
--- | ---
CIO Office | Applies the following: policies, laws, and regulations; emerging IT acquisition strategies; best practices; IT-related performance measures and quality management; capital planning and investment control; acquisition planning, solicitation, and administration; and information assurance/cybersecurity
Central Design Activity (CDA) | Applies the following: basic concepts of software engineering and development activities; enterprise architecture; best practices; IT systems engineering; information assurance/cybersecurity; IT-related technologies; test and evaluation processes; and verification and validation processes
Project Office/Field Activities | Applies the following: IT program management approaches; emerging IT acquisition strategies; best practices; IT-related performance measures and quality management; acquisition planning, solicitation, and administration; information assurance/cybersecurity; test and evaluation processes; verification and validation processes; and fielding and sustaining IT systems

Core Certification Standards1 (Required for DAWIA certification)

- Acquisition Training
  - ACQ 202 Intermediate Systems Acquisition, Part A
  - ACQ 203 Intermediate Systems Acquisition, Part B (R)
- Functional Training
  - ISA 201 Intermediate Information Systems Acquisition (R)
- Education
  - Formal education not required for certification
- Experience
  - 2 years of acquisition experience; at least 1 year of this experience must be in information technology

Core Plus Development Guide2, 3 (Desired training, education, and experience)

<table>
<thead>
<tr>
<th>Training</th>
<th>Type of Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>BCF 130 Fundamentals of Cost Analysis</td>
<td>CIO Office</td>
</tr>
<tr>
<td>BCF 131 Applied Cost Analysis (R)</td>
<td>✓</td>
</tr>
<tr>
<td>CLB 025 Total Ownership Cost</td>
<td>✓</td>
</tr>
<tr>
<td>CLB 030 Data Collection and Sources</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 048 Export Controls</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 001 Value Engineering</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 003 Technical Reviews</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 007 Lean Six Sigma for Manufacturing</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 012 DoD Open Systems Architecture (OSA)</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 016 Outcome-Based Performance Measures</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 017 Technical Planning</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 060 Practical Software and Systems Measurement</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 068 Intellectual Property and Data Rights</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 074 Cybersecurity Throughout DoD Acquisition</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 301 Reliability and Maintainability</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 012 Supportability Analysis</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 015 Product Support Business Case Analysis (BCA)</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 056 Sustainment of Software Intensive Systems</td>
<td>✓</td>
</tr>
<tr>
<td>CLM 055 Program Leadership</td>
<td>✓</td>
</tr>
<tr>
<td>CLM 074 Technical Data and Computer Software Rights</td>
<td>✓</td>
</tr>
<tr>
<td>CLR 101 Introduction to the Joint Capabilities Integration and Development System</td>
<td>✓</td>
</tr>
<tr>
<td>CLR 250 Capabilities-Based Assessment</td>
<td>✓</td>
</tr>
<tr>
<td>CLV 017 Performance Measurement Baseline</td>
<td>✓</td>
</tr>
<tr>
<td>EVM 101 Fundamentals of Earned Value Management</td>
<td>✓</td>
</tr>
<tr>
<td>PMT 252 Program Management Tools Course, Part 1</td>
<td>✓</td>
</tr>
<tr>
<td>SYS 202 Intermediate Systems Planning, Research, Development, and Engineering, Part 1</td>
<td>✓</td>
</tr>
</tbody>
</table>

EDUCATION: Master’s degree, preferably with a major in computer science, management information systems, business administration, cybersecurity, or a related field

EXPERIENCE: 2 years of information technology acquisition experience, preferably in a program office or similar organization (in addition to core certification experience)

1 The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
2 When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.
3 Large changes to this table arrived after our deadline. For up-to-date information, see http://icatalog.dau.mil/.

NOTE: (R) following a course title indicates the course is delivered as resident-based instruction.
### Information Technology Level III

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>• CIO Office</strong></td>
<td>Interprets, evaluates, and develops policies and/or influences laws/regulations for emerging IT acquisition strategies; best practices; IT-related performance measures and quality management; capital planning and investment control; acquisition planning, solicitation, and administration; and information assurance/cybersecurity</td>
</tr>
<tr>
<td><strong>• Central Design Activity (CDA)</strong></td>
<td>Interprets, evaluates, and/or develops basic concepts of software engineering and development activities; enterprise architecture; best practices; IT systems engineering; information assurance/cybersecurity; IT-related technologies; test and evaluation processes; and verification and validation processes</td>
</tr>
<tr>
<td><strong>• Project Office/Field Activities</strong></td>
<td>Interprets, evaluates, and/or develops IT program management approaches; emerging IT acquisition strategies; best practices; IT-related performance measures and quality management; acquisition planning, solicitation, and administration; information assurance/cybersecurity; test and evaluation processes; verification and validation processes; and fielding and sustaining IT systems</td>
</tr>
</tbody>
</table>

#### Core Certification Standards1 (Required for DAWIA certification)

- **• Acquisition Training** None required
- **• Functional Training**
  - ISA 301 Advanced Enterprise Information Systems Acquisition (R)
  - ISA 320 Advanced Program Information Systems Acquisition (R)
- **• Education** Formal education not required for certification
- **• Experience** 4 years of information technology or software-intensive systems acquisition experience

#### Core Plus Development Guide2 (Desired training, education, and experience)

<table>
<thead>
<tr>
<th>Training</th>
<th>Type of Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CLB 008 Program Execution</strong></td>
<td>✓</td>
</tr>
<tr>
<td><strong>CLB 009 Planning, Programming, Budgeting, and Execution and Budget Exhibits</strong></td>
<td></td>
</tr>
<tr>
<td><strong>CLC 040 Predictive Analysis and Scheduling</strong></td>
<td>✓</td>
</tr>
<tr>
<td><strong>CLC 047 Contract Negotiation Techniques</strong></td>
<td>✓</td>
</tr>
<tr>
<td><strong>CLE 021 Technology Readiness Assessments</strong></td>
<td></td>
</tr>
<tr>
<td><strong>CLL 008 Designing for Supportability in DoD Systems</strong></td>
<td></td>
</tr>
<tr>
<td><strong>CLM 014 IPT Management and Leadership</strong></td>
<td>✓</td>
</tr>
<tr>
<td><strong>CLM 017 Risk Management</strong></td>
<td>✓</td>
</tr>
<tr>
<td><strong>CLM 051 Time Management</strong></td>
<td>✓</td>
</tr>
<tr>
<td><strong>CLM 072 Data Management Strategy Development</strong></td>
<td>✓</td>
</tr>
<tr>
<td><strong>CLM 073 Data Management Planning System</strong></td>
<td>✓</td>
</tr>
<tr>
<td><strong>CLM 077 Data Management Protection and Storage</strong></td>
<td>✓</td>
</tr>
<tr>
<td><strong>CLR 151 Analysis of Alternatives</strong></td>
<td>✓</td>
</tr>
<tr>
<td><strong>ENG 202 Applied Systems Engineering in Defense Acquisition, Part 2 (R)</strong></td>
<td>✓</td>
</tr>
<tr>
<td><strong>LOG 103 Reliability, Availability, and Maintainability (RAM)</strong></td>
<td>✓</td>
</tr>
<tr>
<td><strong>LOG 200 Product Support Strategy Development, Part A</strong></td>
<td>✓</td>
</tr>
<tr>
<td><strong>PMT 257 Program Management Tools Course, Part 2</strong></td>
<td>✓</td>
</tr>
<tr>
<td><strong>PMT 355 Program Management Office Course, Part A</strong></td>
<td>✓</td>
</tr>
<tr>
<td><strong>TLR 350 Advanced Technical Leadership (R)</strong></td>
<td>✓</td>
</tr>
</tbody>
</table>

**EDUCATION:** Master’s degree, preferably with a major in computer science, information systems management, business administration, cybersecurity, or a related field

**EXPERIENCE:** 4 years of information technology acquisition experience (in addition to core certification experience)

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1 The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.

2 When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

**NOTE:** “(R)” following a course title indicates the course is delivered as resident-based instruction.
The Life Cycle Logistics career field spans the system life cycle, encompassing acquisition and sustainment activities, and includes professionals responsible for planning, developing, implementing, and managing effective and affordable weapons, materiel, or information systems’ product support strategies.

Life-cycle logisticians perform a critical role to ensure that weapon system product-support strategies meet program goals for operational effectiveness and readiness; ensure that supportability requirements are addressed consistently with cost, schedule, and performance; ensure that supportability considerations are implemented during system design; meet system materiel availability, reliability, operating and support cost, and mean downtime requirements; and deliver optimal life-cycle product support. They must be proficient across the 12 Integrated Product Support (IPS) elements.

Life-cycle logisticians pursue two primary objectives: to see that weapon systems are designed, developed, maintained, and modified to reduce the demand for logistics and to ensure effective and efficient product support. The resources required for product support must be minimized while meeting warfighter needs and guaranteeing long-term materiel readiness. Life-cycle logisticians achieve these objectives by ensuring integration across the 12 IPS elements to maximize supportability, reliability, availability, maintainability, and mission effectiveness, while helping ensure affordability of the system at all stages of its life cycle. They influence system design and provide effective, timely product support capabilities that drive successful, best-value product support planning and execution. Life-cycle logisticians can work directly in a program management office, in support of the product support manager (PSM) and program manager (PM), or in other logistics activities and organizations providing support and sustainment.

Defense Acquisition Workforce Improvement Act Level III-certified life-cycle logisticians can be assigned to a DoD PSM position, responsible for the following:

- Providing weapon system product-support subject-matter expertise to the PM for execution of the PM’s duties as the total life-cycle systems manager
- Developing and implementing a comprehensive product support strategy
- Promoting opportunities to maximize competition while meeting the objective of providing best-value, long-term outcomes to the warfighter
- Seeking to leverage enterprise opportunities across programs and DoD components
- Using appropriate analytical tools and conducting appropriate cost analyses to determine the most affordable and effective product support strategy
- Developing and implementing appropriate product support arrangements
- Assessing and adjusting resource allocations and performance requirements for product support to meet validated warfighter requirements and optimize implementation of the product support strategy
- Documenting the product support strategy in the Life-Cycle Sustainment Plan
- Conducting periodic product support strategy reviews and revalidating the supporting business case analysis
- Ensuring that the product support strategy maximizes small business participation at the appropriate tiers
- Ensuring identification of obsolete parts utilized in specifications and developing plans for suitable replacements
- Influencing the system design and sustainment strategy to achieve affordability

Thus, both life-cycle logisticians and PSMs are ultimately responsible for designing, developing, implementing, and sustaining tailored life-cycle product support that optimizes affordability, materiel readiness, and joint warfighter requirements, thereby providing the Nation an enduring strategic advantage over its adversaries.
### Life Cycle Logistics Level I

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>L1 Product Support Management</td>
<td>Support and provide inputs into cost and performance management across the product support value chain, from design through disposal.</td>
</tr>
<tr>
<td>L2 Supply Support</td>
<td>Support the identification, planning, resourcing, and implementation of management actions to acquire repair parts, spares, and all classes of supply to ensure the best equipment/capability is available to support the warfighter or maintainer when it is needed at the lowest possible cost.</td>
</tr>
<tr>
<td>L3 Packaging, Handling, Storage, and Transportation</td>
<td>Support the identification, planning, resourcing, and implementation of management actions to facilitate acquisition of packaging/preservation, handling, storage, and transportation requirements to maximize availability and usability of the materiel, including support items whenever they are needed for training or mission.</td>
</tr>
<tr>
<td>L4 Maintenance Planning and Management</td>
<td>Support the identification, planning, resourcing, and implementation of maintenance concepts and requirements to ensure the best possible equipment/capability is available when the warfighter needs it at the lowest possible Total Ownership Cost.</td>
</tr>
<tr>
<td>L5 Design Interface</td>
<td>Understand and support the systems engineering process to impact the design from its inception throughout the life cycle, facilitating supportability to maximize the availability, effectiveness and capability of the system at the lowest Total Ownership Cost.</td>
</tr>
<tr>
<td>L6 Sustaining Engineering</td>
<td>Understand, recognize the importance of, and assist in supporting in-service systems in their operational environments.</td>
</tr>
<tr>
<td>L7 Technical Data</td>
<td>Support the identification, planning, resourcing, and implementation of management actions to facilitate development and acquisition of information to operate, install, maintain, and train on the equipment to maximize its effectiveness and availability; effectively catalog and acquire spare/repair parts, support equipment, and all classes of supply; define the configuration baseline of the system (hardware and software) to support the warfighter effectively with the best capability at the time it is needed.</td>
</tr>
<tr>
<td>L8 Computer Resources</td>
<td>Support the identification, planning, resourcing, and implementation of actions to facilitate the acquisition and maintenance of facilities, hardware, software, documentation, and personnel necessary for planning and management of mission-critical computer hardware and software systems. Coordinate and implement agreements necessary to manage technical interfaces and to manage the work performed during maintenance activities. Establish and update plans for periodic test and certification activities required throughout the life cycle.</td>
</tr>
<tr>
<td>L9 Facilities and Infrastructure</td>
<td>Support the identification, planning, resourcing, and implementation of actions to facilitate the acquisition and maintenance of facilities to enable training, maintenance, and storage to maximize the effectiveness of system operation and the logistics support system at the lowest Total Ownership Cost. Identify and prepare plans for the acquisition of facilities to enable responsive support for the warfighter.</td>
</tr>
<tr>
<td>L10 Manpower and Personnel</td>
<td>Support the identification, planning, resourcing, and implementation of actions to facilitate the acquisition and support of personnel, civilian and military, with the grades and skills required to operate equipment, to complete the missions, to fight or support the fight effectively, to win our Nation’s wars, and to support the warfighter effectively and ensure the best capability is available for the warfighter when needed.</td>
</tr>
<tr>
<td>L11 Support Equipment</td>
<td>Support the identification, planning, resourcing, and implementation of management actions to acquire and maintain support equipment (mobile or fixed) required to sustain the operation and maintenance of the system to ensure that the system is available to the warfighter when it is needed at the lowest Total Ownership Cost.</td>
</tr>
<tr>
<td>L12 Training and Training Support</td>
<td>Support the identification, planning, resourcing, and implementation of a cohesive integrated strategy early in the development process to train military and civilian personnel to maximize the effectiveness of the doctrine and of the personnel’s ability to operate, fight with, and maintain the equipment throughout the life cycle. As part of the strategy, to plan, resource, and implement management actions that identify, develop, and acquire training aids, devices, simulators, and simulations to maximize the effectiveness of the personnel’s ability to operate, fight with, and sustain equipment at the lowest Total Ownership Cost.</td>
</tr>
</tbody>
</table>

### Core Certification Standards

<table>
<thead>
<tr>
<th>Required for DAWIA certification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acquisition Training</td>
</tr>
<tr>
<td>Functional Training</td>
</tr>
<tr>
<td>Education</td>
</tr>
<tr>
<td>Experience</td>
</tr>
</tbody>
</table>

1 The Core Certification Standards section lists the training and/or education and experience REQUIREd for certification at this level for this career field within 24 months of assignment. 
2 When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

**NOTES:**

- **“(R)” following a course title indicates the course is delivered as resident-based instruction.**
- **Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the “Notes” section of the CL course description, and the course can be substituted to meet the certification standard.**
<table>
<thead>
<tr>
<th>Core Plus Development Guide(^2) (Desired training, education, and experience)</th>
<th>Type of Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Training</strong></td>
<td>L1</td>
</tr>
<tr>
<td>BCF 130 Fundamentals of Cost Analysis</td>
<td>✓</td>
</tr>
<tr>
<td>BCF 131 Applied Cost Analysis (R)</td>
<td>✓</td>
</tr>
<tr>
<td>CLB 007 Cost Analysis</td>
<td>✓</td>
</tr>
<tr>
<td>CLB 009 Planning, Programming, Budgeting, and Execution and Budget Exhibits</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 007 Contract Source Selection</td>
<td>✓</td>
</tr>
<tr>
<td>CLC 011 Contracting for the Rest of Us</td>
<td>✓ ✓ ✓</td>
</tr>
<tr>
<td>CLC 013 Services Acquisition</td>
<td>✓ ✓ ✓</td>
</tr>
<tr>
<td>CLC 045 Partnering</td>
<td>✓ ✓</td>
</tr>
<tr>
<td>CLC 108 Strategic Sourcing Overview</td>
<td>✓ ✓</td>
</tr>
<tr>
<td>CLC 112 Contractors Accompanying the Force</td>
<td>✓ ✓ ✓ ✓ ✓ ✓</td>
</tr>
<tr>
<td>CLE 003 Technical Reviews</td>
<td>✓ ✓</td>
</tr>
<tr>
<td>CLE 012 DoD Open Systems Architecture (OSA)</td>
<td>✓ ✓ ✓ ✓</td>
</tr>
<tr>
<td>CLE 015 Continuous Process Improvement Familiarization</td>
<td>✓ ✓ ✓</td>
</tr>
<tr>
<td>CLE 026 Trade Studies</td>
<td>✓ ✓ ✓ ✓</td>
</tr>
<tr>
<td>CLE 062 Human Systems Integration</td>
<td>✓ ✓ ✓</td>
</tr>
<tr>
<td>CLE 074 Cybersecurity Throughout DoD Acquisition</td>
<td>✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓</td>
</tr>
<tr>
<td>CLE 301 Reliability and Maintainability</td>
<td>✓ ✓ ✓ ✓ ✓</td>
</tr>
<tr>
<td>CLL 002 Defense Logistics Agency Support to the PM</td>
<td>✓ ✓ ✓</td>
</tr>
<tr>
<td>CLL 006 Public-Private Partnerships</td>
<td>✓ ✓</td>
</tr>
<tr>
<td>CLL 013 DoD Packaging</td>
<td>✓ ✓ ✓</td>
</tr>
<tr>
<td>CLL 017 Introduction to Defense Distribution</td>
<td>✓ ✓</td>
</tr>
<tr>
<td>CLL 021 Product Support Arrangements</td>
<td>✓ ✓ ✓</td>
</tr>
<tr>
<td>CLL 022 Title 10 Depot Maintenance Statute Overview</td>
<td>✓ ✓</td>
</tr>
<tr>
<td>CLL 030 Reliability-Centered Maintenance (RCM)</td>
<td>✓ ✓ ✓ ✓ ✓</td>
</tr>
<tr>
<td>CLL 032 Preventing Counterfeit Parts from Entering the DoD Supply System</td>
<td>✓ ✓ ✓ ✓ ✓</td>
</tr>
<tr>
<td>CLL 033 Logician’s Responsibilities During Technical Reviews</td>
<td>✓ ✓</td>
</tr>
<tr>
<td>CLL 034 SLAMIS</td>
<td>✓ ✓</td>
</tr>
<tr>
<td>CLL 037 DoD Supply Chain Fundamentals</td>
<td>✓ ✓ ✓ ✓</td>
</tr>
<tr>
<td>CLL 038 Provisioning and Cataloging</td>
<td>✓ ✓</td>
</tr>
<tr>
<td>CLL 039 Product Support Requirements Identification</td>
<td>✓</td>
</tr>
<tr>
<td>CLL 046 The Twelve Integrated Product Support Elements</td>
<td>✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓</td>
</tr>
<tr>
<td>CLL 062 Counterfeit Prevention Awareness</td>
<td>✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓</td>
</tr>
<tr>
<td>CLL 202 Diminishing Manufacturing Sources and Material Shortages (DMSMS) Executive Overview</td>
<td>✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓</td>
</tr>
<tr>
<td>CLM 003 Overview of Acquisition Ethics</td>
<td>✓ ✓ ✓ ✓ ✓</td>
</tr>
<tr>
<td>CLM 013 Work-Breakdown Structure</td>
<td>✓ ✓</td>
</tr>
<tr>
<td>CLM 024 Contracting Overview</td>
<td>✓</td>
</tr>
<tr>
<td>CLM 030 Common Supplier Engagement</td>
<td>✓</td>
</tr>
<tr>
<td>CLM 071 Introduction to Data Management</td>
<td>✓ ✓ ✓</td>
</tr>
<tr>
<td>CLM 072 Data Management Strategy Development</td>
<td>✓</td>
</tr>
</tbody>
</table>

\(^1\) The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.

\(^2\) When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTES:

- "(R)" following a course title indicates the course is delivered as resident-based instruction.
- Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the “Notes” section of the CL course description, and the course can be substituted to meet the certification standard.
<table>
<thead>
<tr>
<th>Training</th>
<th>Type of Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLR 101 Introduction to the Joint Capabilities Integration and Development System</td>
<td>✓</td>
</tr>
<tr>
<td>CLV 016 Introduction to Earned Value Management</td>
<td>✓  ✓  ✓</td>
</tr>
<tr>
<td>ISA 101 Basic Information Systems Acquisition</td>
<td>✓  ✓  ✓  ✓</td>
</tr>
<tr>
<td>TST 102 Fundamentals of Test and Evaluation</td>
<td>✓  ✓  ✓  ✓</td>
</tr>
</tbody>
</table>

**EDUCATION:**
- Baccalaureate degree in a technical, scientific, or managerial field
- Leadership and management courses such as Harvard Business School (HBS) training modules on the Continuous Learning page of the iCatalog

**EXPERIENCE:**
- 2 years of life-cycle logistics experience in support of acquisition or sustainment of DoD weapons/materiel systems

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1 The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
2 When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

**NOTES:**
- “(R)” following a course title indicates the course is delivered as resident-based instruction.
- Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above core certification standards, the course the CL module was extracted from is identified in the “Notes” section of the CL course description, and the course can be substituted to meet the certification standard.
### Life Cycle Logistics Level II

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• L1 Product Support Management</td>
<td>Plan and manage cost and performance across the product support value chain, from design through disposal.</td>
</tr>
<tr>
<td>• L2 Supply Support</td>
<td>Identify, plan for, resource, and implement management actions to acquire repair parts, spares, and all classes of supply to ensure the best equipment/capability is available to support the warfighter or maintainer when it is needed at the lowest possible cost.</td>
</tr>
<tr>
<td>• L3 Packaging, Handling, Storage, and Transportation</td>
<td>Identify, plan, resource, and acquire packaging/preservation, handling, storage, and transportation requirements to maximize availability and usability of the materiel, including support items whenever they are needed for training or mission.</td>
</tr>
<tr>
<td>• L4 Maintenance Planning and Management</td>
<td>Identify, plan, resource, and implement maintenance concepts and requirements to ensure the best possible equipment/capability is available when the warfighter needs it at the lowest possible Total Ownership Cost.</td>
</tr>
<tr>
<td>• L5 Design Interface</td>
<td>Participate in and leverage the systems engineering process to impact the design from its inception throughout the life cycle, facilitating supportability to maximize the availability, effectiveness, and capability of the system at the lowest Total Ownership Cost.</td>
</tr>
<tr>
<td>• L6 Sustaining Engineering</td>
<td>Support in-service systems in their operational environments.</td>
</tr>
<tr>
<td>• L7 Technical Data</td>
<td>Identify, plan, resource and implement management actions to develop and acquire information to operate, install, maintain, and train on the equipment to maximize its effectiveness and availability; effectively catalog and acquire spare/repair parts, support equipment, and all classes of supply; define the configuration baseline of the system (hardware and software) to support the warfighter effectively with the best capability at the time it is needed.</td>
</tr>
<tr>
<td>• L8 Computer Resources</td>
<td>Identify, plan, resource, and acquire facilities, hardware, software, documentation, and personnel necessary for planning and management of mission-critical computer hardware and software systems. Coordinate and implement agreements necessary to manage technical interfaces, and to manage the work performed during maintenance activities. Establish and update plans for periodic test and certification activities required throughout the life cycle.</td>
</tr>
<tr>
<td>• L9 Facilities and Infrastructure</td>
<td>Identify, plan, resource, and acquire facilities to enable training, maintenance, and storage to maximize the effectiveness of system operation and the logistics support system at the lowest Total Ownership Cost. Identify and prepare plans for the acquisition of facilities to enable responsive support for the warfighter.</td>
</tr>
<tr>
<td>• L10 Manpower and Personnel</td>
<td>Identify, plan, resource, and acquire personnel, civilian and military, with the grades and skills required to operate equipment, to complete the missions, to fight or support the fight effectively, to win our Nation’s wars; and to support the warfighter effectively and ensure the best capability is available for the warfighter when needed.</td>
</tr>
<tr>
<td>• L11 Support Equipment</td>
<td>Identify, plan, resource, and implement management actions to acquire and support the equipment (mobile or fixed) required to sustain the operation and maintenance of the system to ensure that the system is available to the warfighter when it is needed at the lowest Total Ownership Cost.</td>
</tr>
<tr>
<td>• L12 Training and Training Support</td>
<td>Plan, resource, and implement a cohesive integrated strategy early in the development process to train military and civilian personnel to maximize the effectiveness of the doctrine and of the personnel’s ability, to operate, fight with, and maintain the equipment throughout the life cycle. As part of the strategy, to plan, resource, and implement management actions to identify, develop, and acquire training aids, devices, simulators, and simulations to maximize the effectiveness of the personnel’s ability to operate, fight with, and sustain equipment at the lowest Total Ownership Cost.</td>
</tr>
</tbody>
</table>

### Core Certification Standards1 (Required for DAWIA Certification)

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Course Options</th>
</tr>
</thead>
</table>
| Acquisition Training | • ACQ 202 Intermediate Systems Acquisition, Part A  
                       • ACQ 203 Intermediate Systems Acquisition, Part B (R) |
| Functional Training | • CLC 011 Contracting for the Rest of Us  
                       • CLL 001 Life-Cycle Management and Sustainment Metrics  
                       • CLL 012 Supportability Analysis  
                       • LOG 200 Product Support Strategy Development, Part A  
                       • LOG 201 Product Support Strategy Development, Part B (R)  
                       • LOG 206 Intermediate System Sustainment Management  
                       • LOG 235 Performance-Based Logistics  
                       • EVM 101 Fundamentals of Earned Value Management  
                       • LOG 204 Configuration Management  
                       • LOG 215 Technical Data Management  
                       • RQM 110 Core Concepts for Requirements Management  
                       • Option 5 includes all three (3) of the CON courses listed below:  
                       • CON 121 Contract Planning  
                       • CON 124 Contract Execution  
                       • CON 127 Contract Management |
| Education          | Formal education not required for certification                               |
| Experience         | 2 years of life-cycle logistics experience in acquisition and/or sustainment |

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1 The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.  
2 When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed. 

*NOTE: "(R)" following a course title indicates the course is delivered as resident-based instruction.*
<table>
<thead>
<tr>
<th>Training</th>
<th>Type of Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACQ 120</td>
<td>Fundamentals of International Acquisition (FIAC)</td>
</tr>
<tr>
<td>ACQ 130</td>
<td>Fundamentals of Technology Security/Transfer (FTS/T)</td>
</tr>
<tr>
<td>BCF 220</td>
<td>Acquisition Business Management Concepts</td>
</tr>
<tr>
<td>BCF 225</td>
<td>Acquisition Business Management Application (R)</td>
</tr>
<tr>
<td>CLC 004</td>
<td>Market Research</td>
</tr>
<tr>
<td>CLC 046</td>
<td>DoD Sustainable Procurement Program</td>
</tr>
<tr>
<td>CLC 057</td>
<td>Performance-Based Payments and Value of Cash Flow</td>
</tr>
<tr>
<td>CLE 001</td>
<td>Value Engineering</td>
</tr>
<tr>
<td>CLE 004</td>
<td>Introduction to Lean Enterprise Concepts</td>
</tr>
<tr>
<td>CLE 007</td>
<td>Lean Six Sigma for Manufacturing</td>
</tr>
<tr>
<td>CLE 009</td>
<td>ESOH in Systems Engineering</td>
</tr>
<tr>
<td>CLE 016</td>
<td>Outcome-Based Performance Measures</td>
</tr>
<tr>
<td>CLE 028</td>
<td>Market Research for Engineering and Technical Personnel</td>
</tr>
<tr>
<td>CLE 036</td>
<td>Engineering Change Proposals for Engineers</td>
</tr>
<tr>
<td>CLE 040</td>
<td>IUID Marking</td>
</tr>
<tr>
<td>CLE 064</td>
<td>Standardization in the Acquisition Life Cycle</td>
</tr>
<tr>
<td>CLE 068</td>
<td>Intellectual Property and Data Rights</td>
</tr>
<tr>
<td>CLI 001</td>
<td>International Armaments Cooperation (IAC), Part 1</td>
</tr>
<tr>
<td>CLI 002</td>
<td>International Armaments Cooperation (IAC), Part 2</td>
</tr>
<tr>
<td>CLI 003</td>
<td>International Armaments Cooperation (IAC), Part 3</td>
</tr>
<tr>
<td>CLI 004</td>
<td>Information Exchange Program (IEP), DoD Generic</td>
</tr>
<tr>
<td>CLI 007</td>
<td>Technology Transfer and Export Control</td>
</tr>
<tr>
<td>CLL 003</td>
<td>Supportability Test and Evaluation</td>
</tr>
<tr>
<td>CLL 019</td>
<td>Technology Refreshment Planning</td>
</tr>
<tr>
<td>CLL 023</td>
<td>Title 10 U.S.C. 2464 Core Statute Implementation</td>
</tr>
<tr>
<td>CLL 024</td>
<td>Title 10 Limitations on the Performance of Depot-Level Maintenance (50/50)</td>
</tr>
<tr>
<td>CLL 025</td>
<td>Depot Maintenance Interservice Support Agreements (DMISA)</td>
</tr>
<tr>
<td>CLL 029</td>
<td>Condition-Based Maintenance Plus (CBM+)</td>
</tr>
<tr>
<td>CLL 036</td>
<td>Product Support Manager (PSM)</td>
</tr>
<tr>
<td>CLL 040</td>
<td>Business Case Analysis Tools</td>
</tr>
<tr>
<td>CLL 042</td>
<td>Supportability Analysis Techniques, Procedures, and Tools</td>
</tr>
<tr>
<td>CLL 043</td>
<td>Green Logistics: Planning for Sustainability</td>
</tr>
<tr>
<td>CLL 045</td>
<td>Designing for Transportability</td>
</tr>
<tr>
<td>CLL 051</td>
<td>System Retirement, Materiel Disposition Reclamation, Demilitarization, and Disposal</td>
</tr>
<tr>
<td>CLL 057</td>
<td>Level of Repair Analysis—Introduction</td>
</tr>
<tr>
<td>CLL 058</td>
<td>Level of Repair Analysis—Theory and Principles</td>
</tr>
<tr>
<td>CLL 119</td>
<td>Technical Refreshment Implementation Module</td>
</tr>
<tr>
<td>CLL 206</td>
<td>Introduction to Parts Management</td>
</tr>
<tr>
<td>CLM 037</td>
<td>Physical Inventories</td>
</tr>
<tr>
<td>CLM 059</td>
<td>Small Business Program for Program Managers</td>
</tr>
<tr>
<td>CLM 075</td>
<td>Data Acquisition</td>
</tr>
</tbody>
</table>

1 The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.

2 When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: ‘(R)’ following a course title indicates the course is delivered as resident-based instruction.
<table>
<thead>
<tr>
<th>Training</th>
<th>Type of Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLM 076  Data Markings</td>
<td></td>
</tr>
<tr>
<td>CLR 030  Environment, Safety, and Occupational Health in JCIDS</td>
<td>✓</td>
</tr>
<tr>
<td>CLR 151  Analysis of Alternatives</td>
<td>✓</td>
</tr>
<tr>
<td>FE 201  Intermediate Facilities Engineering</td>
<td>✓</td>
</tr>
<tr>
<td>ISA 201  Intermediate Information Systems Acquisition (R)</td>
<td>✓</td>
</tr>
<tr>
<td>PMT 252  Program Management Tools Course, Part 1</td>
<td>✓</td>
</tr>
<tr>
<td>PMT 257  Program Management Tools Course, Part 2</td>
<td>✓</td>
</tr>
<tr>
<td>PQM 101  Production, Quality, and Manufacturing Fundamentals</td>
<td>✓</td>
</tr>
<tr>
<td>PQM 201A  Intermediate Production, Quality, and Manufacturing, Part A</td>
<td>✓</td>
</tr>
<tr>
<td>PQM 201B  Intermediate Production, Quality, and Manufacturing, Part B (R)</td>
<td>✓</td>
</tr>
<tr>
<td>SYS 202  Intermediate Systems Planning, Research, Development, and Engineering, Part 1</td>
<td>✓</td>
</tr>
<tr>
<td>TST 204  Intermediate Test and Evaluation (R)</td>
<td>✓</td>
</tr>
</tbody>
</table>

**EDUCATION:** • Baccalaureate degree in a logistics, business, management, or technical field, and/or completion of a certificate program in systems design and operational effectiveness or similar systems engineering/technical education, business administration, and/or supply chain management
• Leadership and management courses such as Harvard Business School (HBS) training modules on the Continuous Learning page of the iCatalog

**EXPERIENCE:** 4 years of life-cycle logistics experience in support of acquisition or sustainment of DoD weapons/materiel systems

1 The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
2 When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: *(R)* following a course title indicates the course is delivered as resident-based instruction.
### Life Cycle Logistics Level III

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• L1 Product Support Management</td>
<td>Lead and oversee cost and performance across the product support value chain, from design through disposal.</td>
</tr>
<tr>
<td>• L2 Supply Support</td>
<td>Oversee the identification, planning, resourcing, and implementation of management actions to acquire repair parts, spares, and all classes of supply to ensure the best equipment/capability to support the warfighter or maintainer when it is needed at the lowest possible cost.</td>
</tr>
<tr>
<td>• L3 Packaging, Handling, Storage, and Transportation</td>
<td>Oversee the identification, planning, resourcing, and acquisition of packaging/preservation, handling, storage, and transportation requirements to maximize availability and usability of the materiel, including support items whenever they are needed for training or mission.</td>
</tr>
<tr>
<td>• L4 Maintenance Planning and Management</td>
<td>Oversee the identification, planning, resourcing, and implementation of maintenance concepts and requirements to ensure the best possible equipment/capability is available when the warfighter needs it at the lowest possible Total Ownership Cost.</td>
</tr>
<tr>
<td>• L5 Design Interface</td>
<td>Collaboratively engage in and leverage the systems engineering process to impact the design from its inception throughout the life cycle, facilitating supportability to maximize the availability, effectiveness, and capability of the system at the lowest Total Ownership Cost.</td>
</tr>
<tr>
<td>• L6 Sustaining Engineering</td>
<td>Oversee, lead, or influence the design, implementation, and execution of support for in-service systems in their operational environments.</td>
</tr>
<tr>
<td>• L7 Technical Data</td>
<td>Oversee the identification, planning, resourcing, and implementation of management actions to develop and acquire information to operate, install, maintain, and train on the equipment to maximize its effectiveness and availability; effectively catalog and acquire spare/repair parts, support equipment, and all classes of supply; define the configuration baseline of the system (hardware and software) to support the warfighter effectively with the best capability at the time it is needed.</td>
</tr>
<tr>
<td>• L8 Computer Resources</td>
<td>Oversee the identification, planning, resourcing, and implementation of management actions to acquire and maintain facilities, hardware, software, documentation, and personnel necessary for planning and management of mission-critical computer hardware and software systems. Coordinate and implement agreements necessary to manage technical interfaces, and to manage the work performed during maintenance activities. Establish and update plans for periodic test and certification activities required throughout the life cycle.</td>
</tr>
<tr>
<td>• L9 Facilities and Infrastructure</td>
<td>Oversee the identification, planning, resourcing, and implementation of management of facilities to enable training, maintenance, and storage to maximize the effectiveness of system operation and the logistics support system at the lowest Total Ownership Cost. Identify and prepare plans for the acquisition of facilities to enable responsive support for the warfighter.</td>
</tr>
<tr>
<td>• L10 Manpower and Personnel</td>
<td>Oversee the identification of requirements for, planning for, resourcing, and implementation of management of personnel, civilian and military, with the grades and skills required to operate equipment, to complete the missions, to fight or support the fight effectively, to win our Nation's wars; and to support the warfighter effectively and ensure the best capability is available for the warfighter when needed.</td>
</tr>
<tr>
<td>• L11 Support Equipment</td>
<td>Oversee the identification of requirements for, planning for, resourcing, and implementation of management actions to acquire and maintain support equipment (moveable and fixed) required to sustain the operation and maintenance of the system to ensure that the system is available to the warfighter when it is needed at the lowest Total Ownership Cost.</td>
</tr>
<tr>
<td>• L12 Training and Training Support</td>
<td>Oversee the identification of requirements for, planning for, resourcing, and implementation of management actions to acquire and support a cohesive integrated strategy early in the development process to train military and civilian personnel to maximize the effectiveness of the doctrine, and of the personnel's ability, to operate, fight with, and maintain the equipment throughout the life cycle. As part of the strategy, to plan, resource, and implement management actions to identify, develop, and acquire training aids, devices, simulators, and simulations to maximize the effectiveness of the personnel's ability to operate, fight with, and sustain equipment at the lowest Total Ownership Cost.</td>
</tr>
</tbody>
</table>

#### Core Certification Standards1 (Required for DAWIA Certification)

<table>
<thead>
<tr>
<th>Type of Certification</th>
<th>Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Acquisition Training</td>
<td>No additional requirements</td>
</tr>
</tbody>
</table>
| • Functional Training  | - CLL 005 Developing a Life-Cycle Sustainment Plan (LCSP)  
- CLL 015 Product Support Business Case Analysis (BCA)  
- CLL 020 Independent Logistics Assessments  
- LOG 340 Life-Cycle Product Support (R)  
- LOG 350 Enterprise Life-Cycle Logistics Management (R)  
AND one of the following options:  
- ACQ 265 Mission-Focused Services Acquisition (R)  
- ACQ 315 Understanding Industry (Business Acumen) (R)  
- BCF 215 Operating and Support Cost Analysis (R)  
- LOG 211 Supportability Analysis (R) |
| • Education            | Formal education not required for certification |
| • Experience           | 4 years of life-cycle logistics experience in an acquisition and/or sustainment organization |

1 The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
2 Workforce members assigned to the position(s) listed in the Unique Position Training Standards section MUST meet these training standards within 24 months of assignment.
3 When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: (R) following a course title indicates the course is delivered as resident-based instruction.
Unique Position Training Standards

- PSMs for ACAT I/II and former ACAT I/II programs that are post-IoC or no longer have a PM reporting to a CAE

<table>
<thead>
<tr>
<th>Core Plus Development Guide (Desired training, education, and experience)</th>
<th>Type of Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td>L1</td>
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<tr>
<td>ACQ 230 International Acquisition Integration (R)</td>
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<tr>
<td>ACQ 315 Understanding Industry (Business Acumen) (R)</td>
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<tr>
<td>ACQ 405 Executive Refresher Course (R)</td>
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<td>ACQ 450 Leading in the Acquisition Environment (R)</td>
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<td>ACQ 451 Integrated Acquisition for Decision Makers (R)</td>
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<td>ACQ 452 Forging Stakeholder Relationships (R)</td>
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<td>ACQ 453 Leader as Coach (R)</td>
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<tr>
<td>CLB 011 Budget Policy</td>
<td>✓</td>
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<tr>
<td>CLC 026 Performance-Based Payments Overview</td>
<td>✓</td>
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<tr>
<td>CLC 051 Managing Government Property in the Possession of Contractors</td>
<td>✓ ✓</td>
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<tr>
<td>CLE 055 Competition Requirements</td>
<td>✓</td>
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<tr>
<td>CLE 008 Six Sigma: Concepts and Processes</td>
<td>✓ ✓ ✓</td>
</tr>
<tr>
<td>CLE 011 Modeling and Simulation for Systems Engineering</td>
<td>✓ ✓</td>
</tr>
<tr>
<td>CLE 023 Modeling and Simulation in Test and Evaluation</td>
<td>✓</td>
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<tr>
<td>CLE 039 Environmental Issues in Testing and Evaluation</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 065 Standardization Documents</td>
<td>✓ ✓</td>
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<tr>
<td>CLE 070 Corrosion and Polymeric Coatings</td>
<td>✓ ✓ ✓</td>
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<tr>
<td>CLE 201 ISO 9000</td>
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<tr>
<td>CLE 007 Lead-Free Electronics Impact on DoD Programs</td>
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<tr>
<td>CLE 016 Joint Logistics</td>
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<tr>
<td>CLL 018 Joint Deployment Distribution Operations Center (JDDOC)</td>
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<tr>
<td>CLL 026 Depot Maintenance Capacity Measurement</td>
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<tr>
<td>CLL 035 Operating and Support Cost Estimating for the Product Support Manager</td>
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<tr>
<td>CLL 041 Life-Cycle Cost (LCC) Analysis Tools</td>
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<tr>
<td>CLL 056 Sustainment of Software Intensive Systems</td>
<td>✓ ✓ ✓ ✓ ✓ ✓</td>
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<tr>
<td>CLL 120 The DoD Shelf-Life Program</td>
<td>✓ ✓ ✓</td>
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<tr>
<td>CLL 201 Diminishing Manufacturing Sources and Material Shortages (DMSMS) Fundamentals</td>
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<tr>
<td>CLL 203 Diminishing Manufacturing Sources and Material Shortages (DMSMS) Essentials</td>
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<td>CLL 205 Diminishing Manufacturing Sources and Material Shortages (DMSMS) for Technical Professionals</td>
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<td>CLL 014 IPT Management and Leadership</td>
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<td>CLM 016 Cost Estimating</td>
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<td>CLM 017 Risk Management</td>
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<td>CLM 035 Environmental Safety and Occupational Health</td>
<td>✓ ✓</td>
</tr>
<tr>
<td>CLM 038 Corrosion Prevention and Control Overview</td>
<td>✓ ✓ ✓</td>
</tr>
<tr>
<td>CLM 044 Radio Frequency Identification</td>
<td>✓ ✓</td>
</tr>
</tbody>
</table>

1 The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
2 Workforce members assigned to the position(s) listed in the Unique Position Training Standards section MUST meet these training standards within 24 months of assignment.
3 When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: “(R)” following a course title indicates the course is delivered as resident-based instruction.
## Core Plus Development Guide

(Desired training, education, and experience)

<table>
<thead>
<tr>
<th>Training</th>
<th>L1</th>
<th>L2</th>
<th>L3</th>
<th>L4</th>
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<th>L10</th>
<th>L11</th>
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<tr>
<td>CLM 047  Fiscal and Physical Accountability and Management of DoD Equipment</td>
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<tr>
<td>CLM 073  Data Management Planning System</td>
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<td>CLM 074  Technical Data and Computer Software Rights</td>
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<td>CLM 077  Data Management Protection and Storage</td>
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<td>CON 237  Simplified Acquisition Procedures</td>
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<td>CON 280  Source Selection and Administration of Service Contracts (R)</td>
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<td>ENG 202  Applied Systems Engineering in Defense Acquisition, Part 2 (R)</td>
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<td>ISA 301  Advanced Enterprise Information Systems Acquisition (R)</td>
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<td>PMT 355  Program Management Office Course, Part A</td>
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<td>PMT 360  Program Management Office Course, Part B (R)</td>
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<td>PMT 400  Program Manager’s Skills Course (R)</td>
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<td>PQM 301  Advanced Production, Quality, and Manufacturing (R)</td>
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<tr>
<td>TST 303  Advanced Test and Evaluation (R)</td>
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</tbody>
</table>

### EDUCATION:
- Master’s degree in a logistics, business, management, or technical field, such as systems design and operational effectiveness, or similar systems engineering/technical education, business administration, and/or supply chain management
- Joint Professional Military Education (JPME) such as the Dwight D. Eisenhower School for National Security and Resource Strategy
- Leadership and management courses such as Harvard Business School (HBS) training modules on the Continuous Learning page of the iCatalog

### EXPERIENCE:
8 years of life-cycle logistics experience in support of acquisition or sustainment of DoD weapons/materiel systems

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1 The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
2 Workforce members assigned to the position(s) listed in the Unique Position Training Standards section MUST meet these training standards within 24 months of assignment.
3 When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: “(R)” following a course title indicates the course is delivered as resident-based instruction.
SCIENCE AND TECHNOLOGY FUNCTIONAL COMMUNITY

SCIENCE AND TECHNOLOGY MANAGER
Science and technology managers are typically scientists and engineers primarily involved in the materiel solution analysis, technology maturation, and risk reduction phases of the Defense Acquisition System. They may, however, be involved in any phase of the acquisition process from basic research through deployment and demilitarization. Primary duties include developing overall program goals for science and technology funds; acquiring the services of scientists, engineers, and technical support personnel who are experts in their fields to perform science and technology research for DoD; providing funds to and oversight of science and technology performers (including universities, industry, and federal government organizations); and interfacing with the customer to expedite the transition of technology to the user.

Mr. Dale Ormond
Principal Director, Research,
OASD(R&E)

http://icatalog.dau.mil/
# Science and Technology Manager Level I

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Science and Technology</td>
<td>Conducts, and/or monitors science and technology activities including basic research,</td>
</tr>
<tr>
<td></td>
<td>applied research, and/or advanced technology development, in support to acquisition</td>
</tr>
<tr>
<td></td>
<td>programs</td>
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</table>

## Core Certification Standards¹ (Required for DAWIA certification)

<table>
<thead>
<tr>
<th>Acquisition Training</th>
<th>ACQ 101 Fundamentals of Systems Acquisition Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Functional Training</td>
<td>• CLE 068 Intellectual Property and Data Rights</td>
</tr>
<tr>
<td></td>
<td>• ENG 101 Fundamentals of Systems Engineering</td>
</tr>
<tr>
<td></td>
<td>• STM 101 Introduction to Science and Technology Management</td>
</tr>
<tr>
<td>Education</td>
<td>Baccalaureate or graduate degree in a technical or scientific field such as, but not</td>
</tr>
<tr>
<td></td>
<td>limited to, engineering, physics, chemistry, biology, psychology, mathematics, operations</td>
</tr>
<tr>
<td></td>
<td>research, engineering management, or computer science</td>
</tr>
<tr>
<td>Experience</td>
<td>1 year of technical experience related to science and technology management</td>
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### Core Plus Development Guide² (Desired training, education, and experience)

<table>
<thead>
<tr>
<th>Training</th>
<th>Type of Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLB 009</td>
<td>Planning, Programming, Budgeting, and Execution and Budget Exhibits</td>
</tr>
<tr>
<td>CLE 022</td>
<td>Program Manager Introduction to Anti-Tamper</td>
</tr>
<tr>
<td>CLE 062</td>
<td>Human Systems Integration</td>
</tr>
<tr>
<td>CLE 074</td>
<td>Cybersecurity Throughout DoD Acquisition</td>
</tr>
<tr>
<td>CLM 013</td>
<td>Work-Breakdown Structure</td>
</tr>
<tr>
<td>CLM 016</td>
<td>Cost Estimating</td>
</tr>
<tr>
<td>CLM 017</td>
<td>Risk Management</td>
</tr>
<tr>
<td>CLM 024</td>
<td>Contracting Overview</td>
</tr>
<tr>
<td>ISA 101</td>
<td>Basic Information Systems Acquisition</td>
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<tr>
<td>TST 102</td>
<td>Fundamentals of Test and Evaluation</td>
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</tbody>
</table>

**EDUCATION:** None specified  
**EXPERIENCE:** None specified

¹ The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.  
² When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.
### Science and Technology Manager Level II

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Science and Technology</td>
<td>Organizes, conducts, and/or monitors science and technology activities including basic research, applied research, and/or advanced technology development; may also provide direct support to acquisition program managers</td>
</tr>
</tbody>
</table>

### Core Certification Standards1 (Required for DAWIA certification)

| • Acquisition Training | ACQ 202 Intermediate Systems Acquisition, Part A |
| • Functional Training | • CLE 021 Technology Readiness Assessments  
  • CLE 082 Prototyping and Experimentation  
  • STM 203 Intermediate Science and Technology Management (R) |
| • Education | Baccalaureate or graduate degree in a technical or scientific field such as, but not limited to, engineering, physics, chemistry, biology, psychology, mathematics, operations research, engineering management, or computer science |
| • Experience | 2 years of technical experience related to science and technology management |

#### Core Plus Development Guide2

<table>
<thead>
<tr>
<th>Core Plus Development Guide2 (Desired training, education, and experience)</th>
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</thead>
<tbody>
<tr>
<td><strong>Training</strong></td>
</tr>
<tr>
<td>ACQ 160 Program Protection Planning Awareness</td>
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<tr>
<td>CLB 011 Budget Policy</td>
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<tr>
<td>CLC 013 Services Acquisition</td>
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<tr>
<td>CLC 060 Time and Materials Contracts</td>
</tr>
<tr>
<td>CLC 063 Sole Source Proposal Technical Evaluations</td>
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<tr>
<td>CLC 106 Contracting Officer's Representative with a Mission Focus</td>
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<tr>
<td>CLE 003 Technical Reviews</td>
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<tr>
<td>CLE 009 ESOH in Systems Engineering</td>
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<tr>
<td>CLE 301 Reliability and Maintainability</td>
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<tr>
<td>CLL 008 Designing for Supportability in DoD Systems</td>
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<td>CLL 012 Supportability Analysis</td>
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<tr>
<td>CLM 012 Scheduling</td>
</tr>
<tr>
<td>CLM 031 Improved Statement of Work</td>
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<tr>
<td>CLM 035 Environmental Safety and Occupational Health</td>
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<tr>
<td>CLV 016 Introduction to Earned Value Management</td>
</tr>
<tr>
<td>LOG 100 Life Cycle Logistics Fundamentals</td>
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</table>

**EDUCATION:** None specified  
**EXPERIENCE:** None specified

---

1 The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.  
2 When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

**NOTES:**

- *(R)* following a course title indicates the course is delivered as resident-based instruction.
- Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above-core certification standards, the course the CL module was extracted from is identified in the "Notes" section of the CL course description, and the course can be substituted to meet the certification standard.
### Science and Technology Manager Level III

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
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</thead>
<tbody>
<tr>
<td>• Science and Technology</td>
<td>Leads and/or manages science and technology activities including basic research, applied research, and/or advanced technology development; may also provide direct support to acquisition program managers</td>
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</table>

#### Core Certification Standards¹ (Required for DAWIA certification)

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Acquisition Training</td>
<td>CLM 014 IPT Management and Leadership</td>
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<tr>
<td>• Functional Training</td>
<td>• CLE 069 Technology Transfer</td>
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<td>• STM 304 Leadership in Science and Technology Management (R)</td>
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<tr>
<td>• Education</td>
<td>Baccalaureate or graduate degree in a technical or scientific field such as, but not limited to, engineering, physics, chemistry, biology, psychology, mathematics, operations research, engineering management, or computer science</td>
</tr>
<tr>
<td>• Experience</td>
<td>4 years of technical experience related to science and technology management</td>
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#### Unique Position Training Standards²

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<th>Type of Assignment</th>
<th>Representative Activities</th>
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<tbody>
<tr>
<td>• Science and Technology Managers (individuals with primary management responsibilities for BA 3 projects such as, but not limited to, Advanced Technology Demonstrations, Joint Capability Demonstrations, and Future Naval Capabilities Programs). The training listed in this section is considered very important.</td>
<td>• ACQ 203 Intermediate Systems Acquisition, Part B (R)</td>
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<tr>
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<td>• CLE 026 Trade Studies</td>
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<td>• CLV 017 Performance Measurement Baseline</td>
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<td>• CLV 018 Earned Value and Financial Management Reports</td>
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<td>• CLV 020 Baseline Maintenance</td>
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<td>• PMT 252 Program Management Tools Course, Part 1</td>
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<td>• PMT 257 Program Management Tools Course, Part 2</td>
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<td>• PMT 355 Program Management Office Course, Part A</td>
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#### Core Plus Development Guide³ (Desired training, education, and experience)

<table>
<thead>
<tr>
<th>Training</th>
<th>Type of Assignment</th>
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<tbody>
<tr>
<td>CLV 017 Performance Measurement Baseline</td>
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<tr>
<td>GRT 201 Grants and Agreements Management (R)</td>
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<tr>
<td>TLR 350 Advanced Technical Leadership (R)</td>
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</table>

**EDUCATION:** Graduate-level degree in engineering, physics, chemistry, biology, mathematics, operations research, management, or a related field

**EXPERIENCE:** None specified

¹ The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.

² The training listed in the Unique Position Training Standards section for workforce members assigned to these positions is considered very important.

³ When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: "(R)" following a course title indicates the course is delivered as resident-based instruction.
TEST AND EVALUATION FUNCTIONAL COMMUNITY

As the functional leader for the Test and Evaluation (T&E) workforce, it is my responsibility to identify, define, and maintain current functional and core competencies required for certification within the Defense Acquisition T&E career field. In this capacity, I serve as the T&E subject matter expert in the DoD and lead workforce planning, training, and development initiatives. This entails setting requirements for education, training, and experience; finalizing competencies and certification standards; maintaining key leadership position functional-specific requirements; and updating, improving, and certifying DAU’s T&E course curriculum each year.

T&E is not only critical to, but a necessary part of, the DoD acquisition process. Members of the T&E workforce are responsible for, or are an integral part of, the conceptualization, initiation, design, development, contracting, testing, and evaluation of defense systems across all commodity areas. T&E professionals develop and optimize test designs, execute testing, and perform evaluations of system performance, interoperability, reliability, maintainability, and cybersecurity posture. They also address the maturity of test planning, deal with T&E infrastructure shortfalls, and offer unbiased information to support design improvements, as well as inform production and fielding decisions. T&E workforce members hold a variety of positions that may include, but are not limited to, chief developmental tester, assistant program executive officer for T&E, lead test engineer, portfolio manager, test officer, and lead evaluator.

Focusing on Developmental T&E activities early in the acquisition life cycle ensures that defense acquisition professionals are adequately informed on design maturity, thus setting the conditions for improved production readiness. To achieve this outcome, the T&E curriculum is designed to enable professionals to create developmental evaluation frameworks as well as understand how to conduct T&E activities relating to system performance, interoperability, reliability, maintainability, and cybersecurity. Finally, it should be understood that development of the T&E profession is a task that never ends. The increasing complexity of joint programs, system-of-system architectures, and emerging commodity areas, such as Autonomous Systems, will continue to present challenges to the T&E workforce, so we must continue to learn, adapt, and grow our current and future leaders.
## Test and Evaluation Level I

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
</tr>
</thead>
</table>
| Headquarters and Staff (OSD, JS, COCOMs, JITC, SYSCOMs, etc.) | • Supports research and development of T&E policy, practices, metrics, and procedures  
• Supports development of evaluation methodology and framework  
• Supports identification of T&E direction and guidance applicable to the Service/agency  
• Supports program’s T&E office representative at T&E meetings and other forums  
• Supports tracking/auditing of the T&E aspects of products/systems in the acquisition process  
• Reviews T&E strategies, T&E master plans (TEMPs), test concepts, and test plans  
• Supports development of the T&E career management plan for recruiting, training, and retaining a professional T&E workforce  
• Supports development and execution of T&E processes, standards, methods, and techniques |
| Program Management and Matrix Support | • Supports the program’s T&E Working-level IPT  
• Member of Chief Developmental Tester’s team  
• Supports development of program’s T&E strategy, approach, process, schedule, and resource requirements  
• Supports coordination of cybersecurity T&E in accordance with DoDI 5000.02 and the DoD Risk Management Framework  
• Supports implementation of an evaluation methodology and framework for product/system under test  
• Supports development of T&E materials/data for technical and progress reviews, including risk assessment  
• Supports identification and coordination of T&E personnel and financial resource requirements  
• Proposes and reviews test concepts and test plans |
| Range/Lab/Field Supporting Activities | • Supports identification and scheduling of T&E resources including workforce, infrastructure, and budgets to support testing at the respective facility  
• Reviews facility T&E tools (IT, video, targets, simulators, stimulators, instrumentation, etc.) and clearly understands their capabilities  
• Supports facility test plan development  
• Supports development of T&E plans and mitigation of safety risks for test plans during test execution  
• Assists in test execution, data collection, analysis, and reporting  
• Assists in evaluation, analysis, and reporting of test results  
• Supports implementation of new T&E techniques, lessons learned, and T&E best practices  
• Supports maintenance of the physical facility and environment and coordinates renovations and repairs as necessary  
• Assists in execution of Service/agency or DoD cybersecurity and system assurance (SA) testing |

### Core Certification Standards

1. **Required for DAWIA certification**

#### Acquisition Training
- ACQ 101 Fundamentals of Systems Acquisition Management

#### Functional Training
- CLE 023 Modeling and Simulation in Test and Evaluation
- CLE 074 Cybersecurity Throughout DoD Acquisition
- ENG 101 Fundamentals of Systems Engineering
- TST 102 Fundamentals of Test and Evaluation

#### Education
- Associate’s degree in any discipline

#### Experience
- 1 year of T&E experience

### Core Plus Development Guide

(Desired training, education, and experience)

<table>
<thead>
<tr>
<th>Training</th>
<th>HQ &amp; Staff</th>
<th>PM/Matrix Spt</th>
<th>Rg/Lab/Fld Spt Act</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLE 004 Introduction to Lean Enterprise Concepts</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ISA 101 Basic Information Systems Acquisition</td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

**EDUCATION:** None specified  
**EXPERIENCE:** None specified

---

1. The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.  
2. When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.  

**NOTES:**  
• "(R)" following a course title indicates the course is delivered as resident-based instruction.  
• Some continuous learning (CL) modules have been created by extracting lessons in their entirety from a training course. If this is the case for the CL module(s) identified in the above Core Certification Standards, the course the CL module was extracted from is identified in the “Notes" section of the CL course description, and the course can be substituted to meet the certification standard.
## Test and Evaluation Level II

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
</tr>
</thead>
</table>
| *Headquarters and Staff (OSD, JS, COCOMs, JITC, SYSCOMs, etc.)*                     | • Interprets research and development of T&E strategy, policy, practices, metrics, and procedures and implements direction and guidance  
• Proposes development of evaluation methodology and framework  
• Proposes identification of T&E direction and guidance applicable to the Service/agency  
• Serves as or supports the program’s T&E office representative at T&E meetings and other forums  
• Manages tracking/auditing of the T&E aspects of products/systems in the acquisition process and identifies T&E issues  
• Develops and coordinates T&E strategies, T&E master plans (TEMPs), test concepts, and test plans  
• Proposes approaches for development of the T&E career management plan for recruiting, training, and retaining a professional T&E workforce  
• Proposes development and execution of T&E processes, standards, methods, and techniques |
| *Program Management and Matrix Support*                                           | • Member of the program’s T&E Working-level IPT  
• Drafts and coordinates an evaluation methodology and framework for product/system under test  
• Member of the Chief Development Tester’s team drafting and coordinating the TEMP  
• Directs coordination of cybersecurity T&E in accordance with DoDI 5000.02 and the DoD Risk Management Framework  
• Directs development of program’s T&E approach, process, schedule, and resource requirements  
• Develops and coordinates T&E materials/data for technical and progress reviews, including risk assessment  
• Identifies and coordinates T&E personnel and financial resources requirements  
• Develops guidance on test concepts and test plans |
| *Range/Lab/Field Supporting Activities*                                           | • Identifies and schedules T&E resources including workforce, infrastructure, and budgets to support testing at the respective facility  
• Recommends facility T&E tools (IT, video, targets, simulators, targeters, instrumentation, etc.) that are capable of supporting T&E  
• Leads facility test plan development and coordination  
• Ensures technical adequacy of T&E plans and mitigation of safety risks for test plans and during test execution  
• Leads test execution, data collection, analysis, and reporting  
• Proposes needed maintenance of the physical facility and environment and coordinates renovations and repairs as necessary  
• Manages implementation of Service/agency or DoD cybersecurity and system assurance (SA) policies  
• Leads evaluation, analysis, and reporting of test results  
• Identifies new T&E techniques, lessons learned, and T&E best practices |

### Core Certification Standards1 (Required for DAWIA certification)

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Core Certification Standards</th>
</tr>
</thead>
</table>
| Acquisition Training     | • ACQ 202 Intermediate Systems Acquisition, Part A  
• ACQ 203 Intermediate Systems Acquisition, Part B (R) |
| Functional Training      | • CLE 003 Technical Reviews  
• CLE 029 Testing in a Joint Environment  
• CLE 030 Integrated Testing  
• CLE 035 Introduction to Probability and Statistics  
• CLE 301 Reliability and Maintainability  
• CLM 016 Cost Estimating  
• CLR 101 Introduction to the Joint Capabilities Integration and Development System  
• SYS 202 Intermediate Systems Planning, Research, Development, and Engineering, Part 1  
• TST 204 Intermediate Test and Evaluation (R) |
| Education                | • Baccalaureate degree or higher (any field of study)  
• A total of 24 semester hours or equivalent in technical or scientific courses such as mathematics (e.g., calculus, probability, statistics), physical sciences (e.g., chemistry, biology, physics), psychology, operations research/systems analysis, engineering, computer science, and information technology. |
| Experience               | 2 years of T&E experience |

### Core Plus Development Guide2 (Desired training, education, and experience)

<table>
<thead>
<tr>
<th>Training</th>
<th>HQ &amp; Staff</th>
<th>PM/Matrix Spt</th>
<th>Rg/Lab/Fld Spt Act</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLB 007</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CLE 015</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 017</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 021</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 037</td>
<td>✓</td>
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<td></td>
</tr>
</tbody>
</table>

1 The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.  
2 When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.  

NOTE: (R) following a course title indicates the course is delivered as resident-based instruction.
<table>
<thead>
<tr>
<th>Training</th>
<th>Type of Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLE 038 Time-Space-Position Information</td>
<td>HQ &amp; Staff</td>
</tr>
<tr>
<td>CLE 039 Environmental Issues in Testing and Evaluation</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 060 Practical Software and Systems Measurement</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 076 Introduction to Agile Software Acquisition</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 077 Defense Business Systems (DBS) Acquisition</td>
<td>✓</td>
</tr>
<tr>
<td>CLE 079 Chemical, Biological, Radiological, Nuclear (CBRN) Survivability</td>
<td>✓</td>
</tr>
<tr>
<td>CLM 013 Work-Breakdown Structure</td>
<td>✓</td>
</tr>
<tr>
<td>CLM 017 Risk Management</td>
<td>✓</td>
</tr>
<tr>
<td>CLM 035 Environmental Safety and Occupational Health</td>
<td>✓</td>
</tr>
<tr>
<td>CLV 016 Introduction to Earned Value Management</td>
<td>✓</td>
</tr>
<tr>
<td>ISA 201 Intermediate Information Systems Acquisition (R)</td>
<td>✓</td>
</tr>
<tr>
<td>LOG 100 Life Cycle Logistics Fundamentals</td>
<td>✓</td>
</tr>
<tr>
<td>LOG 103 Reliability, Availability, and Maintainability (RAM)</td>
<td>✓</td>
</tr>
<tr>
<td>PQM 101 Production, Quality, and Manufacturing Fundamentals</td>
<td>✓</td>
</tr>
<tr>
<td>SPS 106 Database Maintenance</td>
<td>✓</td>
</tr>
</tbody>
</table>

**EDUCATION:** None specified

**EXPERIENCE:** At least 1 year of hands-on T&E field activities

1. The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.
2. When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

**NOTE:** "(R)" following a course title indicates the course is delivered as resident-based instruction.
Test and Evaluation Level III

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Representative Activities</th>
</tr>
</thead>
</table>
| Headquarters and Staff (OSD, JS, COCOMs, JRTC, SYSCOMs, etc.) | • Manages identification, development, and implementation of T&E strategy, policy, practices, and procedures  
• Manages development of evaluation methodology and framework  
• Manages identification of T&E direction and guidance applicable to the Service/agency  
• Serves as the program’s principal T&E office representative at T&E meetings and other forums  
• Directs/Manages tracking/auditing of T&E aspects of products/systems in the acquisition process, identifies T&E issues, and recommends corrective actions as necessary  
• Manages development of the T&E career management plan for recruiting, training, and retaining a professional T&E workforce  
• Approves T&E strategies, T&E master plans (TEMPs), test concepts, and test plans, and certifies annual T&E budgets  
• Manages development and execution of T&E processes, standards, methods, and techniques |
| Program Management and Matrix Support            | • Includes the Chief Developmental Tester for MDAPs and MAIS programs  
• Chairs or serves as a key member of the program’s T&E Working-level IPT  
• Manages TEMP development and secures final approvals  
• Manages development of program’s T&E approach, process, schedule, and resource requirements  
• Manages development of T&E materials/data for technical and progress reviews, including risk assessment  
• Manages T&E personnel and financial resources requirements  
• Directs test concepts and test plans and submits annual T&E budgets  
• Directs coordination of cybersecurity T&E in accordance with DoDI 5000.02 and the DoD Risk Management Framework  
• Directs/Manages development and/or implementation of an evaluation methodology and framework for product/system under test |
| Range/Lab/Field Supporting Activities            | • Manages identification and scheduling of T&E resources, including workforce, infrastructure, and budgets to support testing at the respective facility  
• Ensures facility T&E tools (IT, targets, video, simulators, stimulators, instrumentation, etc.) are capable of supporting T&E  
• Directs/Manages facility test plan development, coordination, and approval  
• Directs manages technical and safety reviews of test plans  
• Directs/manages test execution, data collection, data management, and data analysis  
• Directs/manages evaluation, analysis, and reporting of test results  
• Directs/manages development of new T&E techniques, capture of lessons learned, and development of T&E best practices  
• Manages maintenance of the physical facility and environment, and coordinates renovations and repairs as necessary  
• Oversees implementation of Service/agency or DoD cybersecurity and system assurance (SA) policies applicable to test facility |

Core Certification Standards¹ (Required for DAWIA certification)

- Acquisition Training
  - Acquisition Training identified at Level II must have been completed
- Functional Training
  - Functional Training identified at Level II must have been completed
    - CLB 008 Program Execution
    - CLB 009 Planning, Programming, Budgeting, and Execution and Budget Exhibits
    - CLL 015 Product Support Business Case Analysis (BCA)
    - CLM 014 IPT Management and Leadership
    - CLM 031 Improved Statement of Work
    - CLV 016 Introduction to Earned Value Management
    - TST 303 Advanced Test and Evaluation (R)
- Education
  - Baccalaureate or graduate degree in a technical or scientific field such as engineering, physics, chemistry, biology, mathematics, operations research, engineering management, or computer science
- Experience
  - 4 years of T&E experience

Core Plus Development Guide² (Desired training, education, and experience)

<table>
<thead>
<tr>
<th>Type of Assignment</th>
<th>Training</th>
<th>HQ &amp; Staff</th>
<th>PM/Matrix Spt</th>
<th>Rg/Lab/Fld Spt Act</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>CLC 011 Contracting for the Rest of Us</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>CLE 009 ESOH in Systems Engineering</td>
<td>✔</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td></td>
<td>CLE 066 Systems Engineering for Systems of Systems</td>
<td>✔</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td></td>
<td>CLE 012 Supportability Analysis</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

¹ The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.  
² When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.  
NOTE: “(R)” following a course title indicates the course is delivered as resident-based instruction.
The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.

When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: “(R)” following a course title indicates the course is delivered as resident-based instruction.

<table>
<thead>
<tr>
<th>Core Plus Development Guide2</th>
<th>Type of Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Desired training, education, and experience)</td>
<td>HQ &amp; Staff</td>
</tr>
<tr>
<td>CLR 151 Analysis of Alternatives</td>
<td>✓</td>
</tr>
<tr>
<td>CLR 250 Capabilities-Based Assessments</td>
<td>✓</td>
</tr>
<tr>
<td>ENG 202 Applied Systems Engineering in Defense Acquisition, Part 2 (R)</td>
<td>✓</td>
</tr>
<tr>
<td>EVM 101 Fundamentals of Earned Value Management</td>
<td>✓</td>
</tr>
<tr>
<td>FE 201 Intermediate Facilities Engineering</td>
<td></td>
</tr>
<tr>
<td>HBS 409 Decision Making</td>
<td>✓</td>
</tr>
<tr>
<td>HBS 427 Meeting Management</td>
<td>✓</td>
</tr>
<tr>
<td>HBS 441 Team Management</td>
<td>✓</td>
</tr>
<tr>
<td>PMT 252 Program Management Tools Course, Part 1</td>
<td>✓</td>
</tr>
<tr>
<td>PMT 257 Program Management Tools Course, Part 2</td>
<td>✓</td>
</tr>
</tbody>
</table>

EDUCATION: None specified

EXPERIENCE: At least 2 years of hands-on T&E field activities

---

1. The Core Certification Standards section lists the training and/or education and experience REQUIRED for certification at this level for this career field within 24 months of assignment.

2. When preparing your Individual Development Plan (IDP), you and your supervisor should consider the training, education, and experience listed in this Core Plus Development Guide if not already completed.

NOTE: “(R)” following a course title indicates the course is delivered as resident-based instruction.
INTERNATIONAL ACQUISITION FUNCTIONAL COMMUNITY

International Acquisition is a career path created by the Under Secretary of Defense for Acquisition, Technology, and Logistics. International Acquisition establishes a formal career path across all applicable acquisition career fields. Formalizing the career path systematically with the personnel systems enables two important actions. First, specific billets can be subcoded as international acquisition positions requiring individuals possessing both core and international acquisition qualifications to fill the respective positions and receive the necessary training. Second, the existing personnel management infrastructure will record each Defense Acquisition Workforce member's achievement toward this special qualification. This information ultimately will provide visibility to members of senior management, enabling them to identify and select internationally qualified persons to lead international programs.

Mr. Keith Webster
Director, International Cooperation, OUSD(AT&L)

http://icatalog.dau.mil/
# International Acquisition Training Standards

<table>
<thead>
<tr>
<th>Type of Duty</th>
<th>Representative Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• International Cooperative Programs (ICP)</td>
<td>Managing or supporting planning or executing cooperative programs with international partners conducted under the terms of an international agreement including projects or programs ranging from cooperative science and technology to major system development and production</td>
</tr>
<tr>
<td>• Defense Sales and Transfers</td>
<td>Managing or supporting planning or executing of foreign military sales, building partner capacity, and/or hybrid direct commercial sales programs</td>
</tr>
<tr>
<td>• Acquisition Strategy Development</td>
<td>Analyzing cooperative opportunities, conducting analyses of alternatives, and integrating international acquisition and exportability considerations into a program's acquisition strategy</td>
</tr>
<tr>
<td>• Technology Security and Foreign Disclosure (TSFD)</td>
<td>Supporting development or implementation of exportability-related technology security, foreign disclosure, or export control policies and positions</td>
</tr>
</tbody>
</table>

## Core Training Standards

**Core Training Standards¹ (required for this career path)**

<table>
<thead>
<tr>
<th>Type of Duty</th>
<th>Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Acquisition Training</td>
<td>If your primary career field is a Level I position:</td>
</tr>
<tr>
<td></td>
<td>• ACQ 101 Fundamentals of Systems Acquisition Management</td>
</tr>
<tr>
<td></td>
<td>If your primary career field is a Level II or III position:</td>
</tr>
<tr>
<td></td>
<td>• ACQ 202 Intermediate Systems Acquisition, Part A</td>
</tr>
<tr>
<td>• Functional Training</td>
<td>If your primary career field is a Level I position:</td>
</tr>
<tr>
<td></td>
<td>• ACQ 120 Fundamentals of International Acquisition (FIAC)</td>
</tr>
<tr>
<td></td>
<td>• ACQ 130 Fundamentals of Technology Security/Transfer (FTS/T)</td>
</tr>
<tr>
<td></td>
<td>If your primary career field is a Level II position:</td>
</tr>
<tr>
<td></td>
<td>• ACQ 230 International Acquisition Integration (R)</td>
</tr>
<tr>
<td>• Education</td>
<td>As required by the career field</td>
</tr>
<tr>
<td>• Experience</td>
<td>As required by the career field</td>
</tr>
</tbody>
</table>

## Unique Position Training Standards

<table>
<thead>
<tr>
<th>Type of Duty</th>
<th>Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>• All ICP duty types</td>
<td>• ACQ 340 Advanced International Management Workshop (R)</td>
</tr>
<tr>
<td>• All TSFD duty types</td>
<td>• ACQ 350 Advanced Technology Security/Control Workshop (R)</td>
</tr>
</tbody>
</table>

## Core Plus Development Guide

**Core Plus Development Guide (Desired training, education, and experience)**

<table>
<thead>
<tr>
<th>Training</th>
<th>ICP</th>
<th>Def Sales and Trans</th>
<th>Acq Strat Dev</th>
<th>TSFD</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLC 027 Buy American Statute</td>
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<td>CLC 048 Export Controls</td>
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<td>CLC 052 Contracting with Canada</td>
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<td>CLC 125 Berry Amendment</td>
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<tr>
<td>CLE 022 Program Manager Introduction to Anti-Tamper</td>
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<tr>
<td>CLE 068 Intellectual Property and Data Rights</td>
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<tr>
<td>CLI 001 International Armaments Cooperation (IAC), Part 1</td>
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<tr>
<td>CLI 002 International Armaments Cooperation (IAC), Part 2</td>
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<tr>
<td>CLI 003 International Armaments Cooperation (IAC), Part 3</td>
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<tr>
<td>CLI 004 Information Exchange Program (IEP), DoD Generic</td>
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<tr>
<td>CLI 005 RDT&amp;E (IEP) Army-Specific</td>
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<tr>
<td>CLI 006 RDT&amp;E (IEP) Navy-Specific</td>
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<tr>
<td>CLI 007 Technology Transfer and Export Control</td>
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</tr>
</tbody>
</table>

**EDUCATION:** As required by the career field

**EXPERIENCE:** As required by the career field

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¹ The Core Training Standards section lists the training and/or education and experience REQUIRED for this career path within 24 months of assignment.

NOTES: "(R)" following a course title indicates the course is delivered as resident-based instruction.
CONTRACT MANAGEMENT COMMUNITY

The Defense Contract Management Agency (DCMA) is the DoD component that works directly with Defense contractors to help ensure that DoD, federal, and allied government agencies receive timely supplies and services that stay within projected costs and meet all performance requirements. DCMA directly contributes to the military readiness of the United States and its allies and helps preserve the Nation's freedom.

DCMA professionals serve as “information brokers” and in-plant representatives for military, federal, and allied government buying agencies—both in the initial stages of the acquisition cycle and throughout the life of the resulting contracts.

Before contract award, DCMA provides advice and information to help construct effective solicitations, identify potential risks, select the most capable contractors, and write contracts that meet the needs of its customers in DoD, federal, and allied government agencies.

After contract award, DCMA monitors contractors’ performance and management systems to ensure that cost, product performance, and delivery schedules comply with the terms and conditions of the contracts.

Embedded within the DCMA headquarters, the College of Contract Management (CCM) is chartered to ensure that well-trained faculty, well-designed curricula, and a cost-effective methodology will provide the professional, accredited courses necessary to enhance the skills of the acquisition workforce within the DCMA. Portions of the CCM’s curricula also benefit non-DCMA personnel performing contract management functions.

EARNED VALUE MANAGEMENT FUNCTIONAL COMMUNITY

Earned Value Management (EVM) is a disciplined, program management approach to integrating the cost, schedule, and technical work scope aspects of the contract. As such, EVM has earned the reputation as one of DoD’s and industry’s most powerful program management tools and plays a critical role in successfully delivering acquisition programs by providing program managers and their integrated product teams (IPTs) with timely insight into ongoing program performance. EVM analysis provides actionable information to the IPT so it can proactively manage those critical factors that influence cost, schedule, technical performance, and programmatic risk, thereby contributing to the timely delivery of high-quality, affordable, supportable, and effective defense systems to warfighters.

EVM requires cross-functional understanding of integrated program management competencies in various Defense Acquisition Workforce career fields. As the EVM functional leader, the director of Performance Assessments and Root Cause Analyses (PARCA) supports other OSD functional leaders by providing EVM expertise to influence the competency requirements for effective and efficient EVM application within their respective functional areas.
SMALL BUSINESS FUNCTIONAL COMMUNITY

As functional leader of the Small Business career field, it is my top priority to align Small Business training with defense capability and readiness efforts. Small business professionals play a vital role in providing leadership and guidance to the military departments and defense agencies to create opportunities for small business in the acquisition process. In order to optimize small business programs and defense procurements, small business professionals need to be proficient in performing a wide range of specialized functions. The courses in the Small Business curriculum aim to develop the necessary skills of small business professionals so they can maximize their contributions to Defense acquisitions to ensure the technological superiority of the Department. The following are some of the key functions performed by small business professionals:

- Developing, managing, and/or tracking procurement legislation, regulations, and policies affecting small business
- Forming acquisition strategies and participating in peer reviews and program management reviews of planned acquisitions
- Developing and managing subcontracting programs to ensure compliance with requirements
- Determining and recommending the appropriate level of small business participation during the acquisition planning process
- Providing market research expertise
- Collecting and analyzing information regarding commercial capabilities, processes, pricing, incentives, warranties, delivery, and other standard terms and conditions
- Assessing and analyzing the effectiveness of established command or agency small business program initiatives and objectives

SERVICES ACQUISITION FUNCTIONAL COMMUNITY

The Services Acquisition Directorate develops, implements, governs, and executes the acquisition oversight framework for SA, and champions Category Management policy and initiatives for DoD. Defense Procurement and Acquisition Policy, Services Acquisition (DPAP/SA) is tasked to improve the tradecraft in the acquisition of services. Contracted services represent more than 50 percent of the DoD’s total contract spending. DPAP/SA is responsible for ensuring that services procurement results in the best value at the most reasonable cost. As much of the spending is executed in smaller contracts, the DoD wishes to improve its oversight capabilities, develop an expert understanding of where services dollars are spent, and use the knowledge of services tradecraft to make strategic decisions about how to meet the needs of the warfighter most efficiently.
Section 4

Acquisition Workforce Management and Administration

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Directors, Acquisition Career Management (DACMs)
The DACMs assist in managing the accession, training, education, and career development of their respective components. There is a DACM representative for each of the military Services as well as for the 4th Estate. The 4th Estate DACM represents DoD agencies outside the military departments.

The DACMs coordinate with DAU to ensure the learning and developmental needs of the Defense Acquisition Workforce are addressed. The DACMs are instrumental in supporting enterprise human capital initiatives to create a high-performing Defense Acquisition Workforce. The following pages list important links and information regarding each DACM.

How to Register
To register for a DAU course, go to your appropriate DACM page in this catalog for links to registration Web sites and contact information. If you do not work as a member of the DoD—for instance, if you are a federal government employee in a civilian agency, an employee working for a company that supports DoD, or an international representative—go to the Registration Procedures for Non-DoD Students section of this catalog.

You are encouraged to review the DAU administrative information in this section, which provides an overview of DAU’s policies and procedures regarding attendance, cancellation, accommodations, transcript services, and other important information regarding taking a course at DAU.
The U.S. Army Director, Acquisition Career Management (DACM) is charged with the responsibility to implement the Defense Acquisition Workforce Improvement Act (DAWIA) for the Army Acquisition Workforce (AAW). The DACM is an advisor and staff assistant to the Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA(ALT)) and represents the assistant secretary in all matters relating to efforts to improve the acquisition workforce and its associated acquisition processes through education, training, and career management. The Army DACM reports directly to the ASA(ALT) and also serves as the Director of the U.S. Army Acquisition Support Center (USAASC). USAASC’s mission is to provide command-level resource management, human resources, and force structure support to the program executive offices and serve as the advocate for the entire AAW, to ensure their professional growth and acquisition career development, including talent management initiatives and DAWIA certification (training, education, and experience).

The Army DACM promotes leadership and professional development of the AAW and ensures individual acquisition skills sets are matched with relevant work requirements, all while promoting an environment of open communication where the workforce can understand its role in equipping and sustaining the world’s premier fighting force. The Army DACM office also fosters the professional growth of the AAW through functional, developmental, and leadership training.

The DACM’s responsibilities are to:

- Establish and oversee the mission and vision of the Army Acquisition Corps (AAC) and the associated programs for the development and readiness of a professional civilian and military workforce
- Oversee the AAC and the AAW while establishing human capital plans, programs, and strategies to accomplish the acquisition mission and vision for the Army
- Ensure the readiness of a professional civilian and military acquisition workforce through relevant training, education, and experience opportunities
- Oversee all career management activities for the AAC and AAW (e.g., policies, training, opportunities) in accordance with statutory requirements and congressional mandates
- Grant AAC membership and DAWIA certification and approve waivers
- Designate senior-level representatives to provide guidance and to advise on matters that affect the education, training, and career development of the AAW
- Establish forums/opportunities to address issues facing the acquisition community from the perspective of Army senior leaders
- Represent the Army Acquisition Executive in all matters pertaining to the acquisition mission for the Army

The AAW comprises more than 38,000 civilian and military workforce members who occupy 13 acquisition career fields. The largest number of workforce members serve in the acquisition career field of Engineering, followed by Contracting and Life Cycle Logistics.

Where to Find Information
The Army DACM Office resides within the USAASC at Fort Belvoir, Virginia. The office Web site (http://asc.army.mil/web/careerdevelopment/dacm-office/) contains information on everything related to acquisition careers. Some of the AAW content is highlighted below:

- AAC career planning and career models
- Civilian and military proponency
- AAW policy
- Education and training opportunities (tuition assistance, leadership training and development programs)
- Talent management
- The award-winning Army AL&T magazine
- DACM newsletter and hot topics
- Onboarding
- FAQs and help desk support
- Army Defense Acquisition University registration: www.atrns.army.mil/channels/aitas/
- Certification Management System and AAC Membership System: https://rda.altess.army.mil/camp/
- Defense Acquisition Workforce Development Fund
The Department of the Navy (DON) Director, Acquisition Career Management (DACM) is the Navy and Marine Corps’ lead for the professional development and management of the DON Acquisition Workforce (AWF). The DACM is the chief advisor and staff assistant to the Assistant Secretary of the Navy for Research, Development, and Acquisition (ASN(RD&A)), and represents the ASN(RD&A) on all AWF matters.

**Primary Responsibilities**

- Serve as direct advisor to the ASN(RD&A) and Principal Civilian Deputy ASN(RD&A) on all matters relating to the education, training, career development, and management of the AWF.
- Serve as executive secretary on the DON Acquisition Career Council, a cross-competency advisory group to the ASN(RD&A).
- Serve as the single point of contact for the Defense Director, Human Capital Initiatives; the Defense Acquisition University; and other DoD military Services and agencies on AWF matters.
- Provide acquisition community stewardship.
- Develop DON AWF strategies, policies, and procedures that meet the needs of the Navy-Marine Corps team.
- Oversee AWF career development programs, opportunities, and centralized AWF recognition/awards.
- Manage Defense AWF Development Funds for the DON AWF.
- Manage critical acquisition positions and key leadership positions.
- Serve on Navy and Marine Corps senior acquisition assignment slating panels.
- Manage DON AWF information systems and report AWF metrics.

**AWF Strategic Goals**

The DON AWF is responsible for translating military requirements into material solutions through designing, building, sustaining, modernizing, and maintaining complex ships, aircraft, and vehicles with associated equipment, combat systems, weapons, and ordnance to support sailors and marines 24/7 anywhere around the globe. Experienced, knowledgeable acquisition professionals who can work in the unique defense marketplace, understand the technical dimensions, and navigate the regulations are central to acquisition success. DON’s strategic goals—energize the AWF; professional and technical excellence; and responsibility and accountability—set a course to produce a forward-thinking, highly educated, and skilled workforce that is well managed and fully qualified to deliver the finest warfighting capability in the world at an affordable price.

**Where to Find Information**


To register for acquisition training, visit the DON eDACM Web site at [www.atrrs.army.mil/channels/navyedacm](http://www.atrrs.army.mil/channels/navyedacm).
U.S. Air Force DACM

The U.S. Air Force Director, Acquisition Career Management (DACM) is designated by the Assistant Secretary of the Air Force for Acquisition as the focal point for management and development of the acquisition workforce. The Air Force DACM works with the Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics; the Defense Acquisition University (DAU); other Services and defense agencies; Air Force acquisition career field functional managers; and Air Force Acquisition Workforce members to improve the acquisition workforce through education, training, and career management.

The Air Force DACM responsibilities are to:

- Assist the Service Acquisition Executive with oversight and execution of acquisition workforce responsibilities
- Develop the Air Force acquisition professional workforce through directing, coordinating, and reviewing actions mandated by the Defense Acquisition Workforce Improvement Act (DAWIA) and DoD directives
- Develop, implement, and oversee policies and procedures for the Air Force Acquisition Professional Development Program (APDP)
- Establish programs, as required, to provide career development opportunities for the acquisition workforce in accordance with DAWIA, associated regulations, and Air Force Acquisition Workforce human capital strategic planning objectives
- Develop, review, and coordinate policy regarding the Air Force Acquisition Workforce, including both organic resources (Air Force civilians and military) and contracted resources
- Represent the Air Force as point of contact with DAU and other DoD military Services and agencies for matters relating to the AT&L Workforce Education, Training, and Career Development Program
- Overseer Air Force acquisition training selection boards, including the Program Manager’s Course, Executive Program Manager’s Course, and Industrial College of the Armed Forces Senior Acquisition Course, for the acquisition community
- Manage training matters associated with DAWIA implementation, including DAU course quotas, acquisition training funds, and student course registration
- Centrally administer Defense Acquisition Workforce Development Funds to ensure the Air Force Acquisition Workforce has the capacity it needs in both personnel and skills
- Establish and maintain acquisition career management information systems for training, continuous learning, certification, acquisition personnel records review and waivers, as needed, to execute acquisition workforce responsibilities

Where to Find Information
Visit the Career/APDP section of the Acquisition functional area on the AF Portal (www.my.af.mil/gcss-af/USAF/site/ACQUISITION/Career), which includes the following topics and links:

- How to update your record
- Certification and training
- Professional currency/continuous learning
- Acquisition Corps requirements and responsibilities
- Education opportunities and tuition assistance
- Guide to training beyond certification
- Awards and recognition
- Position qualification and tenure waivers
- Professional development
- Policy references
- Career points of contact
- Workforce demographics
- Acquisition Demonstration project
- Acquisition Workforce Development Fund

Register for DAU Training
www.atrrs.army.mil/channels/acqnow/

Register for AFIT Training
www.atrrs.army.mil/channels/afitnow/

Track Continuous Learning
www.atrrs.army.mil/channels/acqnowcl/

Review your APDP certifications/history
www.atrrs.army.mil/channels/acqnowcert/

Review Your Acquisition Career Record (ACMS)
https://w45.afpc.randolph.af.mil/AFPCSecureNet40/CheckPortal.asp
The 4th Estate Director, Acquisition Career Management (DACM) represents civilians assigned to OSD, the Joint Staff, COCOMs, and the defense agencies outside the military departments—a community comprising more than 29,000 Defense Acquisition Workforce members. The 4th Estate DACM is responsible for collaborating with the defense agencies on all facets of career development and management of the Defense Acquisition Workforce. The 4th Estate DACM is the chief advisor for the directors of the defense agencies and acquisition executives on all AWF matters.

**The 4th Estate DACM responsibilities include:**

- Supporting enterprise human capital initiatives to create a high-performing Defense Acquisition Workforce
- Collaborating and coordinating with defense agencies to support implementation of the Defense Acquisition Workforce Development Fund
- Developing AWF strategies, policies, and procedures that meet the needs of the 4th Estate AWF, and providing policy interpretations on Defense Acquisition Workforce Improvement Act (DAWIA) matters
- Collaborating with senior leaders and functional leaders on matters relating to supporting and improving the Defense Acquisition Workforce
- Ensuring career management tools are available to the 4th Estate community, including a continuous learning tracking system and online application processes for certification and Defense Acquisition Corps membership
- Promoting talent management initiatives within the 4th Estate and providing centralized training opportunities for workforce members in the defense agencies
- Formulating concepts to develop innovative tools and resources to increase efficiencies
- Overseeing AWF career development programs, opportunities, and centralized AWF recognition/awards
- Managing 4th Estate AWF information systems and reporting AWF metrics

**Career management functions performed at your specific agency:**

- Approval of applications for DAU training
- Approval of DAWIA certification applications
- Approval of Acquisition Corps applications
- Processing and approval of waivers and fulfillment requests
- Documentation of course equivalencies
- Coding and management of acquisition personnel information

**Where to Find Information**
The 4th Estate DACM Web site, www.doddacm.mil, provides additional information on the following areas:

- Class registration: www.atrrs.army.mil/datms
- Managing your acquisition career
- Career management tools
- Workforce manager resources
- Workforce policy
- 4th Estate metrics
- Certification and training
- Professional currency/continuous learning
- Acquisition Corps requirements and responsibilities
- Education opportunities and tuition assistance
- Guide to training beyond certification
- Awards and recognition
- Professional development
- Policy references
- Career points of contact
- Workforce demographics
- Acquisition Demonstration project
- Acquisition Workforce Development Fund

**Points of Contact**

- Defense Acquisition Talent Management Help Desk
datmshelp@asmr.com
703-645-0161
- 4th Estate Travel Desk
4etravel@asmr.com
703-645-0161
- 4th Estate DACM Office
Doddacm.mil
703-805-5409
Course Offerings
DAU courses are offered in a variety of modes:

- Resident—Workforce member attends class at one of the DAU training sites.
- Local—DAU instructor teaches at locations that have sufficient numbers of attendees to constitute a class.
- Distance Learning—Course material is offered entirely or in part via the Internet.
- Facilitated Online Learning Environment—Material is offered online; instruction may be online or in the classroom.

Technology Requirements for Online Coursework
To complete online coursework, you must have access to a computer with the minimum capabilities listed below. Note: Mobile devices are not supported.

- Windows 7 Service Pack 1
- Internet Explorer 8.0, Firefox, Chrome
- Browser Settings:
  - Pop-up blockers disabled
  - Cookies enabled at medium-low security level
- Java Runtime Environment:
  - Enabled, version 1.7 or above—AJAX has replaced the necessity for Java
- Adobe Flash Player Version 23+
- Windows Media Player 12+
- Adobe Acrobat Reader Version 11+
- Adobe Shockwave Player 12+
- Intel Pentium 4 Processor (1.6–2.4 GHz) or faster
- 40 GB of available hard disk space
- 1 GB of RAM
- Recommended Display Settings:
  - 1024 x 768 minimum resolution
  - Font size or DPI set to normal or 100%
- Internet connection: 56 Kbps+ (1.5 Mbps recommended)
- 16-bit sound card and speakers

When logging on to the DAU Virtual Campus at https://learn.dau.mil, students should review the computer requirements in the “System Requirements” option under the “Help” menu. This will help students ensure that their computers are able to run online courseware successfully. Some online courses have additional software requirements that are explained at the beginning of the course.

Reporting Instructions
After being accepted for admission into a DAU course, students will receive an email from the university with instructions on how to proceed. In the case of online courses, an email will explain how to access the course material online. For classroom courses, students will receive an email with specific reporting instructions and information on lodging, meals, facilities, and appropriate classroom attire.

DAU offers students Web-based support for classroom activities and precourse assignments through the Blackboard learning management system. Blackboard provides Web sites for elected DAU courses so students can access readings and course activities on demand. Blackboard can support a variety of learning activities as required by a class: assignments, quizzes, surveys, and discussions. It supports group work and provides a place to store and submit files to instructors. A student enrolled in a course using Blackboard will receive information about the course's Web site in course-welcome materials.

Travel, Per Diem, and Reimbursement
Each Director of Acquisition Career Management (DACM) office or parent organization funds travel expenses and per diem for eligible students based on Service- or agency-specific policy. Students should consult the appropriate Acquisition Career Management office for policy and guidance concerning travel requirements. It is very important that students arrive with a government credit card to pay for all legitimate travel-related expenses or, if needed, draw cash advances in lieu of receiving advance per diem payments. DAU cannot process travel claims or provide advance per diem payments. Students should know the name and telephone number of the government credit card program coordinator for their Services or organizations. This person will be the student’s point of contact for government credit card-related questions.

Defense Acquisition Workforce members may be eligible for funding of travel and per diem when attending courses required for certification. This is strictly based on the Service or component policy. Students should contact their Service or component...
point of contact for the specific funding policy covering DAU training. Funding is not provided to cover travel and per diem costs for workforce members who attend DAU courses for the purpose of continuous learning.

Course Registration and Quota Allocation
DAU uses the Army Training Requirements and Resources System (ATRRS) to maintain course schedules, allocate quotas, and manage class registration. Registration requires the student to have a valid DoD Common Access Card (CAC). Agencies with quota allocations should register workforce members as early as possible before the class start date to ensure their employees are in the ATRRS system and that employees have sufficient time to make necessary arrangements for attending class. After applying for a course, a student will receive an email identifying his or her status as wait-listed, disapproved, or as having a reservation. Approximately 60 days before the class starts (later for late registrants), those with class reservations will receive an email from DAU providing reporting instructions, class start and end times, and location-specific information (e.g., points of contact, hotels, and directions). Points of contact for most courses and locations are listed in the online course schedule. Any workforce member who is registered and has not received reporting instructions 15 days before the class start date should contact the Center for Scheduling and Student Support at either 866-568-6924 (Option 1) or 703-805-3459 (Option 1).

Attendance Policy
Students are expected to attend all scheduled course sessions (including teleconferencing, satellite, and synchronous online sessions) and complete all coursework. Whenever possible, students shall request permission from the instructor in advance of absences, which must be for valid reasons such as illness or family emergency. Cumulative absences that exceed 5 percent of contact time may be grounds for disenrollment (e.g., for a 40-hour course, students are expected to participate in at least 38 hours). Some courses permit students who miss periods of class time to complete supplemental work before receiving a graduation certificate. Concerning various categories of leave, DAU follows established DoD and Office of Personnel Management guidance for civilians and Service regulations for military personnel.

Transcripts
To obtain transcripts, students should go to www.dau.mil/faq/Pages/Transcripts-Certificates.aspx and click “DAU Transcript System.” The DAU transcript Web site is currently accessible only to users with a DoD-issued CAC. Once in the transcript
system, students can print an unofficial transcript at their desk or request that an official transcript with a DoD seal be sent to a college.

NOTE: If you do not have an issued CAC, you may send an email to the DAU Center for Scheduling and Student Support Office at scheduling@dau.mil to request an Official or Unofficial Transcript. These requests are being manually processed in the order in which they are received.

All transcripts are usually processed within 2 to 3 working days, though sometimes it takes longer; students will receive an email notice when their transcript has been processed. Questions regarding transcripts should be directed to the Center for Scheduling and Student Support at scheduling@dau.mil.

Disability Accommodations
DAU will attempt to provide reasonable accommodations, as needed, to every student with a verified disability. We are best able to do this when the student submits an accommodation or special needs request via the automated registration system while registering for a course. DAU fully supports the requirements of Section 508 of the Rehabilitation Act Amendments of 1998. Section 508 requires federal agencies that develop, procure, maintain, or use electronic and information technology to ensure that federal employees with disabilities have access to and use of that information and data. To that end, all new DAU courseware is developed to comply with the standards set forth in Section 508. Please go to www.dau.mil/faq/Pages/Transcripts-Certificates.aspx for more detailed information regarding accommodating students with disabilities.

Student Policies
A complete overview of all student policies can be found at www.dau.mil/training/p/student-policies-info.

Academic Integrity
Absolute integrity is expected of every DAU student in all academic undertakings. Integrity entails a firm adherence to a set of values, and the values most essential to an academic community are grounded on the concept of honesty with respect to the intellectual efforts of oneself and others. Academic integrity is expected not only in formal coursework situations, but in all university relationships and interactions connected to the educational process, including the use of university resources.

Dress Policy
Unless otherwise noted in the welcome letter or email, civilian and military students are authorized to wear business casual attire: dress slacks, collared shirts, dress shoes/loafers and the equivalent attire for women. Examples of inappropriate attire are shorts; flip flops; strapless, excessively short or sheer garments; exposed midriffs; jeans; and athletic wear of any kind. The instructor, in advance, may specify exceptions to the above in support of a particular class event. Students also are requested to be cognizant that the heavy use of colognes and perfumes can be a distraction in class and cause allergic reactions in other students. In the case of DAU courses conducted at customer sites, alternative standards, consistent with those of the local command or organization, may prevail.

Cancellation Policy
If circumstances dictate canceling course attendance after a student receives notification of acceptance, the procedures set forth by the student’s respective Service or the 4th Estate DACM should be followed. This may afford other workforce members an opportunity to attend the course.

Grievance Policy
Any grievance a student may have, academic or otherwise, will first be addressed with the lead instructor of the course. If the lead instructor cannot resolve the issue to the student’s satisfaction, the issue can be elevated as outlined in DAU Directive 704, Student Academic and Administrative Policies. Directive 704 is available at www.dau.mil/training/p/student-policies-info
REGISTRATION PROCEDURES FOR NON-DOD STUDENTS

Foreign Nationals
Foreign military and civilian employees of a foreign government must apply for DAU courses through their country’s training officer, who will coordinate the training request through the U.S. Army security assistance officer in the Office of Defense Cooperation or an appropriate official in the U.S. Embassy. The U.S. Army Security Assistance Training Field Activity (SATFA), which is the executive agent for foreign members attending DAU courses, will process each individual’s application through appropriate channels. The SATFA will coordinate all training requests with the Registrar for Defense Industry, FMS, and NATO students at 703-805-3765.

Military and civilian employees of countries that are members of the North Atlantic Treaty Organization (NATO) should initiate their training requests through the SATFA by calling 757-788-3255. The SATFA desk officer for NATO affairs will put the student in contact with the appropriate NATO training officials to process and coordinate the training request.

A non-U.S. citizen employed by a U.S. defense industry corporation, working for a foreign corporation that has a contract with DoD or any of the military departments, or assigned to a U.S. military agency or activity may be eligible to apply for DAU courses. For information about applying for a course, contact the DAU Center for Scheduling and Student Support Office at scheduling@dau.mil or 703-805-3765.

Acquisition Personnel with Federal Civilian Agencies
Federal civilian personnel interested in acquisition or acquisition-related training should first consult the Federal Acquisition Institute Web site at www.fai.gov, which provides information about career, certification, and training programs. Federal civilian personnel interested in attending DAU-sponsored training must register for the given course through the Federal Acquisition Institute Training Application System (FAITAS) at https://faitas.army.mil/Faitas/External/Login/?ReturnUrl=%2ffaitas. For additional information, students should contact their agency-specific Acquisition Career Manager (ACM), which is listed at www.fai.gov/drupal/humancapital/acquisition-career-manager-acm.

Federal civilian personnel can attend DAU courses at no cost for the course, on a space-available basis. The electronic system streamlines the reservation process and allows prospective students to initiate their own training requests via the Internet.

The FAITAS Help Desk is available at 703-752-9604 between the hours of 7:30 a.m. and 5:30 p.m. EST. The Help Desk is closed on federal holidays. Technical issues are reported using our online ticketing system available at www.fai.gov; click the Help Desk tab on the upper left side of the home page.

Defense Industry Certification
Unless an organization has its own certification standards, there is no organization or association that confers certification in a functional area for defense industry employees similar to the certification program administered by DoD for its acquisition workforce members. Industry employees may demonstrate comparable training to the members of the DoD Acquisition Workforce by successfully completing DAU courses. They can register for courses at https://dau.atrrs.army.mil/channels/nondod/logon.asp and will be accepted on a space-available basis.
Appendix A

Training Courses

See pages 126–129 for course registration procedures.

Course prerequisites appear in Appendix B and are listed online in the iCatalog within each course concept card. A consolidated listing is also accessible from the iCatalog Home page at http://icatalog.dau.mil/
Appendix A: Training Courses

Distance Learning or Facilitated/Online

Resident/Local

ACQ 101

Fundamentals of Systems Acquisition Management
This course provides a broad overview of the DoD systems acquisition process, covering all phases of acquisition. It introduces the Joint Capabilities Integration and Development System; the planning, programming, budgeting, and execution process; the DoD 5000-series policy documents; and current issues in systems acquisition management. Designed for individuals who have little or no experience in DoD acquisition management, this course has proven very useful to personnel in headquarters, program management, and functional or support offices.

Course Length: Approximately 25 hours
Method of Delivery: Distance Learning

ACQ 120

Fundamentals of International Acquisition (FIAC)
This course teaches the fundamentals of international acquisition and its relationship to Security Cooperation, including relevant laws and policies and the roles of involved U.S. Government organizations. It covers International Armaments Cooperation (IAC) and Security Assistance programs, how they relate to the Defense Acquisition System, and the processes and procedures used for these forms of international acquisition. The course also covers international contracting, international logistics, and systems engineering activities as they relate to program protection and interoperability, and technology security basics.

Course Length: Approximately 21 hours
Method of Delivery: Distance Learning

ACQ 130

Fundamentals of Technology Security/Transfer (FTS/T)
This course is intended to provide the student with a comprehensive understanding of technology security and transfer as it pertains to international acquisition activities. FTS/T covers the purpose of technology security in international programs, the key legislation and key players involved, and the role of the acquisition professional in the process. Upon completion of this course, students should be able to identify technology security principles, information, and processes, as well as describe the relationships between technology security and acquisition.

Course Length: Approximately 12 hours
Method of Delivery: Distance Learning

ACQ 160

Program Protection Planning Awareness
This course emphasizes the principles and policies of system security engineering. Program protection planning requires each acquisition's integrated product team to prevent, detect, and respond to program protection challenges. This course provides training on threats, vulnerabilities, risks, cost-benefit risk trade-offs, and required mitigations for DoD systems. It also addresses supply chain management and the need for acquisition program protection documents such as the Program Protection Plan, Cybersecurity Strategy, and security plans.

Course Length: Approximately 17 hours
Method of Delivery: Distance Learning

ACQ 165

Defense Acquisition of Services
This course is designed to improve tradecraft in the acquisition of services. The course is based on DoD Instruction 5000.74, Defense Acquisition of Services, and includes services acquisition roles and responsibilities; oversight and approval of contracted services portfolios; requirements development, validation, and oversight; data collection, reporting and inventory of contracted services; and acquisition considerations for information technology services. ACQ 165 is designed for individuals who need to improve their knowledge of this subject, but it also offers an opportunity for experienced acquisition personnel to enhance their understanding of the service acquisition process, approval levels, and reporting requirements.

Course Length: Approximately 8 hours
Method of Delivery: Distance Learning
ACQ 202

Intermediate Systems Acquisition, Part A
This is Part A of a two-course series designed for mid-level acquisition professionals. It presents a dynamic, real-time learning environment oriented towards developing the requisite skills and knowledge to work in integrated product teams by providing an overview of systems acquisition principles, policies, and processes.

Course Length: Approximately 35 hours
Method of Delivery: Distance Learning

ACQ 203

Intermediate Systems Acquisition, Part B
This is Part B of a two-course series designed for mid-level acquisition professionals. It presents a dynamic, real-time learning environment oriented towards developing the requisite skills and knowledge to work in integrated product teams by providing an overview of systems acquisition principles, policies, and processes.

Course Length: 4.5 classroom days
Method of Delivery: Resident

ACQ 230

International Acquisition Integration
This course teaches students to plan, integrate, and implement international acquisition programs within the Defense Acquisition System. It is designed to meet the needs of Defense Acquisition Workforce members in various career fields that are responsible for international acquisition program efforts. The course covers the International Acquisition Career Path competencies using a comprehensive, integrated approach with practical exercises that address the following areas/mechanisms: cooperative programs, foreign military sales, direct commercial sales, building partnership capacity programs, technology security and foreign disclosure, and defense exportability integration.

Course Length: 4.5 classroom days
Method of Delivery: Resident

ACQ 265

Mission-Focused Services Acquisition
This course aims to improve tradecraft in the acquisition of services. It uses a multifunctional approach that gives acquisition team members the tools and techniques necessary to analyze and apply performance-based principles when developing requirements documents and effective business strategies for contractor-provided services. The course employs the seven-step Service Acquisition Process, a team-oriented approach, and multiple interactive, hands-on, learning sessions to apply the principles. ACQ 265 is designed for those who need to improve their skills in developing and defining service requirements, supporting business strategies, and effectively managing the resulting contractor performance. However, this course also offers an opportunity for experienced acquisition personnel to strengthen their understanding of the Service Acquisition Process.

Course Length: 4.5 classroom days
Method of Delivery: Resident

ACQ 265

Intermediate Systems Acquisition, Part B
This is Part B of a two-course series designed for mid-level acquisition professionals. It presents a dynamic, real-time learning environment oriented towards developing the requisite skills and knowledge to work in integrated product teams by providing an overview of systems acquisition principles, policies, and processes.

Course Length: 4.5 classroom days
Method of Delivery: Resident

ACQ 315

Understanding Industry (Business Acumen)
This course covers a wide range of business acumen competencies, including industry orientation, organization, cost and financial planning, business strategy/development, supplier management, incentives, and negotiating strategies. Business skills will be learned for aligning company strategies, finances, and operations that motivate company decisions, in order to meet business goals and gain fair and reasonable profits while providing best taxpayer value to the government on defense products.

Course Length: 4.5 classroom days
Method of Delivery: Resident

ACQ 340

Advanced International Management Workshop
This course is designed to prepare professionals to participate effectively in the development and negotiation of defense armaments cooperation agreements ranging from simple data exchange annexes to complex cooperative development, production, and support agreements. Students who successfully complete this course will be able to synthesize, integrate, and apply U.S. policy on international cooperative defense acquisition, including policies of the Departments of Defense, State, Commerce, and Treasury. The final outcome of the week is to formulate and practice negotiation of international acquisition agreements in accordance with U.S. policies, statutes, and regulations.

Course Length: 4.5 classroom days
Method of Delivery: Resident
Appendix A: Training Courses

**ACQ 350**

*Advanced Technology Security/Control Workshop*

This course explores issues associated with the proper means of analyzing, synthesizing, and applying security principles and concepts for effective technology security and foreign disclosure. Specific topics include DoD policies and experiences, the role of executive departments and Congress, International Traffic in Arms Regulations, international security policy documentation, anti-tamper, NATO-EU-other international organizations’ defense policies, export control reform, and lessons learned/best practices.

*Course Length: 5 classroom days
Method of Delivery: Resident*

**ACQ 370**

*Acquisition Law*

DoD policy now mandates that the acquisition process be conducted through integrated product teams. The employment of integrated product teams in the acquisition process has resulted in the involvement of many noncontracting government personnel. ACQ 370 provides an overview of government contract law, specifically laws and regulations that are applicable to government contracts.

*Course Length: 4.5 classroom days
Method of Delivery: Resident*

**ACQ 380**

*International Acquisition Management*

This course teaches students to conceptualize, assess, plan, and execute the full spectrum of international acquisition and exportability (IA&E) activities to improve acquisition outcomes and contribute to DoD and U.S. Government security cooperation objectives. The course covers program IA&E assessments, international considerations in developing a program’s acquisition strategy, international business planning, defense exportability integration, technology security and foreign disclosure considerations, foreign military sales acquisition best practices, international cooperative programs, working with industry, and IA&E best practices. It is designed to strengthen the student’s critical thinking and analytical skills through the use of practical exercises and case studies based on real-world IA&E scenarios. Approximately 6 hours of precourse work is required.

*Course Length: 4.5 classroom days
Method of Delivery: Resident*

**ACQ 401**

*Senior Acquisition Course*

For ACAT Level III (or equivalent) certified students selected to attend The Dwight D. Eisenhower School for National Security and Resource Strategy, the Senior Acquisition Course (SAC) consists of the 10-month Eisenhower School curriculum, complemented by a choice of acquisition-related focus electives, graduate-level lessons/seminars, and individual/group research and writing. A limited number of SAC students may take the Defense Acquisition University Program Manager’s Course, PMT 401, in lieu of the focus elective and individual/group research and writing, as a general elective in partial fulfillment of the SAC and the National Security and Resource Strategy curriculum requirements. Those who complete the SAC receive a Master of Science degree in National Security Resource Strategy from The Eisenhower School and a diploma signifying completion of the course. Professionals who also take the Program Manager’s Course as part of their curriculum earn PMT 401 diplomas as well.

*Target Attendees: Participants are selected by their respective Services or agencies. Military officers are selected as part of the Senior Service School Selection Process and designated by the directors of acquisition career management.*

*Course Length: 10 months
Method of Delivery: Resident*

**ACQ 404**

*Senior Acquisition Management Course*

This course provides a senior level of understanding of the Defense Acquisition System. It offers an environment for frank discussion of key processes, current issues and initiatives, best practices, and lessons learned, appropriate for senior decision makers. Distinguished speakers provide the executive participants a forum to discuss motivations, constraints, and perspectives of government and defense industry executives, the Congress, and the Government Accountability Office.
**Target Attendees:** General, flag officers, members of the Senior Executive Service, and senior defense industry executives in key leadership positions.

**Course Length:** 4.5 classroom days

**Method of Delivery:** Resident

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**ACQ 405**

**Executive Refresher Course**

This course provides senior acquisition professionals an update on DoD acquisition policy, processes, and lessons learned. The ultimate goal is for participants to synthesize classroom information and reflect on their roles and responsibilities as acquisition leaders. Participants hone their expertise through discussions led by DoD, congressional, Government Accountability Office, and industry guest speakers on acquisition updates. Sessions also include specific career field updates provided by DAU instructors in areas such as financial management, systems engineering, contracting, logistics, and test and evaluation. Learners also will participate in facilitated discussions on contemporary management and leadership topics, such as partnering with industry, risk and opportunity management, human capital management, governance, time management, and leading change.

**Target Attendees:** This course is for DAWIA Level III-certified members of all career fields who are (or have been selected for) O-6, GS-15, or the industry equivalents who are working in DoD weapons systems or information systems acquisition. This course is not designed for individuals currently assigned as program managers for major defense acquisition programs or major automated information systems.

**Course Length:** 8.5 classroom days

**Method of Delivery:** Resident

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**ACQ 415**

**Strategic Interface with Industry**

This course provides focused, comprehensive business knowledge training for senior acquisition personnel. A wide range of business knowledge competencies are addressed, such as company strategy alignment with resources and organization; business finances including use of financial reporting, metrics, and market intelligence; and drivers for mergers, acquisition, and divestitures, including potential program impacts for both company and customer.

**Target Attendees:** Acquisition professionals at PEO, SES, and senior GS-15 or military O-6 with at least 12 years acquisition experience in their career field.

**Course Length:** 3 classroom days

**Method of Delivery:** Resident

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**ACQ 450**

**Leading in the Acquisition Environment**

This action-based-learning course provides an overview of the competencies and skills needed to lead in an acquisition environment. Experiential activities include role-playing, simulation, communication, and critical-thinking exercises; a leadership challenge; and completion of a 360-degree feedback instrument and action plans related to the feedback. Participants will learn to apply strategies for leading up, down, and across in an acquisition organization.

**Target Attendees:** This class is for civilians (GS-13–15) and military (O-5 and O-6) personnel in supervisory positions, Level III-certified (any career field/path), and who have at least 3 years of acquisition experience serving in a Level III-coded position. Industry and allied participants are eligible to attend and are encouraged to register on a space-available basis.

**Course Length:** 3.5 classroom days

**Method of Delivery:** Resident

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**ACQ 451**

**Integrated Acquisition for Decision Makers**

This participant-driven, action-based course exposes Defense Acquisition Workforce members to the multidisciplinary acquisition perspectives, integration challenges, and influencing strategies necessary for successful integrated acquisition decision making. Through facilitated discussions, simulations, exercises, case studies, and exposure to decision-making tools, participants will formulate strategies that promote effective integration and collaboration for a current integration challenge. Participants will gain a wider view of the acquisition environment and their respective roles and responsibilities.

**Target Attendees:** This class is for civilian (GS-13–15) and military (O-5 and O-6) personnel who are Level III-certified (any career field/path) and have at least 3 years of acquisition experience serving in a Level III-coded position. Industry and allied participants are eligible to attend and are encouraged to register on a space-available basis.

**Course Length:** 3.5 classroom days

**Method of Delivery:** Resident

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**ACQ 452**

**Forging Stakeholder Relationships**

This action-based course introduces professionals to the methods and skills necessary to identify, assess, and promote the building of stakeholder
Appendix A: Training Courses

Distance Learning or Facilitated/Online  Resident/Local

relationships required for success in the acquisition environment. Experiential activities will include a precourse stakeholder assessment as well as simulation, communication, and critical-thinking activities that will facilitate the development of tailored stakeholder action plans. At the end of the course, professionals will be able to build ownership of acquisition outcomes across the enterprise.

**Target Attendees:** This class is for civilian (GS-13–15) and military (O-4 to O-6) personnel who are Level III-certified (any career field/path) and have at least 3 years of acquisition experience serving in a Level III-coded position. Industry and allied participants are eligible to attend and are encouraged to register on a space-available basis.

**Course Length:** 3 classroom days plus a few hours of pre- and post-course work

**Method of Delivery:** Resident

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**ACQ 453**

**Leader as Coach**

This course focuses on the thinking, behaviors, skills, and strategies needed to accomplish a paradigm shift from managers who primarily direct and evaluate subordinates to managers who encourage and reward innovation, agility, listening, collaboration, continuous and purposeful growth, results, and accountability. As leaders, students will develop greater personal awareness and increase the impact of their energy and the energy of their organizations. Students will do this by learning and applying the principles and behaviors of effective coaches.

**Target Attendees:** Civilian and military Defense Acquisition Workforce leaders, primarily supervisors in grades equivalent to GS-13–15 and O-4 through O-6, as well as leaders of integrated product teams.

**Course Length:** 3 classroom days

**Method of Delivery:** Resident

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**BCF 130**

**Fundamentals of Cost Analysis**

This course introduces acquisition professionals to the policies and techniques used in cost analysis, including DoD cost analysis, definition and planning of a cost estimate, data collection and sources, data normalization, life-cycle data analysis, risk and uncertainty, documentation requirements, and budgeting considerations. The course also explores the four popular cost-estimation techniques: analogy, parametric, engineering, and actual cost.

**Course Length:** Approximately 17 hours

**Method of Delivery:** Distance Learning

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**BCF 131**

**Applied Cost Analysis**

In this course, students will apply the techniques they learned in Fundamentals of Cost Analysis to develop cost estimates, with an emphasis on life-cycle cost estimates. Learning methodologies include interactive presentations, group discussion, cost analysis using MS Excel, and case study of an ongoing major defense acquisition program. The course will also expose students to current developments in data collection.

**Course Length:** 5 classroom days

**Method of Delivery:** Resident

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**BCF 205**

**Contractor Business Strategies**

Contractor Business Strategies is an active-learning experience designed to improve professionals’ understanding of the federal government marketplace from a business perspective. Initially, participants are actively engaged in the life-cycle process by which a
typical manufacturing company produces and sells a product, receives payment for that sale, and ultimately earns a profit or incurs a loss. During this process, the participants interact with company customers, bankers, shareholders, boards of directors, and other stakeholders. Participants deal with the allocation of indirect costs to multiple products, analyze the impact on overhead rates of the loss of projected government contracts, and develop a pricing strategy to win a government contract. While the scenarios and dilemmas focus primarily on these business activities from a contractor’s perspective, participants are also placed in the position of a government employee to evaluate the impact that contractors’ business strategies have on the government.

Target Attendees: This course is for military officers (O-3 and above) and DoD civilians (GS-9 and above) who have 3 to 5 years of experience in financial management and are involved in the systems acquisition process, interface with contractors, or deal with contractor data. The course is also recommended for personnel in the Contracting and Program Management career fields.

Course Length: 3.5 classroom days
Method of Delivery: Resident

BCF 206

Cost Risk Analysis
Cost analysts taking this course receive an overview of how to model the cost/risk associated with a defense acquisition program. Covered topics include basic cost/risk concepts, subjective probability assessment, goodness-of-fit testing, basic simulation concepts, and spreadsheet-based simulation. Practical exercises and a small-group, Monte Carlo simulation-based, cost/risk case reinforce the techniques taught in this course.

Course Length: 3.5 classroom days
Method of Delivery: Resident

BCF 209

Acquisition Reporting for MDAPs and MAIS
Acquisition Reporting for MDAPs (major defense acquisition programs) and MAIS (major automated information systems) provides training on how to prepare an Acquisition Program Baseline (APB), a Defense Acquisition Executive Summary (DAES), and a Selected Acquisition Report (SAR). Nunn-McCurdy unit cost reporting for MDAPs is also addressed. During the in-class lecture and computer-assisted case studies, the participants learn step-by-step report preparation using the Defense Acquisition Management Information Retrieval Web application.

Target Attendees: This course is for military officers, O-1 and above, and DoD civilians, GS-7 and above.
Course Length: 5 classroom days
Method of Delivery: Resident

BCF 215

Operating and Support Cost Analysis
This course covers the basic concepts and methodologies needed to develop operating and support (O&S) cost estimates. It emphasizes the cost-estimating techniques that are more commonly used in an O&S estimate, especially those that are not as widely used outside of an O&S estimate. There is a moderately detailed study of reliability and maintainability calculations for the purpose of building an estimate, of personnel costing, and of acquisition of maintenance and usage data. The course culminates with students creating and justifying a small O&S estimate.

Course Length: 4.5 classroom days
Method of Delivery: Resident

BCF 220

Acquisition Business Management Concepts
The objective of this Web-based course is to give mid-level financial management professionals an ample grasp of the concepts and procedures necessary for application during follow-on, in-class exercises. Although BCF 220 is designed for students who are required to take BCF 225, a resident course, it may also provide an opportunity for experienced acquisition personnel to improve their understanding of common financial topics such as cost estimating; earned value management analysis; planning, programming, budgeting, and execution; congressional enactment; and budget preparation and execution.

Course Length: Approximately 24 hours
Method of Delivery: Distance Learning

BCF 225

Acquisition Business Management Application
This course offers hands-on experience in dealing with common financial issues in acquisition that include cost estimating; earned value management analysis; planning, programming, budgeting, and execution; congressional enactment; and budget preparation and execution.

Course Length: 5 classroom days
Method of Delivery: Resident
Appendix A: Training Courses

BCF 230
Intermediate Cost Analysis
This course emphasizes the application of the cost-estimating process, cost analysis techniques, and estimate interpretation through the development of a life-cycle cost estimate. The course addresses estimate definition and planning, data collection, data normalization, formulation, review and presentation, and documentation. Estimating techniques such as parametric, analogy, expert opinion, nonparametric analysis, and cost improvement curves are discussed in more depth. Computations are done using scientific calculators, spreadsheets, and automated tools.

Course Length: 9.5 classroom days
Method of Delivery: Resident

BCF 250
Applied Software Cost Estimating
This course emphasizes the unique characteristics in the software development environment (including estimating the size of the software application, converting software size to development effort, estimating the schedule for completing the development effort, and maintaining the software throughout the operational phase) and their effect of the cost-estimating process. The course helps students create reliable and credible software cost estimates through the use of numerous exercises designed to develop critical-thinking skills as they pertain to the interrelationships of staffing, scheduling, software complexity, and technology.

Course Length: 5 classroom days
Method of Delivery: Resident

BCF 301
This capstone course teaches professionals how to apply business, cost estimating, and financial management concepts, techniques, and on-the-job experience to functional interrelationships and opportunities among the disciplines of cost estimating, earned value management, and financial management.

Course Length: 8.5 classroom days
Method of Delivery: Resident

BCF 330
Advanced Concepts in Cost Analysis
This course is designed for senior-level cost estimators to apply their skills in developing and assessing the validity and accuracy of cost estimates for all ACAT levels within the major automated information system (MAIS) and major defense acquisition program (MDAP) designations. Students will use their critical thinking and analytical skills to execute all steps in developing and assessing credible, repeatable, and defensible life-cycle cost estimates. Selected advanced cost-estimating techniques and topics of interest will be taught. Case-study-driven exercises will require cost estimators to conduct research and perform leadership responsibilities in a small group, decision-making environment.

Course Length: 8.5 classroom days
Method of Delivery: Resident

CMA 100
Fundamentals of the GFR and GGFR
This course presents foundational information regarding acquisition and contracting, ground and flight operations, contractor procedures, assessments, and safety and mishaps. It serves as the initial component of the broader Government Flight Representative (GFR) and Ground Government Flight Representative (GGFR) training program.

Course Length: Approximately 5 hours
Method of Delivery: Distance Learning

CMA 241
Government Flight and Ground Representative (GFR/GGR)
This course provides the training required to perform surveillance of a contractor's flight and ground operations in accordance with the contract and Defense Contract Management Agency (DCMA) Instruction 8210.1.

Target Attendees: This course is intended for rated U.S. military officers and aircraft maintenance officers and NCOs (E-7 or above), or government civilians in an aviation position, to whom the Approving Authority will appoint responsibility for FAR 42.302 (a) 56 (approval of contractor flights, procedures,
crewmembers) and for ensuring contractor compliance with applicable provisions of the contract and DCMA Instruction 8210.1.

**Course Length:** 5 classroom days  
**Method of Delivery:** Resident

**CMC 100**

**Contract Administration Fundamentals**  
This course provides the necessary knowledge and skills to assign contracts for administration, generate contract deficiency reports, perform various contract reviews, administer contract corrections, plan and conduct post-award orientation conferences, and manage contract modifications in accordance with Defense Contract Management Agency policy and government regulations.

**Course Length:** Approximately 15 hours  
**Method of Delivery:** Distance Learning

**CMC 130**

**Introduction to Indirect Costs Rates**  
This course provides an introduction to the fundamental concepts and principles of indirect cost rates for any Defense Contract Management Agency personnel who wish to learn about the subject.

**Course Length:** Approximately 5 hours  
**Method of Delivery:** Distance Learning

**CMC 200**

**Fees, Financing, and Payments**  
This course presents journeyman concepts and principles for administering government payments to finance contract performance in accordance with DCMA policy and government regulations. The goal of the course is to enable students to achieve reduction to practice in applying contract fees, finance and payment policies, and procedures in compliance with regulations, relevant contract information, and tools and applications for the contract administration team. This course includes approximately 6 hours of precourse work requirements.

**Course Length:** 7 classroom days  
**Method of Delivery:** Resident

**CMC 202**

**Advanced Contract Administration Topics**  
Using topics that arise on the job, this course provides training on general payment support, managing unique contract funding, reducing the loss of “at risk” canceling funds at the end of a fiscal year, contractor debt, and voluntary funds.

**Course Length:** 4 classroom days  
**Method of Delivery:** Resident

**CMC 231**

**Cost Monitoring**  
This course provides students with concepts and tools that will enable them to fulfill their day-to-day tasks and duties connected with cost-monitoring responsibilities, ensuring that the government is paying fair and reasonable prices for supplier’s products and services.

**Course Length:** 4 classroom days  
**Method of Delivery:** Resident

**CMC 232**

**Final Indirect Cost Rates**  
This course provides foundational knowledge on indirect cost. Through the use of case studies, students will engage in critical thinking, discussion, and practice exercises to refine their ability to understand indirect cost rates.

**Course Length:** 4.5 classroom days  
**Method of Delivery:** Resident

**CME 130**

**Surveillance Implications of Manufacturing and Subcontractor Management**  
The course provides students with concepts and tools in manufacturing planning and control and in supply chain management, enabling them to assess manufacturing systems, predict costs, monitor technical performance, and evaluate supply-chain risk levels. After completing the course, participants will be able to evaluate the likelihood that a given supplier will fulfill the requirements of a given contract, thereby enabling industrial specialists, industrial engineers, and supply management specialists to make informed acquisition decisions.

**Course Length:** 10 classroom days  
**Method of Delivery:** Resident

**CME 201**

**Engineering Surveillance**  
This course addresses the regulations, policies, and instructions related to engineering surveillance and provides engineers with the processes and tools used in that activity. It also equips the
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student with skills necessary to conduct the contract-receipt-and-review process, requirements documentation, surveillance planning, surveillance execution, and surveillance documentation.

**Course Length:** To be determined  
**Method of Delivery:** Distance Learning

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**CME 202**

**Configuration Management System Review**

This course provides end-to-end training related to implementing a Configuration Management (CM) System Review of a contractor’s CM system. The course encompasses the full application of engineering surveillance to perform a CM system review: identifying contract CM requirements, planning, execution, documentation, and follow-up of CM surveillance activity. The course promotes critical thinking through the use of contractor environment, simulated learning scenarios, artifacts, and team interactions.

**Course Length:** 4 classroom days  
**Method of Delivery:** Resident

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**CME 203**

**Engineering Support to Technical Reviews**

This course is designed to give Defense Contract Management Agency (DCMA) engineers a firm understanding of their roles and responsibilities in executing a three-phase, six-step methodology for providing effective program support to acquisition program technical reviews, using DCMA guidelines.

**Course Length:** Approximately 6 hours  
**Method of Delivery:** Distance Learning

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**CME 204**

**Engineering Change Proposal Review**

This is a blended learning course that integrates an asynchronous virtual component followed by a resident component. Learners are introduced to the requirements and process associated with the Defense Contract Management Agency’s (DCMA’s) role in the review of engineering change proposals (ECPs) as outlined in current DCMA issuances. This is a robust, engaging, interactive course that facilitates self-guided discovery and promotes critical thinking skills using realistic artifacts (including ECP forms, drawings, technical data packages, etc.) in scenarios the DCMA engineer will encounter in a typical work environment.

**Course Length:** 2 classroom days  
**Method of Delivery:** Resident

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**CME 230**

**Production Planning and Control (PP&C)**

The goal of this course is to provide, to individuals who perform manufacturing surveillance, the in-depth knowledge and skills to determine the root cause of manufacturing risk and to plan and execute surveillance that enables them to fulfill day-to-day tasks and duties within their job description.

**Course Length:** 5 classroom days, plus a pre-resident, facilitated online session of about 8 hours  
**Method of Delivery:** Resident

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**CME 250**

**Software Acquisition Management (SAM) Policy and Procedures**

This course is designed to ensure that software professionals understand how to apply the Defense Contract Management Agency’s Software Acquisition Management Instruction (SAMI) in the performance of their daily duties.

**Course Length:** 4.5 classroom days  
**Method of Delivery:** Resident

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**CME 260**

**Software Acquisition Management (SAM) Policy Implementation**

This course is designed to ensure that students understand how to apply the Defense Contract Management Agency’s Software Acquisition Management Instruction (SAMI). Specifically, the course aims to connect the major concepts of the SAM mission by focusing on the assessment of software products, processes, and measures.

**Course Length:** 5 classroom days  
**Method of Delivery:** Resident
CMI 100

Integrated Program Reporting Basics
This course introduces key aspects of earned value management (EVM) fundamentals and multifunctional team support to EVM forecasting, analysis, and reporting. Participants will develop a basic awareness and understanding of earned value; EVM; the Earned Value Management System; and EVM regulations, policies, and guidelines as they relate to the contract management team, program support team, and support program support team surveillance and reporting.

Course Length: Approximately 11 hours
Method of Delivery: Distance Learning

CMI 103

DCMA First-Level Supervisor Support to NASA
This course teaches the learner how to apply the Defense Contract Management Agency's (DCMA's) Instruction 1208, National Aeronautics and Space Administration (NASA) Support. Additionally, this course provides a working knowledge of engagement strategies based on critical/complex and noncritical/noncomplex acquisition items, the importance of maintaining effective communication between DCMA and the NASA customer, and compliance with the reimbursable process when providing support to NASA. The course also outlines the requirements for DCMA functional personnel who are supporting NASA delegations.

Course Length: Approximately 10 hours
Method of Delivery: Distance Learning

CMI 140

Multifunctional Surveillance of Prime Suppliers’ Control of Subcontractors
This course covers the use of the Defense Contract Management Agency's Prime Control of Subcontractor Assessment (PCSA) Job Aid to generate information in support of the FAR 42.302(a) (41) requirement to evaluate for adequacy and perform surveillance of contractor engineering efforts and management systems that relate to design, development, production, engineering, and subcontractors.

Course Length: Approximately 7 hours
Method of Delivery: Distance Learning

CMI 207

DCMA Multifunctional Support to NASA
This course teaches Defense Contract Management Agency (DCMA) multifunctional personnel how to apply DCMA Instruction 1208, National Aeronautics and Space Administration (NASA) Support. In addition, it provides a working knowledge of engagement strategies based on critical/complex and noncritical/noncomplex acquisition items, the importance of maintaining effective communication between DCMA and the NASA customer, and compliance with the reimbursable process when providing support to NASA. The course also outlines the competency and certification requirements for DCMA functional personnel who are supporting NASA delegations.

Course Length: Approximately 10 hours
Method of Delivery: Distance Learning

CMI 220

Program Support, Integrated Analysis, and Reporting
This course covers the role, in predictive analysis and reporting, played by the program integrator/support program integrator and earned value management analyst. Participants will learn about DCMA program support, stakeholder requirements, forecasting, and reporting.

Course Length: 8 classroom days
Method of Delivery: Resident

CMQ 100

Quality Assurance Basics
The goal of this course is to provide an introduction to the fundamental quality assurance concepts and principles for the Quality Assurance Specialist (QAS; GS-1910) career field. The course will provide geographically dispersed students with an interactive and engaging overview of the knowledge and skills necessary to recognize fundamental concepts needed to perform QAS responsibilities successfully.

Course Length: Approximate 4 hours
Method of Delivery: Distance Learning

CMQ 101

Government Contract Quality Assurance Fundamentals
This is a 2-week classroom course providing reduction-to-practice training on the competencies needed for Defense Contract Management Agency (DCMA) 1910s to perform their job responsibil-
ties at their desk or on the shop floor consistent with DCMA quality assurance policies.

**Course Length:** 9.5 classroom days  
**Method of Delivery:** Resident

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### CMQ 131

**Data Collection and Analysis**  
This course provides students an opportunity to gain an understanding of the subject’s importance, the types of data to collect, and how to analyze data. This will enable quality assurance specialists to use the results of analysis in performing risk-based surveillance. Students also have an opportunity to practice data analysis in an effort to strengthen their analytical skills and increase their confidence in formulating opinions.

**Course Length:** Approximate 7 hours  
**Method of Delivery:** Distance Learning

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### CMQ 142

**Basic Measuring**  
This course presents an introduction to measuring tools that you will use on the job. It presents an overview of the tools and discusses the types and uses of them. Successful completion of this course will enable personnel to recognize the correct application and use of measuring tools.

**Course Length:** Approximately 6 hours  
**Method of Delivery:** Distance Learning

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### CMQ 200

**Statistical Sampling**  
The Statistical Sampling course provides the necessary knowledge and skills to conduct acceptance-sampling product examination according to government regulations and commercial standards. This course focuses on how to use a zero-based statistical-sampling plan and randomization to determine sample size. The outcome of this class will give the quality assurance specialist the confidence to make the statistical determination of acceptance or rejection of products presented by the contractor.

**Course Length:** Approximately 11 hours  
**Method of Delivery:** Distance Learning

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### CMQ 201

**Contract Management of NASA Contracts for DMCA Leadership**  
This course provides a working knowledge of NASA multifunctional support requirements, including the receipt, review, and acceptance process of NASA delegations. It also gives a historical overview of the relationship between NASA and the Defense Contract Management Agency (DCMA).

**Course Length:** Approximately 12 hours  
**Method of Delivery:** Distance Learning

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### CMQ 210

**Calibration Systems**  
This course provides students the knowledge to make an educated analysis of a supplier’s calibration system and verify its compliance with applicable standards. The course will give students the ability to make risk and product acceptance decisions.

**Course Length:** Approximately 14 hours  
**Method of Delivery:** Distance Learning

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### CMQ 220

**Root Cause Analysis (RCA)**  
This course enables students to understand RCA as a procedure for ascertaining and analyzing the causes of problems in an effort to determine what can be done to solve or prevent them. This course uses a variety of instructional methods—including online demonstrations, practical exercises, and case studies—to provide students with an in-depth understanding of how to analyze a system to identify the root causes of problems.

**Course Length:** Approximately 8 hours  
**Method of Delivery:** Distance Learning

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### CMQ 230

**Quality Control Graphics and Charting**  
This is a foundational course on the purpose, evaluation, and creation of quality control graphics for use by quality assurance specialists (GS-1910). The course employs interactive multimedia instruction, providing students with readily accessible, consistent,
and current instruction to strengthen their skills and build their confidence with quality control graphics.

**Course Length:** Approximately 11 hours  
**Method of Delivery:** Distance Learning

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**CMQ 231**

**Data Collection and Analysis Application**  
This course offers students an opportunity to gain an understanding of the importance of data collection and analysis, including the types of data to collect and how to analyze it. This will enable the quality assurance specialist to use the results of analysis in performing risk-based surveillance. Students also have an opportunity to strengthen their analytical skills and their confidence in formulating opinions.

**Course Length:** 5 classroom days  
**Method of Delivery:** Resident

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**CMQ 232**

**Creation and Evaluation of Quality Control Graphics in Statistical Process Control (SPC)**  
This course introduces the use of statistical process control (SPC) charts in monitoring process behavior. The student learns how to create and collect SPC data, use that data in making risk determinations, and use it for planning quality surveillance efforts.

**Course Length:** Approximately 8 hours  
**Method of Delivery:** Distance Learning

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**CMQ 242**

**Measuring Techniques**  
The Measuring Techniques course enhances students’ learning experience through an overall reduction-to-practice level of instruction that incorporates a variety of instructional strategies to ensure student engagement, resulting in increased transfer of training to the job.

**Course Length:** 4 classroom days  
**Method of Delivery:** Resident

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**CMQ 260**

**Failure Mode Effects Analysis**  
This course teaches the concepts and tools of failure mode effects analysis (FMEA). It is intended to provide knowledge and skills to identify failure modes with relatively high probability and severity of consequences. The results of FMEA are then used to determine risk and criticality, enabling quality assurance personnel to plan their surveillance to mitigate the identified risk.

**Course Length:** 3 classroom days  
**Method of Delivery:** Resident

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**CON 090**

**Federal Acquisition Regulation (FAR) Fundamentals**  
This foundational course for new hires provides a total immersion into the Federal Acquisition Regulation (Parts 1-53) and the Defense Federal Acquisition Regulation Supplement (DFARS). It will prepare the 21st-century acquisition workforce to operate successfully in a Web-enabled environment. CON 090 is a limited lecture, research-intensive, exercise-based curriculum. Participants will analyze contracting business scenarios developed through research of the FAR and DFARS. The course has four modules: Contracting Overview Using the FAR and DFARS, Contract Acquisition Planning, Contract Formation, and Contract Management/Administration. Students are expected to become familiar with FAR Parts 1–53. Students will be quizzed daily on FAR part knowledge, lecture/lesson content, and homework. Students should be prepared to dedicate 2 to 3 hours per evening for homework. Classroom laptop computers will be provided for each student.

**Course Length:** 4 weeks in classroom  
**Method of Delivery:** Resident

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**CON 100**

**Shaping Smart Business Arrangements**  
Personnel new to the Contracting career field will gain a broad understanding of the environment in which they will serve. Students will develop professional skills for making business decisions and for advising acquisition team members in successfully meeting customers’ needs. Before beginning their study of technical knowledge and contracting procedures, students will learn about the various DoD mission areas and the types of business arrangements and procurement alternatives commonly used to support each area. Information systems, knowledge management, and recent DoD acquisition initiatives will be introduced in the course, which will also offer interactive exercises.

**Course Length:** Approximately 20 hours  
**Method of Delivery:** Distance Learning
Appendix A: Training Courses

CON 121

**Contract Planning**
This course will introduce personnel new to the contracting field to their role as a business advisor in the acquisition process. It focuses on the students’ role in understanding their customers’ mission and their ability to plan successful mission support strategies based upon their knowledge of the contracting environment and their customers’ needs. Students will learn how to use the Federal Acquisition Regulation and Defense Federal Acquisition Regulation Supplement to conduct effective market research, develop alternative acquisition strategies, and understand how socioeconomic programs support the acquisition-planning process.

**Course Length:** Approximately 12 hours
**Method of Delivery:** Distance Learning

CON 124

**Contract Execution**
This is the second of three online Level I contracting courses. It focuses on executing the acquisition planning through soliciting industry and awarding a contract. It provides students with the knowledge necessary to execute an acquisition that optimizes customer mission performance. Students will learn the techniques and benefits of early industry involvement in shaping requirements. They will also learn basic acquisition procedures for both commercial and noncommercial requirements, effective analysis of market data, and how to determine when a price is fair and reasonable. Finally, students will learn how to conduct basic competitive acquisitions, process awards, and handle protests before and after contract award.

**Course Length:** Approximately 13 hours
**Method of Delivery:** Distance Learning

CON 127

**Contract Management**
This is the final of three online courses. It builds on the foundation established in CON 121 and CON 124 and provides students with the knowledge necessary to identify and utilize appropriate performance metrics when evaluating contractor performance. Students will explore processes for working with their customer to ensure contract performance is meeting mission requirements. They will also learn performance assessment strategies and remedies for contractual noncompliance, as well as how to make and price contract changes after award, handle disputes, and close out completed contracts. Additionally, students will gain a fundamental knowledge of the characteristics and principles of the contract termination process.

**Course Length:** Approximately 10 hours
**Method of Delivery:** Distance Learning

CON 170

**Fundamentals of Cost and Price Analysis**
This course provides an overview of the regulations and processes for performing price and cost analysis. Using market research and simple quantitative techniques, students will learn to calculate an objective price/cost. Students are also taught contract financing techniques. Finally, after mastering the basic elements of price and cost analysis, students will build and defend a prenegotiation objective. During Week Two, students will apply cost analysis techniques to a proposal analysis capstone case, which includes writing a price negotiation memorandum.

**Course Length:** 10 classroom days
**Method of Delivery:** Resident

CON 200

**Business Decisions for Contracting**
This course builds on contracting Level I pre-award business and contracting knowledge necessary to process complex procurements. It emphasizes planning successful mission-support strategies and executing an acquisition that optimizes customer mission performance. Participants will learn various techniques for building successful business relationships, the benefits of strategic sourcing and spend analysis, and the ins and outs of providing contract financing. Students will also take an in-depth look at subcontracting, how to conduct a formal source selection, and how to analyze the information necessary to determine contractor responsibility.

**Course Length:** Approximately 25 hours
**Method of Delivery:** Distance Learning
**CON 216**

**Legal Considerations in Contracting**
This course focuses on legal considerations in the procurement process. Participants are introduced to the basic principles and sources of law relevant to procurement, including fiscal law. The course also addresses other legal issues that may develop during the course of a contract, such as protests, assignment of claims, disputes, fraud, contractor debt, performance issues, and contract termination.

**Course Length:** Approximately 23 hours  
**Method of Delivery:** Distance Learning

**CON 232**

**Overhead Management of Defense Contracts**
This course provides an understanding of industry overhead costs and the costs’ impact on seller pricing/business strategies under various acquisition environments with differing contract types. Attendees will understand the development and application of overhead rates used in contract formation, administration, and closeout. A case study provides hands-on application of the overhead-rate process, in which attendees determine their own final overhead rates.

**Course Length:** 10 classroom days  
**Method of Delivery:** Resident

**CON 234**

**Joint Contingency Contracting Course**
This course develops skills for contracting support provided to Joint Forces across the full spectrum of military and disaster-relief operations. Exercises focus on unique aspects of contingency, critical-thinking skills, and the execution of appropriate contractual instruments.

**Course Length:** 8 classroom days  
**Method of Delivery:** Resident

**CON 237**

**Simplified Acquisition Procedures**
Professionals participating in this course will gain training on Part 13 of the Federal Acquisition Regulation and Part 213 of the Defense Federal Acquisition Regulation Supplement.

**Course Length:** Approximately 6 hours  
**Method of Delivery:** Distance Learning

**CON 243**

**Architect-Engineer Contracting**
Focusing on contracting for architect-engineers, this course covers issues across the contracting spectrum, including acquisition planning, source selection, proposal analysis, contract award and work, and contract management. Specific topics and practical exercises allow professionals to gain knowledge of the Selection of Architects and Engineers statute, SF-330, the slate and selection process, the review of government estimates, liability, Title II services, modifications, and the responsibilities of the contracting officer’s technical representative.

**Course Length:** 4.5 classroom days  
**Method of Delivery:** Resident

**CON 244**

**Construction Contracting**
This course focuses on unique construction issues, such as acquisition planning, contract performance management, funding, environmental concerns, construction contract language, construction contracting in the commercial setting, the Construction Wage Rate Requirements statute, design/build, basic schedule delay analysis, constructive changes, acceleration, and construction contract quality management.

**Course Length:** 4.5 classroom days  
**Method of Delivery:** Resident

**CON 252**

**Fundamentals of Cost Accounting Standards**
This course provides detailed, hands-on instruction in the various aspects of Public Law 100-679, including the rules and regulations of the Cost Accounting Standards Board, the requirements of the cost accounting standards, disclosure statements, cost accounting practice changes, and calculating cost impacts for federal contracts.

**Course Length:** 8 classroom days  
**Method of Delivery:** Resident

**CON 270**

**Intermediate Cost and Price Analysis**
This course builds upon the fundamental contract-pricing principles covered in the Level I Contracting curriculum, the Contract Pricing Reference Guide, and DoD policy. The course is divided into three segments, which address contract pricing
issues from pre-award, negotiation-preparation, and post-award perspectives. In the course, students will be introduced to quantitative techniques and tools used to quantify and facilitate decision making in determining a fair and reasonable price. Students will apply various cost analysis techniques and quantitative tools to analyze a contractor’s cost proposal and to develop a government negotiation range and objective. The course is designed to prepare students for follow-on DAWIA Level II certification courses; serve as a gateway into more advanced, targeted, contract-pricing courses; and give the students some practical tools in pricing government contracts. The ultimate objective of the course is to help students become better business advisors in developing contract arrangements that are in the best interest of the government.

**Course Length:** 9.5 classroom days  
**Method of Delivery:** Resident

### CON 280

**Source Selection and Administration of Services Contracts**  
This course builds on the foundation established through the Level I curriculum and the course prerequisites. The primary focus is on the acquisition of services under Federal Acquisition Regulation Part 15 procedures, with an emphasis on performance-based acquisitions (PBA) for services, contract types, contract incentives, source selection, and contract administration. Students will learn the fundamentals of a performance-based service acquisition—from acquisition planning to contract closeout—through a realistic case study. The course takes students through the solicitation process using the mandatory DoD Source Selection Procedures. Students will prepare contractual documents and develop and deliver high-level source selection briefings with recommendations for contract award.

**Course Length:** 9.5 classroom days  
**Method of Delivery:** Resident

### CON 290

**Contract Administration and Negotiation Techniques in a Supply Environment**  
In this case-based course, students apply contracting concepts and techniques learned in prerequisite courses to meet customer supply requirements and resolve complex contracting issues. Special emphasis is placed on applying legal concepts from CON 216, intermediate pricing concepts from CON 270, and negotiation techniques from HBS 428. Students experience the full spectrum of contracting processes and issues by following a supply requirement through all phases of the acquisition life cycle, from acquisition planning through contract close-out. Research, analysis, and communication skills are honed through development and presentation of a critical-thinking project requiring in-depth focus on one area of contracting. Negotiation skills are sharpened through active student participation in two simulated contract negotiations.

**Course Length:** 9.5 classroom days  
**Method of Delivery:** Resident

### CON 334

**Advanced Contingency Contracting Officer’s Course**  
This course develops skills for people who will be running the contingency contracting support operation provided to Joint Forces across the full spectrum of military operations. Exercises focus on unique aspects of contingency operations, critical-thinking skills, and the execution of appropriate contractual instruments. Attendees will gain insight into tactical and strategic Contingency Contracting Mission Support and Operational Contract Support Doctrine.

**Course Length:** 4 classroom days  
**Method of Delivery:** Resident

### CON 360

**Contracting for Decision Makers**  
Through realistic, scenario-based learning, students work individually and in teams to practice developing sound business solutions as valued strategic and expert business advisors. Students will learn to analyze complex contracting situations, with emphasis on critical thinking, problem solving, research, and risk reduction. Student course work is designed to contribute real solutions on real acquisition problems to senior leadership and local supervisors.

**Course Length:** 9.5 classroom days  
**Method of Delivery:** Resident
CON 370

Advanced Cost and Price Analysis
This course uses a scenario-based approach to lead students to a deeper understanding of defense acquisition policy, the factors affecting price comparability, and quantitative analysis techniques. Topics include selected areas of business microeconomics; interpreting and shaping regulatory policy; data normalization; forecasting techniques; Monte Carlo risk analysis; simple linear, nonlinear, and multivariate regression techniques; cost improvement curve methodologies such as the unit and cumulative average formulations; and dealing with breaks in production.

Course Length: 9.5 classroom days
Method of Delivery: Resident

COR 206

Contracting Officer’s Representative in a Contingency Environment
This course is designed specifically for Contracting Officer’s Representatives (CORs) who are deployed in a contingency environment. It covers the basics of contracting, along with the ethical situations and cultural differences a COR may experience while deployed in a contingency operation. Note: The course is offered only at the requesting agency’s location (typically not DAU) under an arrangement between the requesting organization and DAU.

Course Length: 3 hours
Method of Delivery: Resident

COR 222

Contracting Officer’s Representative Course
This course will provide Contracting Officer’s Representatives (CORs) with the breadth of knowledge required to perform their responsibilities, including fundamentals of contracting regulations, types, phases, and other elements; awareness of ethical and legal factors that affect COR responsibilities; and information necessary to evaluate situations effectively, apply knowledge gained, and make correct decisions to carry out COR responsibilities. This is a fee-for-service, onsite course delivered for requesting organizations after coordination between the organization’s representative and the appropriate DAU representative. The course is also available to individuals as a distance learning course (see CLC 222).

Course Length: 4 classroom days
Method of Delivery: Resident

ENG 101

Fundamentals of Systems Engineering
This course is a technically rigorous, comprehensive introduction to systems engineering and the various technical and technical management processes involved in its application. Based on the systems engineering processes outlined in the Defense Acquisition Guidebook, ENG 101 provides the foundation needed for systems engineers and others to participate effectively in the application and management of DoD systems engineering processes and their related activities.

Course Length: Approximately 35 hours
Method of Delivery: Distance Learning

ENG 201

Applied Systems Engineering in Defense Acquisition, Part 1
This course provides an understanding of how DoD’s systems engineering technical and technical management processes can be applied to a national system within the context of the acquisition life cycle. The course content includes information on the scope and role of systems engineering, its major inputs and outputs, timing of technical baselines, the role of technical reviews, important design considerations, and other related areas. (This course replaces SYS 202; it is expected to deploy in 1st quarter FY 2018)

Course Length: To be determined
Method of Delivery: Distance Learning

ENG 202

Applied Systems Engineering in Defense Acquisition, Part 2
This course gives students the opportunity to use the DoD systems engineering processes and techniques learned in SYS 202. Participants will work in integrated product teams and apply systems engineering technical processes and technical management processes to a defense system as it gets developed across the various phases of the acquisition life cycle.

Course Length: 4.5 classroom days
Method of Delivery: Resident

ENG 301

Leadership in Engineering Defense Systems
Designed for senior DoD technical acquisition personnel, ENG 301 focuses on the application
of technical leadership skills within a typical DoD systems engineering environment. Participants must have sufficient background knowledge of DoD systems engineering management processes, knowledge of the application of systems engineering to each acquisition phase, and the capability to apply these concepts to complex technical management problems involving critical thinking. This 2-week course will instruct students on how to lead engineering teams in the execution and technical risk management of complex, multidisciplinary technical projects while promoting a holistic life-cycle perspective to defense system development. Its 21 modules combine lectures with extensive exercises to cover a variety of topics, including system security engineering, open architectures, reliability, and maintainability. Precourse work and a pretest are also required.

**Course Length:** 9.5 classroom days  
**Method of Delivery:** Resident

### EVM 101

**Fundamentals of Earned Value Management**  
In a virtual classroom environment, professionals learn additional information about earned value management (EVM), which is introduced in ACQ 101. The course summarizes the language, data reports, metrics, graphs, and management processes associated with EVM as they apply to DoD acquisition management. Professionals also learn the processes related to the performance measurement baseline, the Integrated Baseline Review, and the 32 guidelines prescribed in Section 2 of the Electronic Industries Alliance Standard (EIA-748) for EVM systems. Finally, professionals evaluate and compute basic EVM metrics and EVM metric-based estimates at completion.

**Course Length:** Approximately 19 hours  
**Method of Delivery:** Distance Learning

### EVM 202

**Intermediate Earned Value Management**  
Professionals taking this course work as members of an integrated product team for an ACAT I program. In the context of integrated program management, participants review, develop, and experience the earned value management-related processes associated with requirements generation, acquisition strategy development, request-for-proposal development, source selection, risk management, Integrated Baseline Review, and analysis during program execution.

**Target Attendees:** Military officers, O-3 and above; DoD civilians, GS-9 and above; and equivalent industry personnel  
**Course Length:** 8.5 classroom days  
**Method of Delivery:** Resident

### EVM 262

**EVMS Guidelines and Compliance**  
This course provides the knowledge needed to review integrated management systems and to determine their compliance with the Electronic Industries Alliance (EIA) Earned Value Management System (EVMS) standard (EIA 748). Course material, individual exercises, and group exercises review the 32 EIA 748 EVMS guidelines and the processes associated with approval and surveillance of contractor and government integrated management systems.

**Course Length:** 8 classroom days  
**Method of Delivery:** Resident

### EVM 263

**Principles of Schedule Management**  
This course provides the knowledge needed to interpret network schedules required by DoD policy and the Electronic Industries Alliance (EIA) 748 Earned Value Management System (EVMS) standard. Course material, individual exercises, and group exercises demonstrate the schedule development, maintenance, and analysis processes. The exercises reinforce the Precedence Diagram Method of scheduling; schedule analysis using a schedule assessment model to analyze a complex, 700-line Microsoft Project network schedule; and schedule risk analysis using Monte Carlo simulation. Students will be required to create a Microsoft Project network schedule.

**Course Length:** 3 classroom days  
**Method of Delivery:** Resident
**FE 201**  
**Intermediate Facilities Engineering**  
The course provides a broad understanding of the overall facilities-engineering process and the roles and responsibilities of acquisition team members as they relate to the facility life cycle in support of military missions.

**Course Length:** Approximately 16 hours  
**Method of Delivery:** Distance Learning

**FE 302**  
**Advanced Facilities Engineering**  
Through realistic, scenario-based learning, course participants work in teams to practice developing solutions to a variety of challenges that facilities engineering (FE) professionals encounter within DoD. Course work is designed to teach professionals how to contribute solutions to senior leadership and how to provide resources for the FE career field via the course community of practice.

**Course Length:** 4.5 classroom days, preceded by required online assignments  
**Method of Delivery:** Resident

**GRT 201**  
**Grants and Agreements Management**  
This course presents the foundational knowledge required to work as a grants officer. Course participants learn about grants, cooperative agreements, and technology investment agreements. The course also provides a brief overview of other types of assistance transactions. Please note that this course does not address other transactions used to carry out prototype projects, which involve acquisitions instead of assistance, and therefore fall outside the scope of this course.

**Course Length:** 4 classroom days  
**Method of Delivery:** Resident

**IND 205**  
**Contract Government Property Management Systems and Auditing Concepts**  
This course provides an educational setting to apply and analyze foundational knowledge gained in IND 105 and experiential on-the-job learning so a journeyman can identify the factors that help determine the adequacy of a contractor’s property management system (PMS). Emphasis is given to fundamental auditing concepts. Lessons will teach students how to select the sample size for a given population; evaluate the sample and generalize to the population; analyze the essentials required for a PMS audit; prepare the spreadsheets and narratives involved with a PMS audit; determine the requirements for the disposal of contract inventory; and analyze a property management case study, including background information, solutions, alternative solutions, and documentation. Other course modules explore additional issues involving government property and contracts.

**Course Length:** 9.5 classroom days  
**Method of Delivery:** Resident

**ISA 101**  
**Basic Information Systems Acquisition**  
This course covers introductory concepts in DoD information systems, defense business systems, and software acquisition management. Key areas covered include DoD regulatory and technical frameworks, enterprise architecture, issue and opportunity management, common software risks, software and system architectures, software assurance, life-cycle reviews, software development and integration processes, software standards, cybersecurity, test and evaluation, contracting issues, software quality and sustainment, cloud computing, and IT service management. Best
Appendix A: Training Courses

practices for information management and software systems are also introduced.

**Course Length:** Approximately 23 hours  
**Method of Delivery:** Distance Learning

**ISA 201**

Intermediate Information Systems Acquisition  
This course focuses on the application of DoD policies, concepts, and best practices for the management and acquisition of information technology systems. Exercises, lectures, and group discussion are used to cover topics such as strategic planning, cybersecurity, architectures, cloud computing, requirements management, cost estimation, measurements, process maturity, quality, and testing, among others.

**Course Length:** 9.5 classroom days  
**Method of Delivery:** Resident

**ISA 220**

Risk Management Framework (RMF) for the Practitioner  
This is a foundational course for understanding the basic aspects of the RMF. It aims to assist acquisition workforce members in effectively implementing the RMF in DoD acquisition programs as we transition from the DoD Information Assurance Certification and Accreditation Process (DIACAP) to the RMF.

**Course Length:** Approximately 9 hours  
**Method of Delivery:** Distance Learning

**ISA 301**

Advanced Enterprise Information Systems Acquisition  
Using case studies to promote critical thinking, this course focuses on decision making and development and management of enterprise-level DoD information technology (IT)/software systems. Key topics include issues related to capital planning and investment control, IT portfolio management, enterprise architecture, cybersecurity, defense business systems, Agile culture adoption, acquisition of cloud services, and IT service management. Supplemented with speakers who provide industry perspectives on information systems management and contracting, this course integrates advanced topics critical to successful enterprise-level information systems acquisition.

**Course Length:** To be determined  
**Method of Delivery:** Distance Learning

**ISA 320**

Advanced Program Information Systems Acquisition  
This is a critical thinking course for senior personnel who manage, acquire, engineer, test, and evaluate DoD software systems. Case studies, subject matter expert lectures, group discussion, and individually graded short essays are used to cover topics such as program planning, requirements management, cost estimation, cybersecurity, architectures, cloud computing, software design, software development including agile methods, measurements, process maturity, software sustainment, quality, test and evaluation, and the latest emerging IT areas.

**Course Length:** 4.5 classroom days  
**Method of Delivery:** Resident

**LOG 100**

Life Cycle Logistics Fundamentals  
This course emphasizes the role of the life-cycle logistician in integrating the product support elements to develop an affordable and effective product support strategy. Practical examples and real-world product support issues illustrate key learning objectives. This course leverages systems acquisition management fundamentals to show how product support strategies are designed to ensure delivery of affordable weapon systems across their life cycle. Learners are encouraged to think critically about the interaction of IPS elements with one another and the activities associated with product support strategy development. This course covers a wide range of product support activities, from translating warfighter requirements to developing sound risk-management strategies in a product support context.

**Course Length:** To be determined  
**Method of Delivery:** Distance Learning
LOG 102

Fundamentals of System Sustainment Management
This course provides a broad overview of the life-cycle logistician’s role during the sustainment phase of a weapon system’s life cycle. Modules cover logistics/supply-chain management concepts, maintenance processes, end-to-end distribution, best commercial practices as applied to weapon systems sustainment, performance metrics, partnering/alliance opportunities and experiences, performance-based support, enterprise business environment and opportunities, and reduction in life-cycle/total ownership costs.

Course Length: Approximately 25 hours
Method of Delivery: Distance Learning

LOG 103

Reliability, Availability, and Maintainability (RAM)
Professionals who take this course will be able to understand the relationship between reliability, availability, and maintainability (RAM) as a critical factor in design, performance, cost, and sustainment. The course addresses the cross-disciplinary actions of program management, systems engineering, test and evaluation, acquisition logistics, and sustainment to evaluate the impact of reliability and maintainability decisions. Stressing a conceptual approach, the course presents basic RAM terminology and engineering practices. It discusses current legislation and DoD policy that have invigorated systems engineering and logistics engineering to improve the requirements process, minimize risk through reliability growth programs, and ensure effectiveness and suitability through developmental and operational test and evaluation.

Course Length: Approximately 20 hours
Method of Delivery: Distance Learning

LOG 200

Product Support Strategy Development, Part A
This is the first part of a two-course series oriented toward developing the managerial and technical product-support responsibilities of the life-cycle logistician in understanding and evaluating the Integrated Product Support elements (IPSE) and their application in creating a product support strategy. The course requires participants to review current policy and guidance, concepts of operations, and system requirements and demonstrate an understanding of their effects on product support development. It also includes an evaluation of early and continuing integration of operational supportability, using the IPSE, into the system development process, leading to achievement of DoD’s strategic product-support goals.

Course Length: Approximately 22 hours
Method of Delivery: Distance Learning

LOG 201

Product Support Strategy Development, Part B
This is the second part of a two-course series designed for intermediate acquisition logistics professionals. The course provides a dynamic, group-based, facilitated learning environment oriented toward further developing logistics competencies required by the life-cycle logistician during weapons and systems development. It challenges the professional to think critically, differentiate support alternatives, and provide solutions to ensure the early integration of operational supportability into the system development process. These skills are refined by instructor-facilitated group exercises and discussions. Special emphasis is placed on developing and delivering the required logistics inputs that ensure supportability of a system.

Course Length: 4.5 classroom days
Method of Delivery: Resident

LOG 204

Configuration Management
This cross-disciplinary course teaches professionals about the interrelationship of configuration management and life-cycle activities, while covering configuration management concepts and basic practices such as configuration identification, status accounting, audits and verification, configuration change management, performance measures, and configuration management planning. The course also provides an overview of requirements for designing, developing, implementing, overseeing, and operating a configuration management program across the system life cycle. Professionals will gain knowledge of the impact on configuration management by issues such as total life-cycle systems management, product data management, item-unique identification, evolutionary acquisition, performance-based logistics, condition-based maintenance, prognostics and health management, and diminishing manufacturing sources and material shortages.

Course Length: Approximately 15 hours
Method of Delivery: Distance Learning
Appendix A: Training Courses

LOG 206

Intermediate Systems Sustainment Management
This course provides a comprehensive understanding of logistics sustainment management principles and fundamentals, including the roles, responsibilities, and functions of a logistician assigned to a major weapon systems acquisition program. The course explains the role of a life-cycle logistician during the sustainment phase of a weapon system’s life cycle; identifies concepts, policies, and practices of logistics/supply chain management as they apply to new and legacy systems during the sustainment phase of their respective life cycles; identifies best practices in developing and implementing performance-based logistics support; explains materiel availability, materiel reliability, and mean downtime principles; relates the principles contained in recent DoD guidance regarding logistics sustainment enablers; and explains the concepts of systems sustainment as described by DoD Instruction 5000.02, paragraph 3.9.

Course Length: Approximately 27 hours
Method of Learning: Distance Learning

LOG 211

Supportability Analysis
Designed as DAU’s foundational course for the instruction of supportability analysis, LOG 211 builds on the supportability concepts presented in LOG 201. It uses a notional scenario to engage life-cycle logisticians and other students within the Systems Engineering career field and to ensure that design characteristics such as reliability, availability, and maintainability (RAM), as well as affordability, are included as system performance requirements, and that the system is concurrently designed, developed, and acquired with the optimal product-support infrastructure and resources. In addition, LOG 211 provides detailed process-oriented instruction in specific techniques and tools of supportability analysis. The instructional methodology uses student exercises, gaming, and simulations focused on selected subsystems and components to illustrate the influence of supportability principles and trade studies in maturing both the system design and its sustainment infrastructure while achieving affordability.

Course Length: 4.5 classroom days
Method of Delivery: Resident

LOG 215

Technical Data Management
This course provides a comprehensive knowledge and understanding of technical data management strategies, planning, processes, products, and tools across the life cycle based on DoD policy, guidance, processes, procedures, and best business practices from across the four Services and industry.

Course Length: Approximately 31 hours
Method of Delivery: Distance Learning

LOG 235

Performance-Based Logistics
Using a dynamic e-learning environment, this fast-paced, cross-disciplinary course focuses on developing an understanding of outcome-based product support strategies. It teaches professionals about the interrelationship of performance-based logistics (PBL) policy and practice and demonstrates the linkage between PBL and the acquisition process, the product support business model, and the 12-step, product-support-strategy, process model. Professionals will gain knowledge of how the early integration of supportability factors into the systems-development process can help lead to successful outcome-based support strategies and optimized system readiness throughout a weapon system’s life cycle. The course also provides an overview of requirements to design, develop, implement, and oversee a PBL program.

Course Length: Approximately 19 hours
Method of Delivery: Distance Learning

LOG 340

Life-Cycle Product Support
This course is designed to help prepare the life-cycle logistician to perform in a senior-level life-cycle logistics role over the life cycle of a system as a product support manager. It emphasizes developing and implementing a life-cycle product-support strategy. Students will apply tools and techniques from the 12-Step Product Support Strategy Process Model in analyzing and comparing alternative product-support strategies for adoption. The course challenges students to think critically in instructor-facilitated group exercises to justify and make sound recommendations in devising the best mix of product support
providers that will satisfy the warfighter's outcome-based requirements.

**Course Length:** 4.5 classroom days  
**Method of Delivery:** Resident

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**LOG 350**

**Enterprise Life-Cycle Logistics Management**  
This course prepares the life-cycle logistician to perform in senior-level life-cycle logistics management and policymaking positions. Professionals are required to conduct research, engage in critical-thinking exercises, and perform leadership responsibilities in a small group decision-making environment. Professionals engage in a dynamic, fast-paced threaded exercise addressing complex relationships in life-cycle logistics support planning, acquisition policy, supportability analysis, program management, performance-based logistics, and business case analysis. The course spans a system's entire life cycle from concept through demilitarization and disposal, including planning for acquisition logistics and operations-and-support sustainment.

**Course Length:** 9.5 classroom days  
**Method of Delivery:** Resident

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**LOG 465**

**Executive Product Support Manager’s Course**  
Designed as an executive-level course for DoD product support managers (PSMs), LOG 465 focuses on enhancing a PSM's ability to field and sustain ACAT I MDAP/MAIS and/or major weapon systems. Two dozen PSMs plus speakers from the military Services, Pentagon, DAU, and the defense industry share their lessons learned and leadership tips and debate best practices for product support. Facilitated discussions on product support include such topics as intellectual property rights, funding, partnerships, sustainment plans, contracts and performance-based logistics. Participants also analyze challenges and opportunities to improve sustainment performance while reducing costs and risks. Customized tools are used to enhance skills for leading teams, influencing stakeholders, and continuing professional development.

**Course Length:** 9.5 classroom days  
**Method of Delivery:** Resident

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**PMT 252**

**Program Management Tools Course, Part 1**  
This course teaches the application skills needed in a program office as an integrated product team lead.

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It is a follow-on course to Level II systems acquisition courses, and it is designed to enhance intermediate-level skills. This course prepares defense acquisition professionals for work in the program offices and for the Level III program management office courses.

**Course Length:** Approximately 20 hours over 60 calendar days to complete this course  
**Method of Delivery:** Distance Learning

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**PMT 257**

**Program Management Tools Course, Part 2**  
This course provides application skills needed in a program office as an integrated product team lead. It is a follow-on course to PMT 252 and is designed to enhance journeyman-level skills. This course prepares defense acquisition professionals for work in the program offices and for the Level III program management office courses.

**Course Length:** 4.5 classroom days  
**Method of Delivery:** Facilitated/Online

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**PMT 355**

**Program Management Office Course, Part A**  
This course builds on the foundational and intermediate systems acquisition courses as well as the program management tools course. By focusing on the knowledge and skill requirements of upper mid-level and more senior leadership positions in a program office, students exercise their analysis, synthesis, and evaluative skills to make these skills more effective when occupying those leadership positions in a program office.

**Course Length:** Approximately 22 hours  
**Method of Delivery:** Distance Learning

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**PMT 360**

**Program Management Office Course, Part B**  
Expanding on Part A, this course continues to reinforce the students’ knowledge and hone their analysis, synthesis, and evaluative skills through the use of individual examinations, case studies, and team exercises. Students completing this course are expected to be effective leaders in program offices at the upper mid- and senior-level positions while serving in program management positions.

**Course Length:** 18.5 classroom days  
**Method of Delivery:** Resident
Appendix A: Training Courses

PMT 400
Program Manager’s Skills Course
This course provides O-5/GS-14, Level III Program Management (PM) career field acquisition professionals with policy updates and best practices in the areas of requirements, acquisition, finance, and technical management. In this skills-based course, emerging acquisition leaders will learn and practice new tools, techniques, and strategies to increase their success in PM and related disciplines. Through the examination of lessons learned and sharing of experiences, students develop a plan to implement change in their organization.

Course Length: 9.5 classroom days
Method of Delivery: Resident

PMT 401
Program Manager’s Course
This course is designed to improve DoD acquisition outcomes by strengthening the analytical, critical-thinking, and decision-making skills of potential leaders of major defense acquisition programs and program support organizations. Applying the proven doctrine of “train as you fight,” participants analyze acquisition case studies representing contemporary acquisition program challenges and dilemmas; apply a broad cross-section of knowledge of the acquisition environment and experience; and deepen their understanding of acquisition principles and practices through peer and instructor mentoring and coaching. Speakers, team projects, media training, and leadership simulations round out and enrich the course.

Target Attendees: Board–selected ACAT I or II program managers, Level III Program Management (PM) career field members who have demonstrated the potential to become major program or project managers. In addition, up to 20 percent of each offering may be reserved for other high-potential acquisition professionals certified at Level III in career fields other than PM. Participants must be O-5 or GS-14 or above.

Course Length: 10 weeks
Method of Delivery: Resident

PMT 402
Executive Program Manager’s Course
This assignment-specific course is designed to meet the learning and performance needs of newly selected PEOs, DPEOs, and ACAT I and II program managers and deputy program managers. Led by senior OSD and industry guests or faculty, topical lessons discuss program governance, leadership, best practices, and updates on policy and statutes across the acquisition specialty areas. In precourse work, class members draft individual learning plans tailored to their program or portfolio.

Target Attendees: PEOs, DPEOs, ACAT I and II program managers and deputy program managers; or portfolio managers at O-6 or GS-15 level
Course Length: 20 classroom days preceded by an online workshop
Method of Delivery: Resident

PQM 101
Production, Quality, and Manufacturing Fundamentals
This entry-level course emphasizes basic production, manufacturing, and quality assurance principles, policies, processes, and practices.

Course Length: Approximately 13 hours
Method of Delivery: Distance Learning

PQM 201A
Intermediate Production, Quality, and Manufacturing, Part A
This course exposes participants to manufacturing and quality processes, production scheduling and control techniques, surveillance activities, and systems-level production and quality planning. It provides an understanding of production, quality, and manufacturing processes and their relationships to systems engineering activities throughout the life cycle. Course content includes the contracting aspects of the job; planning for manufacturing and quality; lean concepts; material control; and technical, ethical, and quality issues.

Course Length: Approximately 12 hours
Method of Delivery: Distance Learning
Intermediate Production, Quality, and Manufacturing, Part B
This course requires participants to apply the manufacturing and quality planning processes and techniques learned in PQM 201A. Participants will work in integrated product teams to develop manufacturing and quality plans, apply lean techniques, use cost-estimating techniques, and make progress payment recommendations based on completion of a physical progress review. Course content includes the contracting aspects of the job; use of continuous process improvement tools in a production environment; planning for manufacturing and quality; lean concepts; material control; and technical, ethical, and quality issues.

Course Length: 4.5 classroom days
Method of Delivery: Resident

Advanced Production, Quality, and Manufacturing
Structured around an integrated-product-development, systems-engineering-driven acquisition philosophy, this course examines issues relevant to management of three core technical tasks in DoD acquisition. These tasks are systems-and-process development, manufacturing, and product quality management. Special attention is given to advanced quality systems, Six Sigma, and Lean manufacturing techniques. Other topics include current acquisition policies, risk management, design of experiments, quality functional deployment, theory of constraints, predictive analysis, and environmental safety and health. Discussions of “real-life” case studies are integrated into the course.

Course Length: 8.5 classroom days
Method of Delivery: Resident

Core Concepts for Requirements Management
This course allows professionals to study the role of both the requirements manager and requirements management within the Department of Defense (DoD) “Big A” acquisition construct. It examines the capabilities identification and requirements development processes from an end-to-end perspective, highlighting the intersection between the DoD Big A decision support systems of acquisition, resourcing, and requirements.

Course Length: Approximately 18 hours
Method of Delivery: Distance Learning

Advanced Concepts and Skills for Requirements Management
This course prepares national security requirements managers to understand, review, and contribute to requirements management. Action-based scenarios, computer-based simulations, and critical-thinking exercises provide formative practical experience that reinforces discussions on how the Joint Capabilities Integration and Development System, or Service or agency requirements systems, interacts with the Defense Acquisition System, and the planning, programming, budgeting, and execution system. Students must come prepared to discuss a real-world requirements issue related to their current work environment.

Course Length: 5 classroom days
Method of Delivery: Resident

Requirements Executive Overview Workshop
This workshop discusses the functions of requirements management and higher level governance of requirements as they evolve across the acquisition life cycle. The course also examines how the Joint Capabilities Integration and Development System, or Service or agency requirements systems, interacts with the Defense Acquisition System and the planning, programming, budgeting, and execution processes. Based on the class composition, the faculty may also address related topics such as Business Systems Acquisition and Services Acquisition. The course meets the Level D certification requirements for the Requirements Management Certification Training.

Target Attendees: This course is for DoD one-, two-, and three-star general/flag officers, equivalent career Senior Executive Service personnel, and political appointees.

Course Length: 1 classroom day
Method of Delivery: Resident

Senior Leader Requirements Course
This course provides an executive overview of pertinent topics concerning requirements management. It examines the Joint Capabilities Integration and Development System and its close partnership with the Defense Acquisition System and the planning, programming, budgeting, and execution processes. This top-level, strategic overview will include discussion about the collaboration between the requirements and acquisition commu-
nities as they work to set achievable, risk-informed, capability requirements and to make cost-effective trade-offs of performance, schedule, and quantity. The course meets the Level D certification requirements for the Requirements Management Certification Training.

**Target Attendees:** This course is for DoD four-star general/flag officers and agency heads/directors with particular duties involving major defense acquisition programs.

**Course Length:** Approximately 2 hours

**Method of Delivery:** Resident

### SBP 101

**Introduction to Small Business Programs, Part A**

This course targets new entrants to the Small Business professional career field and covers the small business vision, goals, culture, and values. It also reviews small business cases and success stories, highlighting the contributions that small businesses make to the success of the DoD. The course provides key baseline business processes, tools, legislation/policies, and procedures. Finally, the course includes discussion of the expectations of small business professionals throughout the DoD to help provide an understanding of where and how they fit into the defense acquisition landscape.

**Course Length:** Approximately 8 hours

**Method of Delivery:** Distance Learning

### SBP 102

**Introduction to Small Business Programs, Part B**

This course teaches basic knowledge of the legislation, policies, acquisition process, and market research techniques required to advise stakeholders effectively, to advocate for small business participation in defense acquisitions, and to educate small businesses on doing business with the DoD.

**Course Length:** 4.5 classroom days

**Method of Delivery:** Resident

### SBP 110

**Fundamentals of the FAR for SBP**

This course gives small business professionals (SBPs) baseline knowledge of how to locate, cite, and determine the applicability of policies and procedures in the Federal Acquisition Regulation (FAR); Defense Federal Acquisition Regulation Supplement (DFARS); DFARS Procedures, Guidance, and Information; and DoD class deviations. Students learn how the FAR and DFARS are organized and how these regulations determine what SBPs can and cannot do on the job. Through a series of examples, SBPs learn how to use the regulations to answer questions and provide advice for acquisition teams.

**Course Length:** Approximately 34 hours

**Method of Delivery:** Distance Learning

### SBP 120

**Contract Life Cycle for Small Business Professionals**

This course introduces personnel new to the Small Business career field to the basics of federal contracting, including contract planning, execution, and management. It also identifies where SBPs play a role in the contract life cycle.

**Course Length:** Approximately 16 hours

**Method of Delivery:** Distance Learning

### SBP 201

**Intermediate Small Business Programs, Part A**

This course prepares mid-level small business professionals (SBPs) to work as an integral part of the acquisition team. It provides an overview of the small business decision-making process, the contributions of SBPs, the Small Business Administration, small business outreach strategies, special programs, the source selection evaluation process, and post-award issues.

**Course Length:** Approximately 10 hours

**Method of Delivery:** Distance Learning

### SBP 202

**Intermediate Small Business Programs, Part B**

This course prepares mid-level small business professionals to work effectively with acquisition teams throughout the acquisition life cycle. Using concepts from Part A, students complete activities typical of what they will do on the job. These include devising a market research strategy; developing a supported,
justified acquisition strategy based on the market research; contributing to solicitation documents; training a source selection evaluation board in the evaluation standards for a given solicitation; evaluating small business elements of a proposal; reviewing subcontracting plans; and creating a post-award briefing. As a capstone, students will help each other in resolving small business issues that they are confronting in their agencies.

**Course Length:** 4.5 classroom days  
**Method of Delivery:** Resident

**SBP 210**

**Subcontracting**  
This course provides an overview of subcontracting as a means of maximizing small business opportunities and of the SBP’s role in advising on subcontracting requirements. It covers basic subcontracting concepts, and students apply them to job-relevant situations and get feedback and remediation from instructors.

**Course Length:** 5 classroom days  
**Method of Delivery:** Resident

**SBP 220**

**Business Decisions for Small Business**  
This course provides mid-level small business professionals the knowledge to ensure maximum opportunity for small business participation in a given procurement. It presents as a series of robust online simulations focusing on small business utilization strategies and the acquisition team interactions necessary for specific functions. Emphasis is placed on the benefits of various tools that can be used by a small business professional in an advisory function.

**Course Length:** Approximately 11 hours  
**Method of Delivery:** Distance Learning

**SBP 301**

**Small Business for Senior Leaders**  
This course prepares professionals for senior leadership positions in small business (SB), showing them how their roles and responsibilities will evolve as they lead at higher levels of the organization. Through realistic, scenario-based learning, students work individually and in teams to practice strategic thinking about how their SB office aligns with and supports their agency/organization’s mission. They will analyze how to manage their office to achieve this mission and address typical problems. They will also practice influencing skills in order to shape SB policy and promote small business internally and externally to DoD.

**Course Length:** 8 classroom days  
**Method of Delivery:** Resident

**STM 101**

**Introduction to Science and Technology Management**  
This course introduces the various technology management processes involved with developing and transitioning new technologies. It provides an overview of the role of science and technology in the systems acquisition life cycle. The course focuses on the processes, techniques, policies, and best practices that will be employed to ensure we are investing in appropriate technologies and that those technologies are refined and matured to be ready for use in a timely fashion.

**Course Length:** Approximately 4 hours  
**Method of Delivery:** Distance Learning

**STM 203**

**Intermediate Science and Technology Management**  
This course provides Science and Technology professionals with an understanding of the procedures and mechanisms that can be used to develop and transition new technologies into the DoD’s warfighting systems. It gives students the opportunity to apply critical skills in areas such as technology evaluation, budgeting, schedule management, contracting strategies, transition agreements, risk/opportunity management, intellectual property, and technology verification. Students apply these skills in evaluating a set of technologies as they progress from applied research to the point of transition to a program of record.

**Course Length:** 3.5 classroom days  
**Method of Delivery:** Resident
STM 304

Leadership in Science and Technology Management
This course focuses on the application of leadership skills within DoD science and technology organizations. It emphasizes the principles of strategic planning, technology roadmap development, and technology portfolio-development prioritization and evaluation. The course challenges students to think critically in instructor facilitated exercises, in order to make sound recommendations about which technologies to pursue consistent with organizational core functions, customer requirements, and technological opportunities.

Course Length: 3.5 classroom days
Method of Delivery: Resident

SYS 202

Intermediate Systems Planning, Research, Development, and Engineering, Part 1
This course is no longer available. It is expected to be replaced by ENG 201 in 1st quarter FY 2018.

TLR 350

Advanced Technical Leadership
This course builds upon the foundation established through the Level III curriculum. In addition to learning a variety of advanced technical leadership approaches, students will share their leadership experiences and leverage the experiences of peer students to identify personal leadership improvement opportunities and to synthesize an action plan to evolve their technical leadership capabilities. Facilitated topics include leadership concepts, self-awareness, critical thinking, project leadership, and personal development planning.

Course Length: 4.5 classroom days
Method of Delivery: Resident

TST 204

Intermediate Test and Evaluation
This course builds upon professionals’ knowledge, skills, and on-the-job experience relating to DoD test and evaluation (T&E) policies, processes, and practices. A number of problem-solving situations engage participants in the application of T&E concepts and principles. Course topics include the role of T&E in systems acquisition; T&E planning and the T&E strategy; T&E master plan development; managing a T&E program; and planning, conducting, and processing the results of T&E events.

Course Length: 9.5 classroom days
Method of Delivery: Resident

TST 303

Advanced Test and Evaluation
Designed for senior DoD acquisition personnel, this course focuses on leadership and management issues in a test and evaluation (T&E) environment. TST 303 involves facilitated discussion of current DoD policies, strategies, processes, and practices as they are applied and used in the T&E planning and management of DoD systems. This course covers a variety of knowledge-building and interactive problem-solving skills using case studies developed around lessons learned from actual system acquisitions. Class discussion and study group efforts culminate in participant presentations based on case analysis and solution analysis. Knowledge and skills developed in this course will facilitate successful professional participation as a T&E member in integrated planning and development activities for major programs.

Course Length: 4.5 classroom days
Method of Delivery: Resident

TST 102

Fundamentals of Test and Evaluation
This course emphasizes basic DoD test and evaluation (T&E) principles, policies, processes, and practices. It covers the integrated T&E processes outlined in the Defense Acquisition Guidebook and provides the foundational knowledge needed by T&E professionals and others to participate more effectively in DoD T&E activities.

Course Length: Approximately 18 hours
Method of Delivery: Distance Learning
Appendix B

Course Prerequisites

See pages 126–129 for course registration procedures.
<table>
<thead>
<tr>
<th>Identification</th>
<th>Course Title</th>
<th>Prerequisites</th>
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</thead>
<tbody>
<tr>
<td><strong>Acquisition Management</strong></td>
<td></td>
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</tr>
<tr>
<td>ACQ 101</td>
<td>Fundamentals of Systems Acquisition Management</td>
<td>None</td>
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<tr>
<td>ACQ 120</td>
<td>Fundamentals of International Acquisition (FIAC)</td>
<td>ACQ 101</td>
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<tr>
<td>ACQ 130</td>
<td>Fundamentals of Technology Security/Transfer (FTS/T)</td>
<td>ACQ 101</td>
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<tr>
<td>ACQ 160</td>
<td>Program Protection Planning Awareness</td>
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<td>ACQ 165</td>
<td>Defense Acquisition of Services</td>
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<td>ACQ 202</td>
<td>Intermediate Systems Acquisition, Part A</td>
<td>ACQ 101</td>
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<td>ACQ 203</td>
<td>Intermediate Systems Acquisition, Part B</td>
<td>ACQ 202</td>
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<tr>
<td>ACQ 230</td>
<td>International Acquisition Integration</td>
<td>ACQ 120, ACQ 130, ACQ 202</td>
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<tr>
<td>ACQ 265</td>
<td>Mission-Focused Services Acquisition</td>
<td>CLC 013</td>
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<tr>
<td>ACQ 315</td>
<td>Understanding Industry (Business Acumen)</td>
<td>None</td>
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<tr>
<td>ACQ 340</td>
<td>Advanced International Management Workshop</td>
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<tr>
<td>ACQ 350</td>
<td>Advanced Technology Security/Control Workshop</td>
<td>ACQ 230</td>
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<tr>
<td>ACQ 370</td>
<td>Acquisition Law</td>
<td>None</td>
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<td>ACQ 380</td>
<td>International Acquisition Management</td>
<td>ACQ 230</td>
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<td>ACQ 401</td>
<td>Senior Acquisition Course</td>
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<td>ACQ 404</td>
<td>Senior Acquisition Management Course</td>
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<tr>
<td>ACQ 405</td>
<td>Executive Refresher Course</td>
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<tr>
<td>ACQ 415</td>
<td>Strategic Interface with Industry</td>
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<tr>
<td>ACQ 450</td>
<td>Leading in the Acquisition Environment</td>
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<tr>
<td>ACQ 451</td>
<td>Integrated Acquisition for Decision Makers</td>
<td>None</td>
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<tr>
<td>ACQ 452</td>
<td>Forging Stakeholder Relationships</td>
<td>None</td>
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<tr>
<td>ACQ 453</td>
<td>Leader as Coach</td>
<td>None</td>
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<tr>
<td><strong>Business, Cost Estimating, and Financial Management</strong></td>
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<tr>
<td>BCF 110</td>
<td>Fundamentals of Business Financial Management</td>
<td>ACQ 101</td>
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<td>BCF 130</td>
<td>Fundamentals of Cost Analysis</td>
<td>ACQ 101, CLC 024</td>
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<tr>
<td>BCF 131</td>
<td>Applied Cost Analysis</td>
<td>BCF 130</td>
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<td>BCF 205</td>
<td>Contractor Business Strategies</td>
<td>ACQ 203</td>
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<td>BCF 206</td>
<td>Cost Risk Analysis</td>
<td>BCF 130, BCF 131, CLC 024</td>
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<td>BCF 209</td>
<td>Acquisition Reporting for MDAPs and MAIS</td>
<td>CLC 014</td>
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<td>BCF 215</td>
<td>Operating and Support Cost Analysis</td>
<td>None</td>
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<td>BCF 220</td>
<td>Acquisition Business Management Concepts</td>
<td>BCF 110, BCF 130, EVM 101</td>
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<tr>
<td>BCF 225</td>
<td>Acquisition Business Management Application</td>
<td>BCF 110, BCF 130, BCF 220, EVM 101</td>
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<td>BCF 230</td>
<td>Intermediate Cost Analysis</td>
<td>BCF 110, BCF 130, BCF 131, EVM 101</td>
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<tr>
<td>Identification</td>
<td>Course Title</td>
<td>Prerequisites</td>
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<tr>
<td>BCF 250</td>
<td>Applied Software Cost Estimating</td>
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<td>BCF 330</td>
<td>Advanced Concepts in Cost Analysis</td>
<td>BCF 206, BCF 215, BCF 225, BCF 230, CLB 023, CLB 026, CLB 029, CLB 030</td>
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<tr>
<td><strong>Contract Management - Air Operations</strong></td>
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<tr>
<td>CMA 100</td>
<td>Fundamentals of the GFR and GGFR</td>
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<tr>
<td>CMA 241</td>
<td>Government Flight and Ground Representative (GFR/GGR)</td>
<td>None</td>
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<tr>
<td><strong>Contract Management - Contract Administration and Pricing</strong></td>
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<tr>
<td>CMC 100</td>
<td>Contract Administration Fundamentals</td>
<td>DCMA CBT “How to Use Mechanization of Contract Administration Services (MOCAS)”</td>
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<tr>
<td>CMC 130</td>
<td>Introduction to Indirect Cost Rates</td>
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<tr>
<td>CMC 200</td>
<td>Fees, Financing, and Payments</td>
<td>CMC 100</td>
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<tr>
<td>CMC 202</td>
<td>Advanced Contract Administration Topics</td>
<td>CMC 200</td>
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<tr>
<td>CMC 231</td>
<td>Cost Monitoring</td>
<td>CON 232</td>
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<tr>
<td>CMC 232</td>
<td>Final Indirect Cost Rates</td>
<td>CMC 130, CON 232</td>
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<td><strong>Contract Management - Engineering and Analysis</strong></td>
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<tr>
<td>CME 130</td>
<td>Surveillance Implications of Manufacturing and Subcontractor Management</td>
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<td>CME 201</td>
<td>Engineering Surveillance</td>
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<td>CME 202</td>
<td>Configuration Management System Review</td>
<td>CLM 103, CME 201</td>
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<tr>
<td>CME 203</td>
<td>Engineering Support to Technical Reviews</td>
<td>CLE 003, CME 201</td>
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<td>CME 204</td>
<td>Engineering Change Proposal Review</td>
<td>CLE 036, OR LOG 204</td>
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<td>CME 230</td>
<td>Production Planning and Control (PP&amp;C)</td>
<td>MFG 103 (DCMA course)</td>
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<td>CME 250</td>
<td>Software Acquisition Management (SAM) Policy and Procedures</td>
<td>SPDP 202 (DCMA course)</td>
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<td>CME 260</td>
<td>Software Acquisition Management (SAM) Policy Implementation</td>
<td>CME 250, EVM 101, SPDP 140 (DCMA course), SPDP 250 (DCMA course)</td>
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<td><strong>Contract Management - Portfolio Management and Integration</strong></td>
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<td>CMI 100</td>
<td>Integrated Program Reporting Basics</td>
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<td>CMI 103</td>
<td>DCMA First-Level Supervisor Support to NASA</td>
<td>None</td>
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<td>CMI 140</td>
<td>Multifunctional Surveillance of Prime Suppliers’ Control of Subcontractors</td>
<td>CLE 201, CLM 017</td>
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<td>CMI 207</td>
<td>DCMA Multifunctional Support to NASA</td>
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<td>CMI 220</td>
<td>Program Support, Integrated Analysis and Reporting</td>
<td>CMI 100, EVM 101, EVM 202</td>
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<td><strong>Contract Management - Quality</strong></td>
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<tr>
<td>CMQ 100</td>
<td>Quality Assurance Basics</td>
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<td>CMQ 101</td>
<td>Government Contract Quality Assurance Fundamentals</td>
<td>ACQ 101, CMQ 100</td>
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<tr>
<td>CMQ 131</td>
<td>Data Collection and Analysis</td>
<td>CMQ 100</td>
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<tr>
<td>CMQ 142</td>
<td>Basic Measuring</td>
<td>CMQ 100</td>
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## Appendix B: Course Prerequisites

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<tr>
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<tbody>
<tr>
<td>CMQ 200</td>
<td>Statistical Sampling</td>
<td>CMQ 100</td>
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<tr>
<td>CMQ 201</td>
<td>Contract Management of NASA Contracts for DCMA Leadership</td>
<td>None</td>
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<td>CMQ 210</td>
<td>Calibration Systems</td>
<td>CMQ 100</td>
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<tr>
<td>CMQ 220</td>
<td>Root Cause Analysis (RCA)</td>
<td>CMQ 100</td>
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<tr>
<td>CMQ 230</td>
<td>Quality Control Graphics and Charting</td>
<td>CMQ 100</td>
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<tr>
<td>CMQ 231</td>
<td>Data Collection and Analysis Application</td>
<td>CMQ 101, CMQ 131, CMQ 230</td>
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<tr>
<td>CMQ 232</td>
<td>Creation and Evaluation of Quality Control Graphics in Statistical Process Control (SPC)</td>
<td>CMQ 100, CMQ 230</td>
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<tr>
<td>CMQ 242</td>
<td>Measuring Techniques</td>
<td>CMQ 100, CMQ 142, QUAL 109 (DCMA course)</td>
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<tr>
<td>CMQ 260</td>
<td>Failure Mode Effects Analysis</td>
<td>CLX 160, CMQ 100</td>
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### Contracting

<table>
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<tr>
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<tbody>
<tr>
<td>CON 090</td>
<td>Federal Acquisition Regulation (FAR) Fundamentals</td>
<td>None</td>
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<tr>
<td>CON 100</td>
<td>Shaping Smart Business Arrangements</td>
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<tr>
<td>CON 121</td>
<td>Contracting Planning</td>
<td>CON 090 (only if you are assigned to the Contracting career field)</td>
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<tr>
<td>CON 124</td>
<td>Contracting Execution</td>
<td>CON 090 (only if you are assigned to the Contracting career field)</td>
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<tr>
<td>CON 127</td>
<td>Contracting Management</td>
<td>CON 090 (only if you are assigned to the Contracting career field)</td>
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<tr>
<td>CON 127</td>
<td>Fundamentals of Cost and Price Analysis</td>
<td>CLC 057, CLC 058, CON 090 (only if you are assigned to the Contracting career field)</td>
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<tr>
<td>CON 200</td>
<td>Business Decisions for Contracting</td>
<td>CON 170 (only if you are assigned to the Contracting career field)</td>
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<tr>
<td>CON 216</td>
<td>Legal Considerations in Contracting</td>
<td>CON 200 (not required for those in the FE career field)</td>
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<tr>
<td>CON 232</td>
<td>Overhead Management of Defense Contracts</td>
<td>None</td>
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<td>CON 234</td>
<td>Joint Contingency Contracting Course</td>
<td>CLC 039, CON 127</td>
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<tr>
<td>CON 237</td>
<td>Simplified Acquisition Procedures</td>
<td>None</td>
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<tr>
<td>CON 243</td>
<td>Architect-Engineer Contracting</td>
<td>CON 216</td>
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<tr>
<td>CON 244</td>
<td>Construction Contracting</td>
<td>CLC 056, CON 127 (not required for those in the FE career field)</td>
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<tr>
<td>CON 252</td>
<td>Fundamentals of Cost Accounting Standards</td>
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<td><strong>CON 270</strong></td>
<td>Intermediate Cost and Price Analysis</td>
<td>CLC 056, CON 170</td>
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<td><strong>CON 280</strong></td>
<td>Source Selection and Administration of Service Contracts</td>
<td>ACQ 101, CLC 051, CLC 056, CLC 057, CON 200, CON 216, CON 270, HBS 428</td>
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<td><strong>CON 290</strong></td>
<td>Contract Administration and Negotiation Techniques in a Supply Environment</td>
<td>ACQ 101, CLC 051, CLC 056, CLC 057, CON 200, CON 216, CON 270, HBS 428</td>
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<td><strong>CON 334</strong></td>
<td>Advanced Contingency Contracting Officer’s Course</td>
<td>CLC 007, CON 234</td>
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<td><strong>CON 360</strong></td>
<td>Contracting for Decision Makers</td>
<td>CON 280, CON 290</td>
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<tr>
<td><strong>CON 370</strong></td>
<td>Advanced Cost and Price Analysis</td>
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**Earned Value Management**

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<tr>
<th>Identification</th>
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<tr>
<td><strong>EVM 101</strong></td>
<td>Fundamentals of Earned Value Management</td>
<td>ACQ 101</td>
</tr>
<tr>
<td><strong>EVM 202</strong></td>
<td>Intermediate Earned Value Management</td>
<td>ACQ 202, EVM 101</td>
</tr>
<tr>
<td><strong>EVM 262</strong></td>
<td>EVMS Guidelines and Compliance</td>
<td>EVM 101</td>
</tr>
<tr>
<td><strong>EVM 263</strong></td>
<td>Principles of Schedule Management</td>
<td>ACQ 101, CLM 012, BCF 102, or BCF 203, or CLB 016, or CLV 016, or EVM 101, or EVM 202</td>
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**Engineering**

<table>
<thead>
<tr>
<th>Identification</th>
<th>Course Title</th>
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<tbody>
<tr>
<td><strong>ENG 101</strong></td>
<td>Fundamentals of Systems Engineering</td>
<td>ACQ 101</td>
</tr>
<tr>
<td><strong>ENG 201</strong></td>
<td>Applied Systems Engineering in Defense Acquisition, Part 1</td>
<td>ACQ 203, ENG 101</td>
</tr>
<tr>
<td><strong>ENG 202</strong></td>
<td>Applied Systems Engineering in Defense Acquisition, Part 2</td>
<td>ACQ 203, CLE 003, SYS 202 (ENG 201 when deployed)</td>
</tr>
<tr>
<td><strong>ENG 301</strong></td>
<td>Leadership in Engineering Defense Systems</td>
<td>ACQ 203, CLE 003, CLE 068, ENG 202</td>
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**Facilities Engineering**

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<tr>
<th>Identification</th>
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<tbody>
<tr>
<td><strong>FE 201</strong></td>
<td>Intermediate Facilities Engineering</td>
<td>ACQ 101</td>
</tr>
<tr>
<td><strong>FE 302</strong></td>
<td>Advanced Facilities Engineering</td>
<td>FE 201</td>
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**Grants**

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<th>Identification</th>
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<tr>
<td><strong>GRT 201</strong></td>
<td>Grants and Agreements Management</td>
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**Industrial/Contract Property Management**

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<th>Course Title</th>
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<tr>
<td><strong>IND 105</strong></td>
<td>Contract Property Fundamentals</td>
<td>CON 100, CON 121, CON 124, CON 127</td>
</tr>
<tr>
<td><strong>IND 205</strong></td>
<td>Contract Government Property Management Systems and Auditing Concepts</td>
<td>IND 105</td>
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## Appendix B: Course Prerequisites

<table>
<thead>
<tr>
<th>Identification</th>
<th>Course Title</th>
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<tbody>
<tr>
<td><strong>Information Systems Acquisition</strong></td>
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<td></td>
</tr>
<tr>
<td>ISA 101</td>
<td>Basic Information Systems Acquisition</td>
<td>ACQ 101</td>
</tr>
<tr>
<td>ISA 201</td>
<td>Intermediate Information Systems Acquisition</td>
<td>ACQ 203, CLE 003, CLE 068, CLE 074, ISA 101</td>
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<tr>
<td>ISA 220</td>
<td>Risk Management Framework (RMF) for the Practitioner</td>
<td>None</td>
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<tr>
<td>ISA 301</td>
<td>Advanced Enterprise Information Systems Acquisition</td>
<td>ACQ 203, ISA 201</td>
</tr>
<tr>
<td>ISA 320</td>
<td>Advanced Program Information Systems Acquisition</td>
<td>ACQ 203, ISA 201</td>
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<tr>
<td><strong>Logistics</strong></td>
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<tr>
<td>LOG 100</td>
<td>Life Cycle Logistics Fundamentals</td>
<td>ACQ 101</td>
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<tr>
<td>LOG 102</td>
<td>Fundamentals of System Sustainment Management</td>
<td>ACQ 101</td>
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<tr>
<td>LOG 103</td>
<td>Reliability, Availability, and Maintainability (RAM)</td>
<td>ACQ 101</td>
</tr>
<tr>
<td>LOG 200</td>
<td>Product Support Strategy Development, Part A</td>
<td>ACQ 203, LOG 100, LOG 102, LOG 103</td>
</tr>
<tr>
<td>LOG 201</td>
<td>Product Support Strategy Development, Part B</td>
<td>LOG 200</td>
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<tr>
<td>LOG 204</td>
<td>Configuration Management</td>
<td>ACQ 101</td>
</tr>
<tr>
<td>LOG 206</td>
<td>Intermediate Systems Sustainment Management</td>
<td>LOG 201</td>
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<td>LOG 211</td>
<td>Supportability Analysis</td>
<td>CLL 008, CLL 012</td>
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<td>LOG 215</td>
<td>Technical Data Management</td>
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<td>LOG 235</td>
<td>Performance-Based Logistics</td>
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<tr>
<td>LOG 340</td>
<td>Life-Cycle Product Support</td>
<td>ACQ 203, CLL 005, CLL 015, CLL 020, LOG 201, LOG 235</td>
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<tr>
<td>LOG 350</td>
<td>Enterprise Life-Cycle Logistics Management</td>
<td>ACQ 203, LOG 340</td>
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<tr>
<td>LOG 465</td>
<td>Executive Product Support Manager’s Course</td>
<td>None</td>
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<td><strong>Program Management</strong></td>
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<tr>
<td>PMT 252</td>
<td>Program Management Tools, Part 1</td>
<td>ACQ 203</td>
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<tr>
<td>PMT 257</td>
<td>Program Management Tools, Part 2</td>
<td>ACQ 203, EVM 101, PMT 252</td>
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<tr>
<td>PMT 355</td>
<td>Program Management Office Course, Part A</td>
<td>ACQ 203, BCF 110, ISA 101, LOG 103, PMT 257, SYS 202 (ENG 201 when deployed)</td>
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<td>PMT 360</td>
<td>Program Management Office Course, Part B</td>
<td>PMT 355</td>
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<td>PMT 400</td>
<td>Program Manager’s Skills Course</td>
<td>PMT 360</td>
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<tr>
<td>PMT 401</td>
<td>Program Manager’s Course</td>
<td>PMT 360</td>
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<td>Identification</td>
<td>Course Title</td>
<td>Prerequisites</td>
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<tr>
<td>PMT 402</td>
<td>Executive Program Manager’s Course</td>
<td>PMT 401</td>
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<td><strong>Production, Quality, and Manufacturing</strong></td>
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<td>PQM 101</td>
<td>Production, Quality, and Manufacturing Fundamentals</td>
<td>ACQ 101</td>
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<td>PQM 201A</td>
<td>Intermediate Production, Quality, and Manufacturing, Part A</td>
<td>ACQ 203 PQM 101</td>
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<td>PQM 201B</td>
<td>Intermediate Production, Quality, and Manufacturing, Part B</td>
<td>PQM 201A</td>
</tr>
<tr>
<td>PQM 301</td>
<td>Advanced Production, Quality, and Manufacturing</td>
<td>ACQ 203 PQM 201B</td>
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<td><strong>Requirements Management</strong></td>
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<td>RQM 110</td>
<td>Core Concepts for Requirements Management</td>
<td>CLR 101</td>
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<td>RQM 310</td>
<td>Advanced Concepts and Skills for Requirements Management</td>
<td>RQM 110</td>
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<td>RQM 403</td>
<td>Requirements Executive Overview Workshop</td>
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<td>RQM 413</td>
<td>Senior Leader Requirements Course</td>
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<td><strong>Science and Technology Management</strong></td>
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<td>STM 101</td>
<td>Introduction to Science and Technology Management</td>
<td>ACQ 101</td>
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<td>STM 203</td>
<td>Intermediate Science and Technology Management</td>
<td>ACQ 202 CLE 021 CLE 068 ENG 101 STM 101</td>
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<td>STM 304</td>
<td>Leadership in Science and Technology Management</td>
<td>STM 203 CLM 014</td>
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<td><strong>Small Business Program</strong></td>
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<td>SBP 101</td>
<td>Introduction to Small Business Programs, Part A</td>
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<td>SBP 102</td>
<td>Introduction to Small Business Programs, Part B</td>
<td>SBP 101</td>
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<td>SBP 110</td>
<td>Fundamentals of the FAR for SBP</td>
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<td>SBP 120</td>
<td>Contract Life Cycle for Small Business Professionals</td>
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<td>SBP 201</td>
<td>Intermediate Small Business Programs, Part A</td>
<td>None until Oct. 2018</td>
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<td>SBP 202</td>
<td>Intermediate Small Business Programs, Part B</td>
<td>SBP 201</td>
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<td>SBP 210</td>
<td>Subcontracting</td>
<td>None until Oct. 2018</td>
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<td>SBP 220</td>
<td>Business Decisions for Small Business</td>
<td>None until Oct. 2018</td>
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<td>SBP 301</td>
<td>Small Business for Senior Leaders</td>
<td>None until Oct. 2018</td>
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<td><strong>Technical Leadership</strong></td>
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<td>TLR 350</td>
<td>Advanced Technical Leadership</td>
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<td><strong>Test and Evaluation</strong></td>
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<td>TST 102</td>
<td>Fundamentals of Test and Evaluation</td>
<td>ACQ 101 ENG 101</td>
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<td>TST 303</td>
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<td>ACQ 203 CLB 009 CLM 014 TST 204</td>
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Appendix C: Continuous Learning

Generally, continuous learning modules are offered online.
Appendix C

Continuous Learning

See pages 126–129 for course registration procedures.
Appendix C: Continuous Learning

Generally, continuous learning modules are offered online.

**BUSINESS**

**CLB 007**

**Cost Analysis**
Cost Analysis focuses on the basic cost analysis process, one of the fundamental building blocks of any acquisition program. At the end of this module, you should be able to define various financial management terms as they relate to the defense acquisition process, determine when various cost estimates should be prepared, know which estimating methodology is most appropriate, and know what cost data are of interest to various program stakeholders.

**Course Length:** Approximately 4 hours

**CLB 008**

**Program Execution**
Program Execution describes the budget execution process, including the legal concerns and potential impact of poor budget execution. At the end of this module, you should be able to describe the apportionment process (including rules for deferral and rescission), describe the funds execution process and laws that govern it, identify the purposes and contents of obligation and expenditure plans, and identify rules for reprogramming.

**Course Length:** Approximately 3 hours

**CLB 009**

**Planning, Programming, Budgeting, and Execution and Budget Exhibits**
Planning, Programming, Budgeting, and Execution (PPBE) and Budget Exhibits focuses on explaining the PPBE process, including the relationship of each phase to the systems acquisition process. At the end of this module, you should be able to recall the primary purpose of each of the phases of PPBE, identify the interrelationship between PPBE and the Defense Acquisition System, and identify the purpose, content, and dimensions of the Future Years Defense Program.

**Course Length:** Approximately 3 hours

**CLB 010**

**Congressional Enactment**
Congressional Enactment focuses on the congressional processes that lead to a budget resolution, an authorization act, and an appropriation act, and the implications of those outcomes for defense acquisition programs. At the end of this module, you should be able to identify key DoD and Service organizations that provide liaison to the congressional committees; describe the budget resolution, the authorization and appropriation phases, and their key products; understand the basic rules of DoD appeals; recognize when a continuing resolution is required; and recognize when a program is considered a “new start.”

**Course Length:** Approximately 4 hours

**CLB 011**

**Budget Policy**
Budget Policy focuses on appropriations and the funding policies that are associated with each appropriation. It will relate a defense acquisition program's cost estimate to its programming and budgeting requirements. At the end of this module, you should be able to identify the major appropriation categories of interest to the defense acquisition community, identify the funding policy that applies to each, recognize situations where exceptions to the funding policies are appropriate, and identify the time-phased budget estimate most appropriate to a given situation.

**Course Length:** Approximately 5 hours

**CLB 014**

**Acquisition Reporting Concepts and Policy Requirements**
This module introduces terms, policies, and requirements for MDAPs and MAIS programs, specifically the APB, the DAES, the SAR, and the UCR. Upon completion of the module, students will be able to apply these concepts and policies in the preparation and review of reports generated using the Defense Acquisition Management Information Retrieval (DAMIR) software.

**Course Length:** Approximately 3 hours
CLB 023

Software Cost Estimating
This module provides an overview of software cost estimating. It comprises the five steps of preparation and review of a software cost estimate and will enable managers to determine whether an estimate is realistic and defendable.

Course Length: Approximately 5 hours

CLB 024

Cost Risk Analysis Introduction
This module provides the foundation for an understanding of risk management as it relates to cost estimation. It addresses program risks that help ensure that program costs, schedule, and performance objectives are met.

Course Length: Approximately 3 hours

CLB 025

Total Ownership Cost
The goal of this course is to provide business cost-estimating and financial management personnel with the framework necessary to estimate total ownership cost (TOC) within the acquisition process. It is not intended to duplicate information documented in various DoD and Service-level policy, guidance, and implementing instructions, but to provide a frame of reference for developing TOC estimates.

Course Length: Approximately 3 hours

CLB 026

Forecasting Techniques
The goal of this module is to provide the learner with information on forecasting for the Defense Acquisition Workforce. This will include various forecasting techniques, approaches, and practical exercises, all designed to give the learner foundational knowledge of forecasting.

Course Length: Approximately 2 hours

CLB 029

Rates
The Rates module introduces the basics of wrap rate development as it relates to cost estimating. At the conclusion of this module, you should be familiar with and be able to describe portions of a cost estimate that require the use of wrap rate calculations. You will also be able to describe the components for building an estimate using engineering standards as well as calculate a wrap rate or a fully burdened labor rate.

Course Length: Approximately 2 hours

CLB 030

Data Collection and Sources
This module introduces the basics of data sources and collection as they relate to cost estimating. At the conclusion of this module, students should be familiar with and be able to describe various data sources used in the construction of a cost estimate. Students also will be able to explain the necessity of having programmatic and technical data in addition to cost data and provide illustrations of various problems relating to the collection and analysis of data.

Course Length: Approximately 2 hours

CLB 031

Time-Phasing Techniques
This module focuses on the methods that cost estimators can use to time phase a cost estimate. Students will learn to recognize the definition, purpose, and utility of time-phasing methods and how they are used in the Cost-Estimating career field.

Course Length: Approximately 1.5 hours

CLB 032

Force Structure Costing
This module explains the definition, purpose, and utility of DoD force-structure-costing techniques as used in the Cost-Estimating career field.

Course Length: Approximately 1.5 hours

CLB 033

Databases for the Cost Estimate
This module introduces students to a cross-section of some of the more well-known DoD databases. It is primarily intended for members of the Business Cost-Estimating functional community and also may be of interest to other DoD functional communities. Access to most of the DoD databases is controlled or, in some cases, classified; this limits the databases that can be openly discussed.

Course Length: Approximately 2.5 hours
Appendix C: Continuous Learning

Generally, continuous learning modules are offered online.

**CLB 034**

**Probability Tree**
This module focuses on probability or decision trees used in the context of cost estimating. The module is primarily intended for members of the Business Cost-Estimating functional community and may be of interest to other DoD functional communities.

**Course Length:** Approximately 2 hours

**CLB 035**

**Statistical Analysis**
This module will provide learners with the knowledge and skills to use parametric and nonparametric analysis to support the cost-estimating process.

**Course Length:** Approximately 3 hours

**CLB 036**

**Foreign Military Sales**
This module provides DoD business financial management workforce members a thorough understanding of the government statutes, policies, structure, and stages of the foreign military sales (FMS) process and the business financial manager’s role in FMS.

**Course Length:** Approximately 3 hours

**CLB 038**

**Comparative Analysis**
This module will provide members of the DoD business acquisition cost-estimating workforce a thorough understanding of how various comparative analyses should be used to support the cost-estimating process.

**Course Length:** Approximately 6 hours

**CLB 039**

**Cost Estimation Terminology**
This module defines and explains the differences among selected key terms that are often confused in cost estimating.

**Course Length:** Approximately 2 hours

**CLB 040**

**Should-Cost Management**
This module will explain should-cost management and its vital role in the implementation of Better Buying Power 3.0 across DoD acquisition, from contract negotiations to sustainment. The module also includes explication of critical thinking skills and their application to should-cost management.

**Course Length:** Approximately 3 hours

**CONTRACTING**

**CLC 001**

**Defense Subcontract Management**
This module addresses subcontracting activities from the perspective of the staff of a defense acquisition program office. It also addresses the activities of supporting government offices and agencies, issues faced by prime contractors employing subcontractors, and issues faced by subcontractors themselves.

**Course Length:** Approximately 4 hours

**CLC 003**

**Sealed Bidding**
This module builds upon the sealed bidding process presented in Federal Acquisition Regulation Part 14. The course is designed to provide acquisition professionals with experience in understanding sealed bidding concepts and processes when contracting for supplies and services. The module covers concerns about using sealed bidding, procedures for soliciting bids, methods for bid receipt and correct handling of bids, how to correct common mistakes in bids, and selection of the correct contractor for award.

**Course Length:** Approximately 2 hours

**CLC 004**

**Market Research**
This module provides a foundational understanding of the benefits of effective market research to reduce acquisition costs and cycle times and to afford greater access to advanced technologies. The module covers the differences between tactical and strategic
market research and shows how to consolidate market research results in order to develop an acquisition strategy.

**Course Length:** Approximately 3 hours

### CLC 005

**Simplified Acquisition Procedures**
This module is designed to provide federal procurement professionals with a better understanding of contracting for supplies and services using simplified acquisition procedures.

**Course Length:** Approximately 2 hours

### CLC 006

**Contract Terminations**
There are many ways to terminate the obligations of a contract. Most often, parties conclude their contract obligations by performing them. However, sometimes problems arise, and parties cannot or will not complete their obligations under the contract. This module will enable you to prepare and process a termination notice when appropriate.

**Course Length:** Approximately 2 hours

### CLC 007

**Contract Source Selection**
This interactive module is designed to provide federal procurement and acquisition professionals with a better understanding of the source selection process and its goals. The module covers planning for source selection, the source selection organization, roles of source selection team members, and notifications and debriefings of offerors. The module emphasizes the importance of close communication between the government and offerors throughout the source selection process.

**Course Length:** Approximately 3 hours

### CLC 008

**Indirect Costs**
An indirect cost is any cost not directly identified with a single, final cost objective, but rather is identified with two or more final cost objectives. Indirect costs are used for the pricing of contracts, interim contract billing, and the determination of actual contract costs. This module aims to serve as a primer for those who are unfamiliar with indirect costs.

**Course Length:** Approximately 1 hour

### CLC 009

**Service-Disabled, Veteran-Owned Small Business Program**
The Service-Disabled, Veteran-Owned Small Business Program provides certain benefits for businesses owned by Service-disabled veterans seeking contracts with the federal government. This training module explains the basic requirements of the program.

**Course Length:** Approximately 1 hour

### CLC 011

**Contracting for the Rest of Us**
This module provides people who do not work in the Contracting career field with a basic knowledge of some of the essential processes and considerations that DoD contracting professionals encounter to satisfy their customers' requirements. The module also provides an introduction to some of the topics that are covered in greater depth in other contracting modules.

**Course Length:** Approximately 2 hours

### CLC 013

**Services Acquisition**
This module describes a disciplined seven-step process for the acquisition of services, using the requirements roadmap process to define high-level objectives and tasks, standards, allowable variations, and method of inspection. It will teach the student how to develop acquisition documents such as the performance work statement and quality assurance surveillance plan.

**Course Length:** Approximately 3 hours

### CLC 020

**Commercial Item Determination**
This module is designed to aid acquisition personnel in developing sound business strategies for procuring commercial items. It provides professionals a clear understanding of the guidance and tools contained in the *Commercial Item Determination Handbook*, a practical reference used in such acquisitions.

**Course Length:** Approximately 3.5 hours
Appendix C: Continuous Learning

Generally, continuous learning modules are offered online.

\textbf{CLC 023}
\textbf{Commercial Item Determination Executive Overview}
This self-paced module explores the commercial item determination process as outlined in the \textit{Commercial Item Determination Handbook}, a practical reference used in such acquisitions. DoD has designed this module to aid acquisition personnel in developing sound business strategies for procuring commercial items and to gain a clear understanding of the guidance and tools contained in the handbook.

\textbf{Course Length:} Approximately 30 minutes

\textbf{CLC 024}
\textbf{Basic Math Tutorial}
This module will help students refresh/increase their basic math skills. Mathematics is a necessary and useful tool when determining price and cost reasonableness. Several performance support tools exist that can assist you with many of the calculations to accomplish your job; however, you may still need to perform your own calculations without the aid of a tool or calculator.

\textbf{Course Length:} Approximately 2 hours

\textbf{CLC 026}
\textbf{Performance-Based Payments Overview}
This module presents an overview of the fundamental concepts of performance-based payments (PBPs) and the guidance necessary for implementing a PBP financing structure as part of a fixed-price contract.

\textbf{Course Length:} Approximately 1 hour

\textbf{CLC 027}
\textbf{Buy American Statute}
This module provides explanatory materials and practical examples to aid compliance with the Buy American Statute and regulatory requirements. It clarifies the parts of the Federal Acquisition Regulation and Defense Federal Acquisition Regulation Supplement that address the statute.

\textbf{Course Length:} Approximately 3 hours

\textbf{CLC 028}
\textbf{Past Performance Information}
This self-paced module addresses the rationale behind collecting past performance information, why it should be used, and how its use improves contractor performance. It is based on the DoD guidebook titled \textit{A Guide to Collection and Use of Past Performance Information}, which can be found at \url{www.acq.osd.mil/dpap/Docs/PPI_Guide_2003_final.pdf}.

\textbf{Course Length:} Approximately 3 hours

\textbf{CLC 030}
\textbf{Essentials of Interagency Acquisitions/Fair Opportunity}
This module is designed to provide DoD acquisition professionals with a better understanding of the need to ensure that non-DoD contracting instruments are appropriately used by DoD contracting personnel. It provides an overview of current policy; key concepts and requirements on scope, competition, and fiscal law; and the roles and responsibilities of the requesting agencies and assisting agencies.

\textbf{Course Length:} Approximately 2.5 hours

\textbf{CLC 031}
\textbf{Reverse Auctioning}
Reverse Auctioning is a self-paced module that provides an introduction to a new, Internet-based contracting technique employed by the DoD acquisition community to achieve significant cost savings through the use of e-commerce capabilities. The course is intended for entry- and mid-level acquisition managers who might use the technique in their daily business environment.

\textbf{Course Length:} Approximately 1 hour

\textbf{CLC 033}
\textbf{Contract Format and Structure for DoD e-Business Environment}
Effective structuring of contracts is more important than ever. This is due to the increased automation of the contracting process and centralization of bill paying through the Defense Finance and Accounting
Service; a loss of institutional knowledge among the DoD procurement workforce; and requirements for proper valuation and tracking of equipment.

**Course Length:** Approximately 3 hours

**CLC 035**

**Other Transaction Authority for Prototype Projects: Comprehensive Coverage**

This module comprises six lessons that present the mandatory requirements and other guidelines to consider and apply, as appropriate, when utilizing other transaction authority for prototype projects.

**Course Length:** Approximately 3 hours

**CLC 039**

**Contingency Contracting Simulation: Barda Bridge**

The Barda Bridge simulation offers professionals an immersion experience in predeployment and deployment decision making. It will provide feedback on how your decisions as a deploying individual and contingency contracting officer affect your family back home as well as your mission forward.

**Course Length:** Approximately 2 hours

**CLC 040**

**Predictive Analysis and Scheduling**

This module provides an overview of the various types of schedules that are used by Defense Contract Management Agency personnel and a background of how predictive analysis is utilized to determine and maintain schedules.

**Course Length:** Approximately 1.5 hours

**CLC 041**

**Predictive Analysis and Systems Engineering**

This module summarizes how predictive analysis plays a role in systems engineering. Professionals also learn about various systems engineering tools.

**Course Length:** Approximately 2 hours

**CLC 042**

**Predictive Analysis and Quality Assurance**

This module provides an overview of quality assurance activities and how they relate to the use of predictive analysis as a tool to form assumptions of future events.

**Course Length:** Approximately 1 hour

**CLC 043**

**Defense Priorities and Allocations System**

This module aims to ensure that government and industry users are thoroughly familiar with the priorities and allocations authority of the Defense Production Act. It also explains the purpose of the Defense Priorities and Allocations System, which is to assure the timely availability of industrial resources to meet current and future national security and emergency preparedness requirements.

**Course Length:** Approximately 3 hours

**CLC 044**

**Alternative Dispute Resolution**

Alternative Dispute Resolution is a tool for resolving contract disputes without litigation. This module explains how to use this tool effectively when disputes arise.

**Course Length:** Approximately 4 hours

**CLC 045**

**Partnering**

The Partnering module gives an overview of the benefits of developing good government-contractor relationships. The partnering concept, designed to enhance contractor performance—a key component of alternative dispute resolution—is one method used to prevent disputes as well as minimize disputes that may occur.

**Course Length:** Approximately 2 hours

**CLC 046**

**DoD Sustainable Procurement Program**

Green procurement is the purchase of products and services with favorable energy or environmental attributes in accordance with federally mandated “green” procurement preference programs. DoD’s Sustainable Procurement Program is a comprehensive strategy for implementing environmentally preferred practices while sustaining the overall mission. The overall purpose of this lesson is to identify the objectives and background of DoD’s Sustainable Procurement Program.

**Course Length:** Approximately 1.5 hours
Appendix C: Continuous Learning

Generally, continuous learning modules are offered online.

CLC 047
Contract Negotiation Techniques
This module will help professionals obtain a better understanding of various analysis techniques and tools to use in the development of a contract's negotiation range. After completion of this course, professionals will be better prepared to develop strategies for their contract negotiations.

Course Length: Approximately 2 hours

CLC 048
Export Controls
This module’s overall goal is to communicate the roles and responsibilities of requiring activities, contracting officers, and technical specialists in effectively implementing export control acquisition policies for Department of Defense contracts.

Course Length: Approximately 5 hours

CLC 051
Managing Government Property in the Possession of Contractors
This module provides an overview of the policies, processes, and procedures used to manage government property in the possession of contractors. It also introduces the concept of government property, terminology used in the management of government property, and accounting and treatment of government property in the possession of contractors.

Course Length: Approximately 1.5 hours

CLC 052
Contracting with Canada
This module is intended to provide a “one stop shop” for information specific to the DoD when contracting with Canadian suppliers.

Course Length: Approximately 3 hours

CLC 054
Electronic Subcontracting Reporting System (eSRS)
This module presents an overview of the primary purpose of eSRS, which is to provide insight and transparency about how government contracting dollars are being distributed among small disadvantaged businesses. The Internet-based eSRS streamlines the reporting process of subcontracting plans and provides agencies with access to analytical data on subcontracting performance.

Course Length: Approximately 1.5 hours

CLC 055
Competition Requirements
This module is appropriate for all personnel involved in the requirements and acquisition process. It emphasizes key concepts for promoting competition, which is the cornerstone of the acquisition process. This training addresses responsibilities, policies, and procedures critical for ensuring that DoD funds are properly spent to obtain the right equipment, supplies, and services at the right price and on time.

Course Length: Approximately 2 hours

CLC 056
Analyzing Contract Costs
In this module, the student assumes the role of a contract specialist/intern who has been afforded the opportunity to work with the contracting officer of a large, complex, base-operating services contract. The contracting officer acts as a mentor, providing guidance and direction as the student performs various cost and price analysis tasks.

Course Length: Approximately 17 hours

CLC 057
Performance-Based Payments and Value of Cash Flow
This module provides an introduction and overview for performance-based payments (PBP) as applied to structuring and negotiating Win-Win PBP agreements.
with contractors. A tutorial on the use of the PBP Analysis Tool also is provided.

**Course Length:** Approximately 4 hours

**CLC 058**

**Introduction to Contract Pricing**
During the most recent Contracting Competency Assessment, senior leadership from all Services and agencies viewed cost and price analysis as a fundamental skill for contracting professionals to focus on early in their contracting career. As a result, DAU is infusing cost and price analysis into the entire Defense Acquisition Workforce Improvement Act (DAWIA) curriculum, beginning with the fundamental topics and issues presented in CLC 058, a Level I certification requirement and prerequisite to CON 170, Fundamentals of Cost and Price Analysis.

**Course Length:** Approximately 2 hours

**CLC 060**

**Time and Materials Contracts**
The Time and Materials Contracts module provides professionals with an overview of new time and materials contracting policies—including links to the Federal Acquisition Regulation and Defense Federal Acquisition Regulation Supplement changes and examples of how those documents should be used.

**Course Length:** Approximately 1 hour

**CLC 062**

**Intra-Governmental Transactions**
This module presents an introduction and overview of Intragovernmental Transactions (IGTs). It covers the basics of IGTs and the root causes of certain challenges, while introducing strategies for addressing problems. An in-depth study of the intra-governmental process through the Business Enterprise Architecture (BEA) and the Intragovernmental Value Added Network (IVAN) system is provided.

**Course Length:** Approximately 3 hours

**CLC 063**

**Sole Source Proposal Technical Evaluations**
This module provides the government technical evaluation team with facts, data, and tools needed to conduct an exceptional technical evaluation. The module focuses strictly on the evaluation of sole source proposals for new contracts or orders or for changes to existing contracts or orders.

**Course Length:** Approximately 3 hours

**CLC 064**

**Wage Determinations for Service and Construction Contracts**
This module introduces students to the laws and regulations governing the minimum wage and fringe rates to be paid in most construction and service contracts. It is intended primarily for contracting (1102 series) professionals.

**Course Length:** Approximately 2.5 hours

**CLC 065**

**Suspension and Debarment**
This module addresses the fundamental concepts associated with suspension and debarment in the federal government. It covers the bases, causes, and effects of suspension and debarment; government roles and responsibilities; and the System for Award Management Exclusions.

**Course Length:** Approximately 1 hour

**CLC 102**

**Administration of Other Transactions**
This module describes how other transactions (OTs) are entered into under authority of 10 U.S.C. 2371(b). They are best defined by what they are not: they are not standard contracts, grants or cooperative agreements. They are conducted outside most federal procurement laws and regulations and are not subject to most of the laws and regulations applicable to grants and cooperative agreements. This module is designed to help professionals distinguish OTs from contracts, grants, and cooperative agreements; understand which regulations govern OTs; learn the responsibilities of the various parties involved in managing OTs; describe the financial implications of OTs; explain intellectual property, data, and real property rights under OT arrangements; and know the issues involved with modification and termination of OTs.

**Course Length:** Approximately 1.5 hours

**CLC 103**

**Facilities Capital Cost of Money**
This module will help professionals learn to develop a negotiating position for facilities capital cost of
money that is fair and reasonable, given market research and proposed information from the offeror.

**Course Length:** Approximately 1.5 hours

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### CLC 104

**Analyzing Profit or Fee**

Determining profit or fee involves rewarding the contractor for performance and acceptance of risk. But what is a reasonable profit or fee for a given contract? Different individuals’ perspectives may vary substantially on this question. That is why proper use of the structured approach required by the Federal Acquisition Regulation is so important. In this module, professionals will learn about this approach and the guidelines for developing a reasonable profit or fee position.

**Course Length:** Approximately 1 hour

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### CLC 106

**Contracting Officer’s Representative with a Mission Focus**

This module will provide the learner with the basic skills needed to be a contracting officer’s representative. It gives an overview of the acquisition process, teaming, ethics and integrity, authorities, contract classification, contract types, proper file documentation, performance assessment methods, remedies for poor performance, invoice requirements, contract modifications, and contract management.

**Course Length:** Approximately 8 hours

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### CLC 107

**OPSEC Contract Requirements**

When a program manager determines that it is appropriate to include operational security (OPSEC) requirements in a contract, it is important that the contract include sufficient guidance to convey to the contractor his or her OPSEC responsibilities. The objectives of this module are to outline the basic elements of OPSEC, identify the role of OPSEC within DoD, and recognize the OPSEC responsibilities of program managers and contracting officers.

**Course Length:** Approximately 1 hour

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### CLC 108

**Strategic Sourcing Overview**

This module provides an overview of strategic sourcing concepts and techniques for helping organizations begin to make the shift from tactical to strategic purchasing.

**Course Length:** Approximately 4.5 hours

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### CLC 110

**Spend Analysis Strategies**

This module explains the value and strategies of spend analysis. Spend analysis is one of several tools the U.S. Department of Defense and other federal agencies are using to gain critical insights into the procurement history and spend patterns for purchased goods and services.

**Course Length:** Approximately 3.5 hours

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### CLC 112

**Contractors Accompanying the Force**

This module addresses a commander’s roles and responsibilities in planning for the use of contractors authorized to accompany the U.S. Armed Forces. It focuses on the guidance in DoD Instruction 3020.41 (Operational Contract Support), which deals with that subject. The module also introduces basic acquisition and contract management requirements related to implementing the instruction in field conditions.

**Course Length:** Approximately 2 hours

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### CLC 113

**Procedures, Guidance, and Information**

The Procedures, Guidance, and Information (PGI) module is a companion resource to the Defense Federal Acquisition Regulation Supplement (DFARS). The PGI is a Web-based tool for simple and rapid access to guidance and information relevant to Federal Acquisition Regulation and DFARS topics.

**Course Length:** Approximately 1 hour
Contingency Contracting Officer Refresher
It is important that contingency contracting officers (CCOs) receive the training they need to excel during their assignments. CCOs need to apply sound procurement techniques, understand funding implications, and effectively administer their contracts while demonstrating exemplary integrity and ethics. CCOs help DoD to accomplish its contingency mission and inject much-needed funds into regional economies.

Course Length: Approximately 2 hours

Utilities Privatization Contract Administration
This module explains how the government transfers ownership of a utilities system to a qualified contractor. It was developed to provide information to DoD professionals involved in the post-award, contract administration stage of utilities privatization services contracts. The success of this stage depends largely on performing effective quality assurance checks and properly managing contract price changes.

Course Length: Approximately 2 hours

Berry Amendment
After completing this module, DoD acquisition personnel responsible for procuring textiles and other covered items will be able to select the necessary statutory requirements to apply during the acquisition process in order to comply with the provisions of the Berry Amendment.

Course Length: Approximately 1 hour

Commercial Item Pricing
This training module presents an overview of the procedures, guidance, and information concerning sole-source commercial items and elaboration on the requirements of Federal Acquisition Regulation (FAR) 15.4. It includes links to relevant parts of the FAR; procedures, guidance, and information; and Contract Pricing Reference Guide sections; as well as examples of applications of the material. The module’s overall learning objective is to identify the various pricing methodologies that can be used to determine fair and reasonable prices for a commercial acquisition.

Course Length: Approximately 1 hour

Organizational Conflicts of Interest
This module provides an overview on how to recognize situations that could lead to an organizational conflict of interest.

Course Length: Approximately 1 hour

Contract Payment Instructions
This module provides an overview of how to identify and apply Defense Federal Acquisition Regulation Supplement procedures, guidance, and information requirements, as well as procedures for payment and billing under DoD contracts. The module contains valuable illustrative examples of contract line-item structure as it pertains to contract payment.

Course Length: Approximately 1 hour

Understanding Incentive and Other Contract Types
This module provides acquisition professionals with the information necessary to align contract type and incentives with acquisition outcomes.

Course Length: Approximately 4 hours

Contracting Officer’s Representatives in a Contingency Environment
This is the same as COR 206, but delivered in a distance-learning environment. CLC 206 is designed specifically for contracting officer’s representatives (CORs) who are deployed in a contingency environment. It covers the basics of contracting, along with the ethical situations and cultural differences a COR may experience while deployed in a contingency operation.

Course Length: Approximately 3 hours

Contracting Officer’s Representative (COR) Online Training
This is the same as COR 222, but delivered in a distance-learning environment. This course is specifically designed for CORs who are responsible for ensuring that contractors are performing the technical portion of their job. It will provide knowledge related to COR roles and responsibilities, as well
as fundamentals of contracting regulations, types, phases, and other elements; awareness of ethical, legal, and cultural factors that affect COR responsibilities; and information necessary to evaluate situations effectively, apply knowledge gained, and make correct decisions to carry out COR responsibilities.

**Course Length:** Approximately 32 hours

## ENGINEERING AND TECHNOLOGY

### CLE 001

**Value Engineering**
Value engineering (VE) is recognized as an effective technique for reducing costs, increasing productivity, and improving quality-related features of systems, equipment, facilities, services, and supplies for the purpose of achieving the essential functions at the lowest life-cycle cost consistent with required performance. This module provides an overview of VE from both the acquirer and contractor perspective, how VE can be applied and implemented, and how VE change proposals can be effectively used.

**Course Length:** Approximately 3 hours

### CLE 003

**Technical Reviews**
This module provides a systematic process for employing technical reviews to assess design maturity, technical risk, development status, and programmatic risk for acquisition programs. The module also presents essential, practical guidelines on the effective use of technical reviews as part of the DoD acquisition life cycle and provides access to detailed checklists that can be tailored to support the conduct of individual technical reviews.

**Course Length:** Approximately 3 hours

### CLE 004

**Introduction to Lean Enterprise Concepts**
This module focuses on the lean concepts most applicable to manufacturing and the management of industrial facilities. It addresses the five fundamental lean principles; lean value streams; lean metrics; identifying manufacturing and information waste within an enterprise; and techniques for implementing lean principles beyond the factory floor, including value stream analysis and mapping.

**Course Length:** Approximately 3.5 hours

### CLE 007

**Lean Six Sigma for Manufacturing**
As a continuation of the concepts presented in CLE 004, Introduction to Lean Enterprise Concepts, this module addresses the role that lean manufacturing plays as part of an integrated lean technical process and includes its objectives and priorities. It also summarizes the most important lean tools and techniques, such as single piece flow, level production (heijunka), waste (muda), continuous improvement (kaizen), just in time, and automation with a human touch (jidoka).

**Course Length:** Approximately 6 hours

### CLE 008

**Six Sigma: Concepts and Processes**
This module focuses on Six Sigma concepts most applicable to manufacturing and the management of industrial facilities. It provides an in-depth overview of Six Sigma concept processes, the associated tools and how they can be applied to real-life situations for eliminating waste, and an outline of various quality-measurement methods.

**Course Length:** Approximately 8 hours

### CLE 009

**ESOH in Systems Engineering**
This module integrates the environment, safety, and occupational health (ESOH) considerations into the DoD systems engineering process. It is based on the requirements of DoD Instruction (DoDI) 5000.02, Operation of the Defense Acquisition System, and identifies the key ESOH activities conducted as part of systems engineering during each phase of the system’s life cycle. DoDI 5000.02 requires programs to either eliminate identified hazards or reduce the
associated risks to acceptable levels for hazards that cannot be eliminated.

**Course Length:** Approximately 3.5 hours

**CLE 010**

**Privacy Protection**
This module addresses the scope of privacy protection, including laws, policies, and key guidance. It covers potential risks to privacy protection, procedures to promote privacy protection, and ways to recognize privacy breaches. Via a series of three short case studies, the Privacy Protection module enables students to recognize and respond appropriately to fundamental privacy concerns when performing activities in acquisition, requirements development, and research.

**Course Length:** Approximately 1 hour

**CLE 011**

**Modeling and Simulation for Systems Engineering**
This module provides key information from a systems engineering perspective. It outlines how modeling and simulation can be a benefit over the entire system life cycle and how it can support systems engineering processes. This module also provides a test-and-evaluation perspective on the use of modeling and simulation.

**Course Length:** Approximately 3 hours

**CLE 012**

**DoD Open Systems Architecture (OSA)**
This module introduces DoD open systems architecture (OSA), explains its principles from a business and a technical perspective, and provides examples of successfully implemented OSA programs. It also suggests sources that can assist an organization in implementing OSA.

**Course Length:** Approximately 2 hours

**CLE 015**

**Continuous Process Improvement Familiarization**
This module provides basic information concerning various continuous process improvement methodologies and tools and how their implementation can improve organizational performance to support the warfighter better.

**Course Length:** Approximately 3 hours

**CLE 016**

**Outcome-Based Performance Measures**
This module covers performance measurement terminology, DoD policy, and the rationale for their creation; identifies how outcome-based performance measures can be linked to strategic plans; and provides guidance on formulating effective outcome-based performance measures for information technology investments as required by Title 40. Students will be familiarized with the balanced scorecard approach, ways and processes by which effective outcome-based performance measures can be developed, and the role of the post-implementation review.

**Course Length:** Approximately 3 hours

**CLE 017**

**Technical Planning**
This module presents essential and practical guidance to assist students in formulating a sound technical-planning approach and in learning how it should be integrated into the overall program-planning process.

**Course Length:** Approximately 3 hours

**CLE 018**

**E3 and Spectrum Supportability for Acquisition Professionals**
This module introduces students to the proper ways to consider electromagnetic environmental effects (E3) and spectrum supportability (SS) as part of the DoD acquisition process. It also offers an appreciation of how E3 and SS certification affect systems acquisition. A checklist for E3/SS processes is provided, and the associated tasks are reviewed to ensure that E3/SS is taken into consideration during systems design, production, and integration to avoid degraded performance, program schedule delays, and funding issues.

**Course Length:** Approximately 2 hours

**CLE 021**

**Technology Readiness Assessments**
This module presents the technology readiness assessment (TRA) process as it relates to defense acquisition. It will enable you to participate in a TRA and to determine how to use the TRA process to enhance program success. The module also provides TRA best practices. This module is primarily
intended for program office staff, science and technology staff, and subject matter experts.

Course Length: Approximately 3 hours

CLE 022

Program Manager Introduction to Anti-Tamper
This module introduces program managers to the steps involved in integrating Anti-Tamper into a program or project in order to protect DoD critical program information. Students will learn the importance of Anti-Tamper, the threats to critical DoD technology, current DoD initiatives and programs designed to mitigate them, how to plan for effective use of Anti-Tamper, and how it can be effectively integrated into the overall program.

Course Length: Approximately 3 hours

CLE 023

Modeling and Simulation in Test and Evaluation
This module provides a thorough understanding of how modeling and simulation should be used to aid the test and evaluation activities in support of weapon systems development.

Course Length: Approximately 8 hours

CLE 026

Trade Studies
This module addresses the important role that trade studies play in systems acquisition and discusses processes for conducting effective trade studies. It describes a four-phase process that can be used to initiate, develop, evaluate, and perform follow-on action with respect to trade studies, and it outlines success factors.

Course Length: Approximately 4 hours

CLE 028

Market Research for Engineering and Technical Personnel
This module describes market research from the perspective of technical personnel. It explains the practical value of market research and discusses the government mandate to conduct it. The course addresses market research team membership, sources for obtaining market data, and techniques for technical evaluation and documentation of market information.

Course Length: Approximately 4 hours

CLE 029

Testing in a Joint Environment
This module will familiarize DoD test and evaluation personnel and other acquisition professionals with the basic principles and practices related to testing in a joint environment.

Course Length: Approximately 3 hours

CLE 030

Integrated Testing
This module provides information and resources on test and evaluation (T&E) in the defense acquisition life cycle and on the integrated testing concept. Topics include common types of T&E used by most acquisition programs, T&E master plans, and the goals and benefits of integrated testing.

Course Length: Approximately 2.5 hours

CLE 032

Sustainable Manufacturing for DoD—Part 1
The overall goal of this module is to address environmental topics in sustainability from a very broad perspective and then narrow the focus to look at sustainable manufacturing considerations.

Course Length: Approximately 5 hours

CLE 035

Introduction to Probability and Statistics
This module aims to provide participants with a basic introduction to and understanding of probability and statistics for the Test and Evaluation career field. The course should enable participants to describe and
apply key aspects of probability, to assess computer-required sample size for testing, and to perform hypothesis testing.

**Course Length:** Approximately 4 hours

CLE 036

**Engineering Change Proposals for Engineers**
This module addresses the important role that engineering change proposals play in systems acquisition. Students are introduced to engineering change proposals and requests for deviation. They also learn processes to plan, request, submit, evaluate, recommend, and implement engineering change proposals effectively.

**Course Length:** Approximately 5 hours

CLE 037

**Telemetry**
This module provides an overview of telemetry, including the components of telemetry systems, the science behind telemetry, and how telemetry enhances capabilities in multiple areas. Coverage begins with telemetry nomenclature and an outline of the history of telemetry before moving to the subsystems common to all telemetry systems and an in-depth discussion of the scientific underpinnings of steps in the telemetry process. The module continues with discussions on range applications, testing, recording, display, and analysis of telemetry data, and concludes by covering related concepts such as data processing systems.

**Course Length:** Approximately 6 hours

CLE 038

**Time-Space-Position Information**
This Defense Test and Evaluation Professional Institute learning module provides a general overview of time-space-position information (TSPI), including the importance of the error volume concept associated with each of the methods to be discussed. This is followed by detailed sections on radars, the global positioning system, optical systems, other TSPI systems, and a discussion of various scoring or miss-distance measurement systems.

**Course Length:** Approximately 6 hours

CLE 039

**Environmental Issues in Testing and Evaluation**
This Defense Test and Evaluation Professional Institute learning module focuses on the broad environmental issues and associated procedures affecting the DoD mission related to testing and evaluation.

**Course Length:** Approximately 5 hours

CLE 040

**IUID Marking**
This module teaches students how to go about marking a data matrix on an item. It covers technical details of encoding the data matrix; standard practices, methods, and technologies for data matrix marking; and technical documentation requirements and quality considerations.

**Course Length:** Approximately 3 hours

CLE 041

**Software Reuse**
This module introduces software reuse. It explains the principles of effective reuse and how these principles can be applied to software reuse in the national security systems.

**Course Length:** Approximately 2 hours

CLE 046

**Fundamentals of Executing a JCTD Project**
This module provides foundational knowledge, best practices, and lessons learned for the management and execution of a Joint Capability Technology Demonstrations (JCTD) Project. It introduces the JCTD program, addresses the processes used to execute JCTD projects, and discusses project roles and responsibilities.

**Course Length:** Approximately 4 hours

CLE 047

**Grounding, Bonding, and Shielding**
This relatively technical module provides students with a comprehensive understanding of the importance of a properly grounded, bonded, and shielded system for minimizing electromagnetic interference (EMI). Students become acquainted with specialized terminology, grounding schematics, bond-
Appendix C: Continuous Learning

Generally, continuous learning modules are offered online

ing practices and types, and the basic rules for the implementation of shields to control radiated EMI.

**Course Length:** Approximately 2 hours

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**CLE 060**

**Practical Software and Systems Measurement**
This module provides an approach for and develops skills in obtaining and analyzing measurement data and in developing and assessing a measurement process. The module is intended for acquisition professionals, suppliers, managers, technical leads, and measurement analysts.

**Course Length:** Approximately 5 hours

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**CLE 062**

**Human Systems Integration**
This module provides the learner with a basic understanding of human systems integration (HSI) as part of DoD’s total systems engineering approach for optimizing system performance and minimizing total ownership costs. Students also will be introduced to the HSI domains of human factors engineering, personnel, habitability, manpower, training, environment, safety and occupational health, and survivability.

**Course Length:** Approximately 2 hours

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**CLE 063**

**Capability Maturity Model Integration (CMMI)**
The CMMI product suite includes models, training, and appraisal methods that provide a set of best practices and a path that suppliers and acquirers can follow to improve their internal processes. The CMMI can be used by both government and industry to increase process capability and improve organizational maturity.

**Course Length:** Approximately 1 hour

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**CLE 064**

**Standardization in the Acquisition Life Cycle**
This module explores the role of effective standardization in defense acquisition and its contribution to program success. It introduces you to standardization and its application across phases of the acquisition life cycle, discusses standardization policy in the DoD, and addresses the management and use of standardization documents. The module is designed for professionals involved in the development or management of standardization documents.

**Course Length:** Approximately 4 hours

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**CLE 065**

**Standardization Documents**
This module provides the student with knowledge of the standardization documents managed within the DoD. It covers technical details of the specific purpose of each type of document; how to distinguish each type of document based on the document identifier; general rules for stating requirements in standardization documents; policy regarding the adoption and use of nongovernment standards; and format and content requirements for commercial item descriptions and DoD specifications, standards, and handbooks. This module also provides an introduction to federal standards, federal specifications, and guide specifications.

**Course Length:** Approximately 4 hours

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**CLE 066**

**Systems Engineering for Systems of Systems**
This module is intended for program managers, project managers, systems engineers, technical team leaders, logistical support leaders, and others supporting systems-of-systems (SoS) work, particularly as part of a systems engineering (SE) team in an SoS environment. The goal of this module is to provide a resource for those in the SE community by introducing the insights gained by the acquisition community on the issues and approaches to SE for SoS.

**Course Length:** Approximately 4 hours
CLE 068

Intellectual Property and Data Rights
This module provides fundamental information about intellectual property and the effective management of rights in technical data and computer software and their contribution to programmatic success. It addresses concepts and legal guidance related to intellectual property, focusing on the rights in technical data and computer software that are the concerns of the government and of defense contractors. This module is primarily intended for technology managers and other acquisition professionals charged with ensuring that the DoD has the legal rights to the intellectual property necessary to provide the best technology to our warfighters.

Course Length: Approximately 4 hours

CLE 069

Technology Transfer
This continuous learning module enables students to apply the principles of technology transfer to the technologies they are developing, with the goal of increasing the rate of technology transfer.

Course Length: Approximately 3.5 hours

CLE 070

Corrosion and Polymeric Coatings
This module provides a fundamental overview understanding of how polymeric coatings can be used to help address corrosion prevention and mitigation issues in applications across the DoD.

Course Length: Approximately 1 hour

CLE 074

Cybersecurity Throughout DoD Acquisition
This module provides foundational understanding of basic principles of cybersecurity and cybersecurity risk management in the defense acquisition field. It is primarily intended for all DoD acquisition career fields, but especially military officers O-3 and above, civilians GS-9 and above, and industry equivalents across the Defense Acquisition Workforce.

Course Length: Approximately 5 hours

CLE 075

Introduction to DoD Cloud Computing
This module will explain what cloud computing is and how cloud services work, so that you can recognize the benefits and risks to the DoD and your component. In addition, the module will discuss the activities a DoD organization would need to observe in order to use a commercial cloud service offering (CSO) and some of the legal and cybersecurity concerns you should be aware of when choosing the CSO.

Course Length: Approximately 4 hours

CLE 076

Introduction to Agile Software Acquisition
This course explains what an Agile software acquisition is and how it works for DoD software development. The benefits and risks to your program are described. In addition, you will learn about some pre-award contracting considerations, how to manage an Agile contract after contract award, and cultural enablers and inhibitors to an Agile approach.

Course Length: Approximately 5 hours

CLE 077

Defense Business Systems (DBSs) Acquisition
This course introduces defense business systems (DBSs) and describes how they support the DoD in achieving its overall mission. It covers the accepted definition of a DBS, the history of DBSs, governing documentation, how they play into the defense acquisition life cycle, and their interaction with other DoD software domains. Special emphasis is placed on the DBS requirements process, life cycle, interfaces, testing, and infrastructure required to support DBS acquisitions and management.

Course Length: Approximately 5 hours

CLE 079

Chemical, Biological, Radiological, Nuclear (CBRN) Survivability
This module addresses the policy, responsibilities, and procedures for the execution of the DoD CBRN Survivability Policy (including electromagnetic pulse); the policy to identify all mission-critical systems (MCS) and specify the subsets that must survive and operate in chemical, biological, and radiological environments, nuclear environments, or combined CBRN environments; and how CBRN MCS will be identified, reviewed, and considered in the context of Joint Capabilities Integration and Development System, the Defense Acquisition System, the Defense Critical Infrastructure Program,

**Course Length:** To be determined

**CLE 082**

**Prototyping and Experimentation**
This course introduces the use of prototyping and experimentation within the DoD. The department has increased its emphasis on using prototyping and experimentation to explore new capabilities and to reduce technical, cost, and schedule risk before entering systems acquisition. This course addresses how prototyping and experimentation fit into the DoD acquisition system, the benefits, the types of prototypes and how they are used, and the types of experiments and how they are used. The final module addresses how to plan for and execute experiments.

**Course Length:** Approximately 5 hours

**CLE 201**

**ISO 9000**
This module describes the International Organization for Standardization (ISO) and explains the benefits of the ISO 9000 Quality Management System Standard as well as lessons learned regarding its implementation and use. This module is primarily intended for GS-9 to GM-15 personnel in the Production, Quality, and Manufacturing (PQM) and Engineering (ENG) career fields.

**Course Length:** Approximately 3 hours

**CLE 301**

**Reliability and Maintainability**
The reliability and maintainability of military systems are integral elements of mission success and major determinants of total ownership cost. An important objective of defense acquisition programs is to ensure that weapon systems achieve their user-defined reliability, availability, and maintainability (RAM) performance requirements. This module defines RAM; explores the significant influence of reliability and maintainability on systems; and provides practical techniques that may be applied in an acquisition program to achieve the desired levels of reliability and maintainability.

**Course Length:** Approximately 4 hours

**GOVERNMENT PURCHASE CARD TRAINING**

**CLG 001**

**DoD Governmentwide Commercial Purchase Card Overview**
This module provides individuals with a solid foundation for making Government Purchase Card (GPC) transactions in compliance with applicable laws, regulations, and policies.

**Target Attendees:** Cardholders, approving officials, certifying officials, billing officials, and those seeking to satisfy mandatory training and refresher training for the DoD Purchase Card Program.

**Course Length:** Approximately 12 hours

**CLG 005**

**Purchase Card Online System (PCOLS)**
This module is designed to inform students about the Purchase Card Online System (PCOLS) and how to obtain help and support when beginning to implement PCOLS within a government purchase card organization. It also provides a detailed presentation of all four PCOLS components currently being used.

**Course Length:** Approximately 4 hours

**CLG 006**

**Certifying Officer Legislation Training for Purchase Card Payments**
This module covers the background, statutory requirements, and regulations governing certifying officers, as well as their pecuniary liability for potential losses of funds due to erroneous payments they have certified, and their rights as an accountable official. This training is mandatory for GPC certifying officers who are not primary or alternate approving/billing officials.

**Course Length:** Approximately 2 hours
INTERNATIONAL ARMAMENTS AND INFORMATION EXCHANGE TRAINING

CLI 001

International Armaments Cooperation (IAC), Part 1
This module is the first in a three-part series that covers laws, regulations, and policies for conducting IAC and describes the organizations and forums throughout the DoD that are stakeholders in IAC. Part 1 also addresses factors for consideration when planning IAC.

Course Length: Approximately 2 hours

CLI 002

International Armaments Cooperation (IAC), Part 2
This module introduces processes and programs that play vital roles in international armaments cooperation. Personnel responsible for implementing cooperative programs will learn about the key policies and processes that apply to DoD international program efforts. This module is second in a three-part series on IAC, which should be completed in sequence. This module is primarily intended for acquisition program managers and other DoD acquisition personnel who may be responsible for or play some role in international programs in the course of their career. Individuals with nonacquisition job responsibilities for security assistance and foreign disclosure also will find helpful information in this module.

Course Length: Approximately 2 hours

CLI 003

International Armaments Cooperation (IAC), Part 3
This module provides learners with a solid foundation and basic knowledge about IAC program activities by introducing specific processes and programs that are vital to IAC. It is third in a three-part series on IAC.

Course Length: Approximately 1.5 hours

CLI 004

Information Exchange Program (IEP), DoD Generic
This module addresses DoD component-wide requirements for developing, coordinating, negotiating, and executing IEP annexes.

Prerequisites: CLI 001, 002, and 003
Course Length: Approximately 2 hours

CLI 005

RDT&E (IEP), Army-Specific
This module addresses the purpose of the Information Exchange Program (IEP); details the Army IEP Annex package, the working-level integrated product team, and the Annex Management Framework; and describes the Army’s use of the International Online (IOL) business management system. To learn and fully understand the material presented in this module, students must have an understanding of the material presented in the DoD generic IEP module, CLI 004.

Course Length: Approximately 2.5 hours

CLI 006

RDT&E (IEP), Navy-Specific
This module ensures that Navy acquisition workforce members understand the Navy-specific procedures for implementing DoD’s Information Exchange Program (IEP), why they should participate in the IEP, and how to execute IEP information exchanges.

Course Length: Approximately 1 hour

CLI 007

Technology Transfer and Export Control
This module aims to ensure that program managers and other acquisition workforce members understand the fundamentals of technology transfer in the context of export control. This course formerly was CLM 036, but it has been renumbered to align it with other international continuous learning modules.

Course Length: Approximately 2 hours
Appendix C: Continuous Learning

Generally, continuous learning modules are offered online.

LOGISTICS

CLL 001
Life-Cycle Management and Sustainment Metrics
This module acquaints the Life Cycle Logistics workforce with mandatory sustainment KPPs (key performance parameters) and KSAs (key system attributes).

Course Length: Approximately 4 hours

CLL 002
Defense Logistics Agency Support to the PM
This module introduces participants to the capabilities of the Defense Logistics Agency (DLA) in delivering support to the warfighter. It gives an overview of the DLA and the benefits the agency provides to the program manager, operational units, and Service inventory control points.

Course Length: Approximately 3 hours

CLL 003
Supportability Test and Evaluation
The objective of this module is to provide a resource to the logistics community to assist in managing the risks involved in developing, producing, operating, and sustaining systems and capabilities.

Course Length: Approximately 3 hours

CLL 004
Life-Cycle Logistics for the Rest of Us
The goal of this module is to provide individuals who do not work in the logistics field with a basic knowledge of some of the essential processes and considerations that DoD logistics professionals encounter as they satisfy their customers’ requirements.

Course Length: Approximately 3 hours

CLL 005
Developing a Life-Cycle Sustainment Plan (LCSP)
This module covers the purpose of a Life-Cycle Sustainment Plan (LCSP), the associated personnel, and the LCSP’s development process and evolution across a program’s life cycle. It complements the material in the Defense Acquisition Guidebook, Chapter 5, Life-Cycle Logistics.

Course Length: Approximately 3 hours

CLL 006
Public-Private Partnerships
The purpose of this module is to familiarize the student with the concepts, terms, guidance, and documentation associated with the development and execution of public-private partnerships.

Course Length: Approximately 2.5 hours

CLL 007
Lead-Free Electronics Impact on DoD Programs
This module provides an overview of the impact of commercial lead-free mandates and their effect on DoD electronics programs. The module addresses the major lead-free-related directives, DoD-related risks and mitigations, program considerations associated with lead-free initiatives, and DoD’s response to the various mandates and policy directives.

Course Length: Approximately 3 hours

CLL 008
Designing for Supportability in DoD Systems
This module provides a comprehensive overview of and introduction to incorporating systems engineering principles throughout the system life cycle in order to design, develop, produce, and sustain operationally reliable, supportable, and effective systems. It also introduces the system operational effectiveness model and process. It demonstrates how consistent application of the system operational effectiveness process, during all phases of the acquisition life cycle, facilitates the optimization of system supportability and operational effectiveness.

Course Length: Approximately 3 hours
**CLL 011**

**Performance-Based Logistics (PBL)**
This module provides an overview of performance-based logistics, particularly the basic concepts and best business practices inherent in developing and implementing performance-based product support arrangements.

**Course Length:** Approximately 3 hours

**CLL 012**

**Supportability Analysis**
This cross-functional module’s overall goal is to advance the knowledge and understanding of supportability analysis and how it is employed through all phases of the defense acquisition process. The course will examine supportability analysis with a particular emphasis on how the life-cycle logistician participates in the process and incorporates the results in product support planning.

**Course Length:** Approximately 3 hours

**CLL 013**

**DoD Packaging**
This module will allow professionals to obtain knowledge of the value of the packaging, handling, storage, and transportation process. An effective knowledge and application of packaging, handling, storage, and transportation principles will benefit professionals throughout the life cycle of a program.

**Course Length:** Approximately 3 hours

**CLL 015**

**Product Support Business Case Analysis (BCA)**
This module provides an overview of DoD’s policy, guidance, and application of Product Support BCA. The primary focus of the module is the structure, format, process, and methodology of Product Support BCA. In addition, the module addresses the application of this methodology in the DoD context, which is currently oriented toward employing it to aid best-value selection of product support strategies using performance-based logistics for weapon system programs.

**Course Length:** Approximately 3 hours

**CLL 016**

**Joint Logistics**
This module provides professionals with knowledge of functional assignments that involve joint-planning, inter-Service, and multinational logistics support, as well as joint logistics in a theater of operations. By completing this module, professionals will recognize the important roles and responsibilities within the joint logistics environment; the capabilities that joint logistics delivers; the important factors related to planning, executing, and controlling joint logistics; and the factors that will ensure a successful future for joint logistics.

**Course Length:** Approximately 3 hours

**CLL 017**

**Introduction to Defense Distribution**
This module provides a brief overview of the vision, mission, and components of U.S. Transportation Command; assignment of the DoD distribution process owner; key players in the joint deployment and distribution enterprise, and their roles and responsibilities; different types of planning processes and tools; supply, transportation, and joint theater logistics processes and systems within the joint deployment and distribution enterprise, as well as key concepts of deployment and sustainment across these processes; and customer service transformational efforts.

**Course Length:** Approximately 2 hours

**CLL 018**

**Joint Deployment Distribution Operations Center (JDDOC)**
This module provides basic knowledge of the JDDOC. It will provide DoD, other governmental personnel, and nongovernmental personnel a detailed understanding of the roles, responsibilities, organizational structure, and concept of employment of the JDDOC idea.

**Course Length:** Approximately 18 hours

**CLL 019**

**Technology Refreshment Planning**
This module provides professionals with an overview of technology refreshment planning as it applies across the weapons system life cycle. The module will cover basic concepts, regulatory mate-
Appendix C: Continuous Learning

Generally, continuous learning modules are offered online.

CLL 020

Independent Logistics Assessments
This module provides an introduction to independent logistics assessments, which is a formal review of the state of a program’s logistics planning and documentation. This review occurs before Milestone B, before Milestone C, and before full-rate production. Independent logistics assessment checklists, handbooks, and references can also be used to assist in early logistics support and sustainment planning, including assisting in planning for Milestone A.

Course Length: Approximately 3 hours

CLL 021

Product Support Arrangements
This module aims to provide the product support manager with an understanding of the policies, processes, roles, and responsibilities of the various organizations that participate in the development of product support arrangements. It is not intended to duplicate all the information documented in various DoD and Service-level policy, guidance, and implementing instructions, but to provide a frame of reference for developing product support arrangements.

Course Length: Approximately 2 hours

CLL 022

Title 10 Depot Maintenance Statute Overview
This module provides a review of the definition of DoD maintenance, the public policy environment within which DoD depot-level maintenance operates, the various sections of Title 10 U.S.C. that affect depot-level maintenance, and DoD policy for the maintenance of military materiel.

Course Length: Approximately 2 hours

CLL 023

Title 10 U.S.C. 2464 Core Statute Implementation
This module provides an introductory presentation of DoD maintenance and reviews the capabilities, methodology, roles, and responsibilities required for services. Public law mandates that DoD maintain an organic core logistics capability with ready and controlled resources necessary to ensure effective and timely responses to mobilizations, national defense contingencies, and other emergency requirements.

Course Length: Approximately 3 hours

CLL 024

Title 10 Limitations on the Performance of Depot-Level Maintenance (50/50)
This module gives an introductory presentation of DoD maintenance. It provides professionals with a review of Section 2466 of Title 10 U.S.C., which mandates that the Services and combatant commanders may not have more than 50 percent of depot maintenance performed by non-DoD personnel.

Course Length: Approximately 3 hours

CLL 025

Depot Maintenance Interservice Support Agreements (DMISAs)
This module is for maintenance interservice support offices; managers; and others who prepare, review, negotiate, and manage DMISAs. The module explains key duties and the process for creating DMISAs. Professionals will improve the efficiency of DoD depot maintenance planning through their successful implementation of DMISAs.

Course Length: Approximately 5 hours

CLL 026

Depot Maintenance Capacity Measurement
This module provides professionals with a basic understanding of the methods used to measure, record, and report capacity and utilization data for organic activities related to depot maintenance.

Course Length: Approximately 4 hours
Condition-Based Maintenance Plus (CBM+)
This module provides the learner with an overview and introduction to depot maintenance management and operations needed in DoD legacy systems. The module will cover DoD maintenance, CBM+ information and background, essential elements, CBM+ implementation, and managing initiatives and measuring success.

Course Length: Approximately 2 hours

Reliability-Centered Maintenance (RCM)
This module provides the learner with information on RCM for the Defense Acquisition Workforce. This will include a definition of RCM, an introduction to its history and development, and the process and application of RCM. The overarching objective is for the student to understand RCM, its fundamental process, and its applications.

Course Length: Approximately 2 hours

Performance-Based Logistics (PBL)
Contracting Strategies
This module addresses performance-based logistics (PBL) and applicable contracting principles and practices so the learner understands how the logistician and contracting officer can best work together to ensure the effective use of PBL. It provides a foundation for the basic support, contracting concepts, and business practices inherent in developing and implementing PBL arrangements.

Course Length: Approximately 4 hours

Preventing Counterfeit Electronic Parts from Entering the DoD Supply System
This self-paced computer-based training program is designed to facilitate learning about different types of commercial and industry nonconforming, suspect, and counterfeit items; how these items enter the commercial and DoD supply chains; the economic impact of these items; and how to develop basic skills for identifying possible nonconforming and suspect counterfeit items. Participants will also learn how to mitigate the risks involved in procuring these items and how to report these items through the proper channels.

Course Length: Approximately 1.5 hours

Logistician’s Responsibilities During Technical Reviews
Technical reviews provide oversight and management of the definition, development, and demonstration of system, subsystem, and component design in accordance with established systems engineering technical processes and technical management processes. This module describes the life-cycle logistician’s role in technical reviews and how the logistician can use that involvement to improve supportability of the system. It examines the most common technical reviews and the specific steps the life-cycle logistician can take to prepare for and participate in the review.

Course Length: Approximately 4 hours

SLAMIS
This module summarizes the SSN-LIN Automated Management and Integrating System (SLAMIS) application. It provides a basic understanding of the many SLAMIS modules and capabilities as well as of the events that led to the development of this application, which replaced several legacy processes. Today, SLAMIS continues to address key equipment procurement, fielding, and sustainment issues using the stakeholder’s institutional knowledge, regulations, and expert recommendations to improve processes through the use of automation.

Course Length: Approximately 4 hours

Operating and Support Cost Estimating for the Product Support Manager
This module, primarily intended for logisticians, addresses the role and importance of Operating and Support cost estimating in life-cycle product support planning.

Course Length: Approximately 6 hours

Product Support Manager (PSM)
This module provides a basic understanding of the evolution of product support and the role of the PSM in its planning and execution. The module also describes the PSM’s role in assisting in executing the program manager’s life-cycle management responsibilities.

Course Length: Approximately 4 hours
Appendix C: Continuous Learning

Generally, continuous learning modules are offered online.

CLL 037

DoD Supply Chain Fundamentals
This learning asset teaches students to identify and recognize key characteristics of DoD supply chain management fundamentals and of effective/efficient supply chains.

Course Length: Approximately 4 hours

CLL 038

Provisioning and Cataloging
This continuous learning module provides instruction on the basics of provisioning and cataloging as an integral part of identifying and fielding initial and replenishment spares during weapon systems product support and sustainment.

Course Length: Approximately 6 hours

CLL 039

Product Support Requirements Identification
This module explains how the logistician translates warfighter requirements into product support requirements. It defines terms and acronyms used in the creation, revision, and implementation of warfighter and product support requirements, and it provides links to references on issues discussed in the module.

Course Length: Approximately 3 hours

CLL 040

Business Case Analysis Tools
The objective of this module is to familiarize DoD personnel with the process, concepts, and application of tools for business case analyses performed to the standards and conventions documented in the DoD Product Support Business Case Analysis Guidebook.

Course Length: Approximately 3 hours

CLL 041

Life-Cycle Cost (LCC) Analysis Tools
This module provides an overview of life-cycle cost analysis and briefly introduces key tools, including methodologies and processes, as well as representative products of such analyses.

Course Length: Approximately 3 hours

CLL 042

Supportability Analysis Techniques, Procedures, and Tools
This module addresses the importance of defining and understanding supportability analysis techniques, procedures, and tools. Students should take CLL 012, Supportability Analysis, before taking CLL 042.

Course Length: Approximately 5 hours

CLL 043

Green Logistics: Planning for Sustainability
This module addresses the responsibilities of the life-cycle logistician in supporting both DoD and the program manager in planning for the life-cycle “sustainability” of weapon systems and programs. Decisions made regarding sustainability and environmental challenges often have a profound effect on life-cycle product support planning and on life-cycle cost. It is imperative that the life-cycle logistician, as with other system design considerations, become an integral part of the system engineering team.

Course Length: Approximately 4 hours

CLL 045

Designing for Transportability
The overall objective of this module is to familiarize program managers, life-cycle logisticians, product support managers, systems engineers, and other Defense Acquisition Workforce members with the processes used to ensure the safe and effective transportability of vehicles and equipment.

Course Length: Approximately 4 hours

CLL 046

The Twelve Integrated Product Support Elements
This module provides guidance on the 12 Integrated Product Support (IPS) elements reflected in the DoD Product Support Manager Guidebook and the Inte-
grated Product Support Element Guidebook. It defines the 12 IPS elements, explains their purpose, and tells how they are developed, integrated, and implemented throughout the life cycle. It also gives an introduction to the Integrated Product Support Element Guidebook and suggests how to apply it to product support.

**Course Length:** Approximately 4 hours

**CLL 051**

**System Retirement, Materiel Disposition, Reclamation, Demilitarization, and Disposal**
The goal of this module is to help product support managers and life-cycle logisticians become familiar with the terms, activities, and participating organizations associated with system retirement, materiel disposition, reclamation, demilitarization, and disposal. It is not intended to duplicate all the information documented in various DoD and Service-level policy, guidance, and implementing instructions, but to provide a frame of reference for making system retirement decisions.

**Course Length:** Approximately 4 hours

**CLL 056**

**Sustainment of Software-Intensive Systems**
This module provides the learner with information regarding the terminology, processes, acquisition policy, considerations, and challenges that affect DoD software system sustainment.

**Course Length:** Approximately 3.5 hours

**CLL 057**

**Level of Repair Analysis—Introduction**
The Level of Repair Analysis (LORA) is a critical component of the supportability analysis and maintenance planning processes and the most important business decision made about physical supportability analysis during the acquisition of a system. This module describes the process of LORA, its benefits, its limitations, and when it is conducted. The module also introduces the broad concept of supportability analysis and how LORA interfaces with other design and support analyses necessary to maintain the operational readiness of military systems and equipment. This is part one of a two-part continuous learning series (CLLs 057 and 058) on LORA.

**Course Length:** Approximately 3 hours

**CLL 058**

**Level of Repair Analysis—Theory and Principles**
This is part two of a two-part continuous learning series (CLLs 057 and 058) on Level of Repair Analysis (LORA). The principal purpose of LORA is to determine the most effective maintenance and support structure for a system through iterative evaluations of both economic and noneconomic considerations. This module describes the analytical theory of LORA and its economic and noneconomic factors. It describes the steps in conducting LORA, as well as policies and processes that have shaped and still guide its implementation. The module also provides a detailed explanation of how LORA models are designed and how input data is structured. The module discusses how LORA develops a least-cost maintenance recommendation and how those costs are estimated.

**Prerequisite:** CLL 057

**Course Length:** Approximately 3 hours

**CLL 059**

**Sustaining Engineering**
This module is intended to broaden the understanding of sustaining engineering (one of the 12 disciplinary Integrated Product Support elements) and how it can improve system supportability and reduce costs. It also focuses on developing a more granular support strategy in the life-cycle sustainment plan and the linkage between systems/sustaining engineers and life-cycle logisticians/product support managers.

**Course Length:** Approximately 2 hours

**CLL 062**

**Counterfeit Prevention Awareness**
This is an entry-level introduction to the issues of counterfeit materiel and counterfeiting’s impact on DoD programs and products. The course discusses means of identifying, reporting, and disposing of counterfeit items.

**Course Length:** Approximately 1 hour

**CLL 119**

**Technical Refreshment Implementation Module**
This module introduces you to the basic concepts to be considered in assessing opportunities, planning, and budgeting issues, and addresses the
Appendix C: Continuous Learning

Generally, continuous learning modules are offered online.

### CLL 120: The DoD Shelf-Life Program
Some items managed by the Department of Defense and the federal supply system have a shelf life (expiration date). CLL 120 includes an introduction and information on acquisition and procurement, integrated material management, receiving, storing, monitoring, material disposition, and use of the Shelf-Life Extension System (SLES) located on the DoD Shelf-Life Program Web site.

**Course Length:** Approximately 7 hours

### CLL 200: Diminishing Manufacturing Sources and Material Shortages (DMSMS): What Program Management Needs to Do and Why
This module provides program management with information about diminishing manufacturing sources and material shortages and what can be done to reduce its impact on the DoD supply chain and industrial base.

**Course Length:** Approximately 2 hours

### CLL 201: Diminishing Manufacturing Sources and Material Shortages (DMSMS) Fundamentals
This module provides professionals with a working-level overview of DMSMS issues. While professionals will not be experts after completing the course, they will have a working knowledge of DMSMS history, issues, tools, and current initiatives, and will have seen real examples of successful proactive DMSMS programs. Professionals will understand why standardization of policies and procedures within the DMSMS community is so important and will become familiar with many other related topics.

**Course Length:** Approximately 3 hours

### CLL 202: Diminishing Manufacturing Sources and Material Shortages (DMSMS) Executive Overview
The module provides concise DMSMS information for executives or program managers who require an understanding of how DMSMS affects their operations.

**Course Length:** Approximately 1 hour

### CLL 203: Diminishing Manufacturing Sources and Material Shortages (DMSMS) Essentials
The DMSMS Essentials module is for professionals who have a working knowledge of DMSMS regulations and policies, and it is recommended that professionals first complete CLL 201 and CLL 202. This module focuses on DMSMS problems regarding electronics, as well as mechanical items and materials. The module will introduce professionals to the Defense Logistics Agency's DMSMS programs and capabilities and will review basic techniques for component research.

**Course Length:** Approximately 2 hours

### CLL 205: Diminishing Manufacturing Sources and Material Shortages (DMSMS) for Technical Professionals
While not mandatory, it is assumed that students have previously taken the DMSMS Fundamentals, DMSMS Essentials, and DMSMS Case Studies modules and have a working knowledge of these topics. These core modules explain the basics of proactive DMSMS management, developing a DMSMS plan, component research and cataloging, cost avoidance, and other essential topics. This module covers the current processes, policies, and procedures used by technical professionals to practice proactive management. It focuses on the best practices for running each program. Students can adjust the procedures and techniques to their Service as appropriate.

**Course Length:** Approximately 2 hours

### CLL 206: Introduction to Parts Management
This module provides a comprehensive overview of parts management, including policy and contractual...
implementation requirements, costs and benefits, the parts management plan, participant responsibilities, and tools.

**Course Length:** Approximately 1.5 hours

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**ACQUISITION AND MANAGEMENT**

**CLM 003**

**Overview of Acquisition Ethics**
This module reinforces the most important legal ethics standards governing interaction between government personnel and DoD contractors. Areas addressed include conflicts of interest; gratuities from contractors; the Procurement Integrity Act; job-hunting for a position with private industry while still employed with the federal government; restrictions on post-government employment of a former federal employee or officer; and ethical problems that can arise when both government and contractor personnel work in common spaces on common goals as a single team.

**Course Length:** Approximately 2 hours

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**CLM 005**

**Industry Proposals and Communication**
This module identifies actions that the government can take to create an environment conducive to industry developing better, timelier solutions to meet government needs at affordable prices. The student will be introduced to budget realities and steps to building better buying power for the government.

**Course Length:** Approximately 3 hours

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**CLM 012**

**Program Scheduling**
This module focuses on scheduling processes and tools that can be used to develop schedules for a defense systems acquisition project. Scheduling is the focus of the planning and control process and depends, to a great extent, on program risk and the resources available (time, money, facilities, personnel, and workforce skills). Scheduling is a roadmap for systems development, and thus, it is an inherent part of program management.

**Course Length:** Approximately 12 hours

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**CLM 013**

**Work-Breakdown Structure**
This module addresses two fundamental and interrelated types of work-breakdown structures: the program work-breakdown structure that is developed by a program management office and the contract work-breakdown structure that is developed by a contractor.

**Course Length:** Approximately 6 hours

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**CLM 014**

**Team Management and Leadership**
This module introduces management and leadership concepts used to organize, manage, and lead an integrated product team (IPT). IPTs are used throughout the acquisition process to open the cross-functional and cross-organizational lines of communication and are formed for the specific purpose of delivering a product for a customer.

**Course Length:** Approximately 8 hours

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**CLM 016**

**Cost Estimating**
This module focuses on basic cost-estimating tools and techniques. Cost estimates are one of the fundamental building blocks of the acquisition process. The cost estimate and its supporting budget are a part of the baseline against which a program’s progress and success are measured.

**Course Length:** Approximately 8 hours

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**CLM 017**

**Risk Management**
Risk is always a concern in the DoD systems acquisition process. The acquisition process itself is designed, to a large degree, to allow risk to be managed from conception to delivery of the system. Although risk is inherent in any program, risk management ensures that managers take measures to assess and handle risks. This module focuses on tools and processes that can be used to manage risk on a defense systems acquisition project.

**Course Length:** Approximately 8 hours

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**CLM 023**

**DAU AbilityOne Contracting**
There are over 14 million Americans with severe disabilities, and the unemployment rate for people with severe disabilities is 70 percent. The Ability-
Appendix C: Continuous Learning

Generally, continuous learning modules are offered online.

One program helps people with disabilities who are unable to obtain or maintain employment on their own. This module provides professionals and DoD purchase cardholders a better understanding of the AbilityOne program.

**Course Length:** Approximately 1 hour

**CLM 024**

**Contracting Overview**
The Contracting Overview module gives a summary of the market research process, the process for developing criteria or factors for teams to use in evaluating contractors during source selection, and the use of the uniform contract format.

**Course Length:** Approximately 8 hours

**CLM 025**

**Commercial-Off-The-Shelf (COTS) Acquisition for Program Managers**
This module provides an overview of the fundamental challenges faced by organizations when they integrate commercial items to form a system. It addresses the issues involved in buying from the commercial marketplace, summarizes lessons learned from programs that have made extensive use of commercial items, and offers suggestions.

**Course Length:** Approximately 3 hours

**CLM 030**

**Common Supplier Engagement**
This module is designed to help professionals navigate the changes that have occurred because of the government’s elimination of paper methods that were previously used in acquisitions. The module provides an overview of the electronic e-business practices used in acquisitions, including topics on e-business and e-government, and how both of these relate to common supplier engagement.

**Course Length:** Approximately 2 hours

**CLM 031**

**Improved Statement of Work**
This module will help professionals improve statements of objectives, statements of work, and performance work statements that are developed and evaluated by all acquisition career fields. The module presents the statement of work purpose, preparation, evaluation, and lessons learned so that professionals will understand and appreciate the critical role of requirements development in the acquisition process.

**Course Length:** Approximately 4 hours

**CLM 035**

**Environmental Safety and Occupational Health**
This module focuses on the increased emphasis and importance of environmental safety and occupational health as they relate to acquisition management. Program managers must ensure that their programs, regardless of acquisition category, comply with statutory and regulatory requirements for environmental safety and occupational health.

**Course Length:** Approximately 4 hours

**CLM 037**

**Physical Inventories**
This module provides professionals with a basic awareness of the duties and responsibilities of an accountable property officer or property custodian. The module will describe the preparation, physical count, and reconciliation aspects of physical inventories as well as when and how they should be applied.

**Course Length:** Approximately 1.5 hours

**CLM 038**

**Corrosion Prevention and Control Overview**
This module provides professionals with training in corrosion prevention and control, and it serves as an accessible reference guide to answer future questions.

**Course Length:** Approximately 8 hours
Foundations of Government Property
This module provides DoD financial accounting and property management professionals an overview of government property management. This module will increase professionals’ knowledge and understanding of the DoD accounting and accountability approach to the property management life cycle. It also will introduce professionals to essential tools that will help them manage government property.

Course Length: Approximately 1.5 hours

Proper Financial Accounting Treatments for Military Equipment
This module is designed to provide a better understanding of how military equipment values are determined and the process used to ensure consistent execution; the important roles that program managers, business/financial management analysts, and procurement contracting officers play in this process; and the actions required by each role so a structure is in place that ensures proper financial accounting treatments for military equipment.

Course Length: Approximately 1.5 hours

Radio Frequency Identification
This module is designed to provide defense contracting officers with the knowledge necessary to insert the passive radio frequency identification (RFID) Defense Federal Acquisition Regulation Supplement clause into appropriate contracts, thus streamlining DoD’s receiving process. The module also reviews RFID technology and DoD’s RFID implementation strategies.

Course Length: Approximately 3 hours

Fiscal and Physical Accountability and Management of DoD Equipment
This module builds upon the concepts presented in the Foundations of Government Property module (CLM 039). DoD professionals responsible for DoD fiscal and physical property management play a crucial role in the acquisition and life cycle of DoD equipment end-items—both for the warfighter and for the American taxpayer. The module provides an overview of the acquisition and sustainment policy guidance, business rules, and life-cycle management of DoD equipment.

Course Length: Approximately 2 hours

Audit Readiness Requirements for DoD Equipment
This module provides key personnel, both financial and nonfinancial managers, with “how-to” details on the requirements and processes necessary to prepare for an audit of DoD equipment requiring capitalization.

Course Length: Approximately 2 hours

Procurement Fraud Indicators
This module provides an awareness of procurement fraud indicators. This course was developed as a result of a DoD-wide review of vulnerabilities to fraud, waste, and abuse in contracting, as directed by Congress.

Course Length: Approximately 2 hours

Time Management
This module introduces the basics of time management, including the identification of common time thieves and an analytical framework for rebalancing the lifework paradigm.

Course Length: Approximately 1 hour

Program Leadership
This module identifies the most important leadership competencies necessary for program managers (PMs) in the defense acquisition process and analyzes the attributes of successful PMs through interviews with two highly successful PMs. This module also provides tips on self-assessment of PM leadership skills and references for more information on how to strengthen those skills.

Course Length: Approximately 1.5 hours

Portfolio Management
This module introduces the concepts and practices of portfolio management as it occurs in the Department of Defense environment. It also ex-
Appendix C: Continuous Learning

Appendix C: Continuous Learning

Generally, continuous learning modules are offered online

poses students to a mixture of techniques and tools to employ with these concepts and practices.

**Course Length:** Approximately 1 hour

**CLM 059**

**Fundamentals of Small Business for the Acquisition Workforce**

This module explains the role of small business and small business professionals in DoD acquisitions. DoD policy aims to place a fair proportion of DoD’s purchases and contracts with small businesses and to give them the maximum practicable opportunity to participate in DoD acquisitions. The module provides acquisition workforce members with the tools and understanding to utilize small businesses in the Defense Acquisition Management System in such a way that small businesses and DoD acquisition programs will both be successful. Course topics include regulatory guidance, market research, SBIR/STTR, and prime and subcontracting methods.

**Course Length:** Approximately 4 hours

**CLM 060**

**Intelligence Community Acquisition**

This module helps DoD personnel describe key differences between the intelligence community (IC) and DoD acquisition processes and prepares DoD stakeholders of joint DoD/IC programs to support senior decision-makers’ oversight of programs in the IC acquisition process.

**Course Length:** Approximately 3 hours

**CLM 071**

**Introduction to Data Management**

This module explains why data management is critical to enhancing support throughout the system life cycle. CLMs 071–CLM 077 will provide acquisition professionals with the fundamental knowledge required to create better data management plans and obtain the necessary data rights for systems being delivered to the warfighter, thus affording opportunities to reduce life-cycle cost and increase Operating and Support competition. CLM 071 is one of seven data management (DM) modules in the DM series (CLM 071–CLM 077). (This module is temporarily unavailable, but is expected to redeploy in 2nd Quarter FY 2018.)

**Course Length:** Approximately 1.5 hours

**CLM 072**

**Data Management Strategy Development**

With advancements in technology and robust products that use those technologies, it has become even more important that the government obtain the necessary data, rights, and licenses to support and maintain its programs. Developing a data management strategy (DMS) is one of the first steps in ensuring this is possible. This module presents the requirements, tools, and processes needed to complete a comprehensive DMS. CLM 072 is one of seven data management (DM) modules in the DM series (CLM 071–CLM 077). (This module is temporarily unavailable, but is expected to redeploy in 2nd Quarter FY 2018.)

**Course Length:** Approximately 1.5 hours

**CLM 073**

**Data Management Planning System**

This module explains how conscientious data management (DM) planning contributes to the success of major weapon systems acquisitions. It explores such topics as key personnel roles in DM planning, recent events and changes to DM-planning practices, and the roles of configuration management and the Integrated Digital Environment. Students will emerge with an understanding of the goals, benefits, and challenges associated with DM planning. CLM 073 is one of seven data management (DM) modules in the DM series (CLM 071–CLM 077). (This module is temporarily unavailable, but is expected to redeploy in 2nd Quarter FY 2018.)

**Course Length:** Approximately 1.5 hours

**CLM 074**

**Technical Data and Computer Software Rights**

This module explores types of data rights and explains how proper allocation of these rights is mutually beneficial to the government and contractors. The module also examines the major factors that must
be considered when determining which data rights are appropriate for product support throughout the system's life cycle. CLM 074 is one of seven data management (DM) modules in the DM series (CLM 071–CLM 077). (This module is temporarily unavailable, but is expected to redeploy in 2nd Quarter FY 2018.)

**Course Length:** Approximately 3 hours

**CLM 075**

**Data Acquisition**
This module identifies the activities and requirements associated with data acquisition. The goal of this module is to present the activities and requirements associated with drafting a request for proposal, the process for responding to offerors' proposals, and the data management considerations after contract award. CLM 075 is one of seven data management (DM) modules in the DM series (CLM 071–CLM 077). (This module is temporarily unavailable, but is expected to redeploy in 2nd Quarter FY 2018.)

**Course Length:** Approximately 4 hours

**CLM 076**

**Data Markings**
Proper markings are vital to ensuring that data are available to the right people at the right time and that data are protected from unauthorized dissemination. This module explains how to apply the correct markings and distribution statements to technical data and computer software. CLM 076 is one of seven data management (DM) modules in the DM series (CLM 071–CLM 077). (This module is temporarily unavailable, but is expected to redeploy in 2nd Quarter FY 2018.)

**Course Length:** Approximately 3.5 hours

**CLM 077**

**Data Management Protection and Storage**
Information is one of our Nation's greatest sources of power. We must treat information as a strategic asset, and we must protect information and information systems against adverse events. This module explains the vital role that data protection and storage play in a major weapon system acquisition program. CLM 077 is one of seven data management (DM) modules in the DM series (CLM 071–CLM 077). (This module is temporarily unavailable, but is expected to redeploy in 2nd Quarter FY 2018.)

**Course Length:** Approximately 1.5 hours

**CLM 103**

**Quality Assurance Auditing**
The Quality Assurance Auditing module contains material that covers three general types of audits: system, process, and product. These audits are described in three distinct phases: planning and preparation, performance, and reporting and follow-up.

**Course Length:** Approximately 2 hours

**CLM 200**

**Item-Unique Identification**
Item-unique identification enables item tracking in DoD business systems and provides reliable and accurate data for management, financial accountability, and asset management purposes. This module gives an overview of the subject.

**Course Length:** Approximately 2 hours

**CLM 201**

**Serialized Item Management (SIM)**
This module provides students with an understanding of serialized item management, which enables effective and efficient life-cycle management of material.

**Course Length:** Approximately 2.5 hours

**REQUIREMENTS**

**CLR 030**

**Environment, Safety, and Occupational Health in JCIDS**
The module is designed to help the environment, safety, and occupational health (ESOH) practitioner generate concise ESOH wording appropriate for Joint Capabilities Integration and Development System (JCIDS) documents. The module offers practical guidance in negotiating the JCIDS process where different interests, ESOH related and non-ESOH related, often compete among stakeholders in a resource-constrained context.

**Course Length:** Approximately 4 hours
Appendix C: Continuous Learning

Generally, continuous learning modules are offered online.

**CLR 101**

*Introduction to Joint Capabilities Integration and Development System*
This module provides an overview of JCIDS. The five lessons focus on terms, definitions, basic concepts, processes, and roles and responsibilities involved within JCIDS, as well as on JCIDS’ interaction with the Defense Acquisition System and planning, programming, budgeting, and execution. The module is designed for DoD professionals who contribute to requirements generation and the capability-development process, including JCIDS analysis, subject matter or domain expertise, document staffing and coordination, and/or administrative support.

**Course Length:** Approximately 3.5 hours

**CLR 151**

*Analysis of Alternatives*
This module presents the process used by DoD to conduct an Analysis of Alternatives (AoA) in support of requirements, system acquisition, and resourcing. The AoA is the analytical process that DoD organizations use to assess and prioritize potential materiel solutions to a validated military capability need.

**Course Length:** Approximately 3 hours

**CLR 250**

*Capabilities-Based Assessment*
This module introduces the planning and organizing of capabilities-based assessments (CBAs). It contains four lessons, dealing with definitions, planning research, team building, and planning, and the study phase. The module explains how to conduct effective and efficient CBAs in support of the Joint Capabilities Integration and Development System.

**Course Length:** Approximately 5 hours

**CLR 252**

*Developing Performance Attributes*
This module explains how to develop key performance parameters (KPPs) and key system attributes (KSAs), the relationship of the KPPs and KSAs to technical requirements, and how to get them through the staffing and validation process. The module is primarily for requirements managers and other managers who prepare and apply system attributes.

**Course Length:** Approximately 4.5 hours

**EARNED VALUE MANAGEMENT**

**CLV 016**

*Introduction to Earned Value Management*
This module introduces the basics of earned value management (EVM) as it relates to acquisition program management. You will learn the five independent earned-value variables and the three most common EVM metrics. At the conclusion of this module, you should be familiar with EVM-related laws passed by Congress, the Office of Management and Budget’s implementation of these laws, and current DoD policy guidance regarding EVM requirements. Additionally, you should recognize how work scope, schedule, and resources are combined to establish the EVM performance measurement baseline.

**Course Length:** Approximately 1 hour

**CLV 017**

*Performance Measurement Baseline*
This module introduces the earned value management language and processes associated with developing the performance measurement baseline. The course defines the concepts of total allocated budget, negotiated contract cost, authorized unpriced work, contract budget baseline, over-target baseline, summary-level planning packages, undistributed budget, management reserve, and the performance measurement baseline. The module describes a generic process for developing performance measurement baselines. It concludes by explaining the most common earned value techniques and relating the relative desirability and risks associated with each.

**Course Length:** Approximately 4.5 hours

**CLV 018**

*Earned Value and Financial Management Reports*
This module reviews the most common DoD data reports associated with earned value management,
cost estimating, and financial management. It examines the purpose and relationship between the data item description and the contract data requirements list; identifies key players and purposes in reports; and outlines the DoD contract performance report and the tailoring guidance for the integrated master schedule, provided in the *Earned Value Management Implementation Guide*.

**Course Length:** Approximately 1 hour

**CLV 019**

**Estimate at Completion**
This module reviews the process for computing an estimate-at-completion range when given earned value management (EVM) data. It defines the meaning of the cost performance index, the schedule performance index, and the earned value metrics of the to-complete performance index. It also reviews favorable and unfavorable trends in the performance trend charts of the cost performance index and schedule performance index and walks through the calculations needed to compute an estimate-at-completion range by using the standard EVM estimate-at-completion equation.

**Course Length:** Approximately 1 hour

**CLV 020**

**Baseline Maintenance**
This module reviews the concepts associated with performance measurement baseline maintenance. It describes the contract performance chart and the earned value management (EVM) metrics chart for cost/schedule variance. It also defines what a front-loaded baseline, rubber baseline, over-target baseline, and single-point adjustment mean in the context of EVM, and it uses a hypothetical database to depict the effects of contract modifications, management reserve use, the various baselines, and single-point adjustments on the contract performance and cost variance charts.

**Course Length:** Approximately 1 hour

**CONTRACT MANAGEMENT**

**CLX 160**

**Introduction to Failure Mode Effects Analysis**
This module provides the basic knowledge and skills to identify failure modes that have relatively high probability and severity of consequences.

**Course Length:** Approximately 5 hours

**DEPARTMENT OF DEFENSE SPONSORED**

**DOD 002**

**Combatting Human Trafficking for DoD Acquisition Professionals**
This module informs defense acquisition and contracting professionals about combatting human trafficking in Department of Defense contracts. It includes an overview of laws and regulations and of the responsibilities to prevent, identify, and respond to abuses. This module will help learners understand how to uphold the zero-tolerance policy and ensure that taxpayer dollars do not contribute to trafficking in persons.

**Course Length:** Approximately 1 hour

**FEDERAL ACQUISITION INSTITUTE COURSES AND MODULES**

**FAC 010**

**Small Business Innovation Research/Small Business Technology Transfer (SBIR/STTR) Programs**
This module gives an overview of SBIR/STTR programs, which encourage small businesses to explore their technological potential by providing them with the incentive to profit from its commercialization. Including qualified small businesses in the Nation’s research and development arena stimulates high-tech innovation and promotes the entrepreneurial spirit as the United States meets its specific research and development needs.

**Course Length:** Approximately 1 hour

**FAC 021**

**Price Analysis**
This module provides acquisition personnel with a tool that explains how to conduct price analysis. It also illustrates the proper way to document the results of a business negotiation. Users can take the full course for a solid foundation and then return to it as a resource and refresher on particular topics on an as-needed basis.

**Course Length:** Approximately 8 hours
Appendix C: Continuous Learning

Generally, continuous learning modules are offered online.

FAC 023
Basic Contracting for GSA Schedules
In this module, you will learn about the procedures for placing orders for supplies and services against Multiple Award Schedules as outlined in Federal Acquisition Regulation (FAR) Subpart 8.4. The module is not about general FAR procedures such as protests, acquisition planning, preparation of statements of work, and contract files management, but does discuss these topics as they relate to schedules contracting and ordering procedures.

Course Length: Approximately 4 hours

FAC 024
GSA Global Supply
Students will learn about the GSA Global Supply program and its role within the National Supply System. Information on GSA-managed products, as well as key ordering and fulfillment information, will also be covered.

Course Length: Approximately 2 hours

FAC 025
Energy Savings Performance Contracting Online Course
Learn about one of the government’s premier tools to finance facility energy improvements. Energy Savings Performance Contracting (ESPC) is a contracting vehicle that allows federal agencies to accomplish energy projects for their facilities without depending on appropriations to pay for the improvements. An ESPC project is a partnership between the customer (a government organization) and an energy service company.

Course Length: Approximately 8 hours

FAC 026
Cost Analysis
Federal acquisition requirements are growing in complexity and increasing in cost. Training on current contract pricing and costing requirements is vital for agencies to get fair and reasonable prices for contracts. This module provides acquisition personnel with a tool that explains how to conduct cost estimation and analysis. For those new to the field, this module provides a good foundation and a future resource; for experienced professionals, the most current information.

Course Length: Approximately 8 hours

FAC 027
GSA Schedules and Small Business
Students will learn how buyers in the federal marketplace can utilize small businesses under the GSA Multiple Award Schedules (MAS) program. Every agency is concerned with meeting its annual socio-economic goals; the MAS program is a simple and easy way to do so.

Course Length: Approximately 1 hour

FAC 028
GSA Schedules and Sustainable Acquisition
This course will teach students about government-wide sustainability goals and how the GSA Multiple Award Schedule can help achieve those goals.

Course Length: Approximately 1 hour

FAC 029
GSA Schedules vs. Open Market
There are three commonly used acquisition methods: issuing task and delivery orders using GSA’s Multiple Award Schedules (MAS) under Federal Acquisition Regulation (FAR) Subpart 8.4 and negotiating a stand-alone order or contract under FAR Part 13 and FAR Part 15. The module explores the differences and similarities of these three methods, their advantages and disadvantages in various situations, and how to analyze alternatives as you develop your acquisition strategy.

Course Length: Approximately 2 hours

FAC 031
Small Business Programs
This module provides federal civilian agency contracting professionals and program officials an overview of small business types and programs, giving
them the information they need to encourage small business participation in government acquisitions.

Course Length: Approximately 2.5 hours

FAC 033

Contract Management: Strategies for Mission Success
This module focuses on improvements made to federal contract management through the collaboration of public and private sector acquisition professionals as part of the Partnership for Public Service’s Acquisition Innovation Initiative.

Course Length: Approximately 3 hours

FAC 034

Interagency Acquisitions Basics
This module provides an introduction to interagency acquisitions. It defines and identifies the features and benefits of interagency acquisition and describes the different types of such acquisitions. It also provides a basic understanding of what is required to make the decision to use this method, how to get started, and the resources available to support interagency acquisition activities.

Course Length: Approximately 1/2 hour

FAC 036

GSA Schedules BPAs and CTAs
This module will discuss the GSA Multiple Award Schedules Program as it pertains to the use of blanket purchase agreements (BPAs) and contractor team arrangements (CTAs).

Course Length: Approximately 2 hours

FAC 037

GSA eBuy: An Overview
Students will learn about the GSA eBuy program and how it functions to benefit both the government buyer and the vendor.

Course Length: Approximately 2 hours

FAC 038

How to Integrate Green into Acquisition
This module examines additional options for minimizing the environmental impact of acquisitions beyond requiring the use or supply of green products.

Course Length: Approximately 2 hours

FAC 039

GSA’s Governmentwide Acquisition Contracts (GWACs) for IT Service
Because most, if not all, government agencies have a need to buy IT services and solutions, the General Services Administration (GSA) has made this purchasing convenient through its GWAC programs. In this module, students learn about the four GWAC programs offered through GSA.

Course Length: Approximately 4 hours

FAC 041

GSA Alliant GWAC
Learn about the Alliant & Alliant Small Business GWAC (governmentwide acquisition contract) program offered through GSA to facilitate the purchase of IT services and solutions.

Course Length: Approximately 2 hours

FAC 042

GSA’s GWAC: 8(a) STARS II
In this module, learn about the governmentwide acquisition contract (GWAC) 8(a) STARS II offered through GSA to facilitate purchase of IT services and solutions.

Course Length: Approximately 2 hours

FAC 045

Federal Procurement Data System—Next Generation (FPDS-NG)
This online course provides an overview of the Federal Procurement Data System—Next Generation. Accessible by multiple user groups, including the public, the FPDS–NG is a single repository for federal procurement award data.

Course Length: Approximately 3 hours

FAC 047

Micro-purchases and Section 508 Requirements
This continuous learning module explains what a micro-purchase is, and how and where Section
Appendix C: Continuous Learning

Generally, continuous learning modules are offered online.

Course Length: Approximately 1/2 hour

FAC 048

The GSA MAS Program: Buying Services Through GSA Schedules
The General Services Administration (GSA) Schedules program offers a vast array of services and products as well as an easy, streamlined way to acquire them. This course provides valuable information about the services available through GSA Schedules, how to find them, and the procedures and requirements that apply when ordering them.

Course Length: Approximately 4 hours

FAC 049

Section 508: What Is It and Why Is It Important to You?
This course describes what Section 508 is and why it is important to make information and communication technology products accessible to people with disabilities. In this course, students learn about the job-related responsibilities and available resources needed to meet Section 508 requirements. This course serves as a prerequisite to all other Section 508 compliance training courses.

Course Length: Approximately 1 hour

FAC 052

The GSA Reverse Auction Platform
This module provides a streamlined, cost-effective process for agencies to acquire supplies and simple services from GSA and Veterans Administration (VA) schedules and blanket purchase agreements (BPAs). The platform can be used to facilitate requests for and submission of quotes and to drive down the total cost of acquisitions, increasing savings to agencies and taxpayers alike.

Course Length: Approximately 2 hours

FAC 054

Federal Strategic Sourcing ALS Video 11/2013
This module consists of a recorded acquisition learning seminar from November 20, 2013. During the seminar, a panel of five experts addresses the core characteristics of strategic sourcing, describes the Federal Strategic Sourcing Initiative (FSSI), and reviews the overall sourcing-process cycle.

Course Length: Approximately 1 hour

FAC 056

Section 508 Compliance for Contracting Office Representative, Program & Project Managers
This training explains how Section 508 is integrated into the Department of Homeland Security systems-engineering life cycle. It covers Section 508 requirements, procurement regulations, contract language, and artifacts.

Prerequisite: FAC 049

Course Length: Approximately 3 hours

FAC 066

GSA Enterprise Infrastructure Solutions (EIS) Delegation of Procurement Authority (DPA)
This course provides essential information about the EIS contracts, including the process for obtaining DPA that allows you to order from EIS. It discusses the EIS program and features a set of multiple award, indefinite-delivery/indefinite-quantity contracts that provide a comprehensive and flexible way for all federal agencies to access telecommunications and IT solutions from top global service providers.

Course Length: Approximately 1 hour

HARVARD BUSINESS SCHOOL PUBLISHING MANAGERMENTOR

HBS 301

Managing Difficult Conversations
This module immerses managers in dialogue-based situations that foster learning by doing, where they make key decisions that drive the dialogue and ensuing results. It helps managers identify and adjust
thought patterns before approaching the difficult conversations that arise in business. The module provides firsthand experiences in a safe environment and gives managers the opportunity to use interactive tools and apply follow-up action plans.

**Course Length:** Approximately 3 hours

**HBS 302**

**Negotiating for Results**
This module immerses managers in dialogue-based situations that foster learning by doing, where they make key decisions that drive the dialogue and ensuing results. Managers will learn how to avoid common traps and find common ground for opportunities. The interactive module helps managers prepare for and conduct effective negotiations that produce a winning edge for their organizations. The interactive environment will enable managers to tap expert insights, discover proven tactics, and sharpen their own skills for getting results when negotiating.

**Course Length:** Approximately 3 hours

**HBS 303**

**Leading Teams with Emotional Intelligence**
This module immerses managers in dialogue-based situations that foster learning by doing, where they make key decisions that drive the dialogue and ensuing results. The module puts the student in situations where they must be flexible with their own emotional intelligence skills to drive high team performance. Engaging interactive exercises reveal the secret behind exceptionally productive teams. The interactive environment will enable managers to tap into expert insights, discover proven tactics, and sharpen their own skills in the area of emotional intelligence.

**Course Length:** Approximately 3 hours

**HBS 304**

**Managing Difficult Conversations, High Bandwidth**
This module immerses managers in dialogue-based situations that foster learning by doing, where they make key decisions that drive the dialogue and ensuing results. It helps managers identify and adjust thought patterns before approaching the difficult conversations that arise in business. The module provides firsthand experiences in a safe environment and gives managers the opportunity to use interactive tools and apply follow-up action plans.

**Course Length:** Approximately 3 hours

**HBS 305**

**Negotiating for Results, High Bandwidth**
This module immerses managers in dialogue-based situations that foster learning by doing, where they make key decisions that drive the dialogue and ensuing results. Managers will learn how to avoid common traps and find common ground for opportunities. The interactive module helps managers prepare for and conduct effective negotiations that produce a winning edge for your organization. The interactive environment will enable managers to tap expert insights, discover proven tactics, and sharpen their own skills for getting results when negotiating.

**Course Length:** Approximately 3 hours

**HBS 306**

**Leading Teams with Emotional Intelligence, High Bandwidth**
This module immerses managers in dialogue-based situations that foster learning by doing, where they make key decisions that drive the dialogue and ensuing results. The module puts the student in situations where they must be able to flex their own emotional intelligence skills to drive high team performance. Engaging interactive exercises reveal the secret behind exceptionally productive teams. The interactive environment will enable managers to tap into expert insights, discover proven tactics, and sharpen their own skills in the area of emotional intelligence.

**Course Length:** Approximately 3 hours

**HBS 309**

**Coaching for Results**
In today’s environment of changing technology and evolving organizations, coaching can have a strategic impact. It provides continuous learning and develops people to meet current and future needs. Coaching is an investment that you make in developing your key resource—people—for the long-term benefit of your organization.

**Course Length:** Approximately 3 hours

**HBS 310**

**Influencing and Motivating Others**
This module examines the principles underlying leaders’ abilities to influence other people and to motivate their employees. It is primarily intended
for all members of the acquisition community, especially managers and leaders.

**Course Length:** Approximately 3 hours

**HBS 401**

**Budgeting**
This module takes students step by step through the process of building better, more accurate budgets in less time. Learn how to create a budget that functions as a critical strategic tool while exploring the advantages and disadvantages of new techniques and approaches. The course includes easy-to-use budget templates for fast implementation of concepts.

**Course Length:** Approximately 2 hours

**HBS 402**

**Business Case Development**
This module takes you step by step through the process of creating a soundly reasoned and compelling case for your new business initiatives. It addresses topics ranging from identifying business opportunities to measuring their success. The module includes recommendations for assessing risk, weighing costs, developing an implementation plan, and communicating recommendations in a convincing manner.

**Course Length:** Approximately 2 hours

**HBS 403**

**Business Plan Development**
This module moves step by step through the process of preparing an effective plan for a business proposal. The steps taught are applicable to launching a new internal product as well as seeking funding for a new start-up business.

**Course Length:** Approximately 2 hours

**HBS 404**

**Career Management**
This module teaches students how to develop a straightforward approach to managing their career or helping others manage theirs. It includes tools for matching interests, values, and skills to the right job or development opportunity. It also gives valuable advice on resources such as career counselors, mentors, networking, informational interviewing, and professional development reviews.

**Course Length:** Approximately 2 hours

**HBS 405**

**Change Management**
This module is a practical guide to implementing, managing, and communicating change in an organization. Learn how to approach change with an open mind and use it as a stimulus to encourage new ideas and harness enthusiasm for further progress. This module includes steps to help units or organizations become change-ready and planning tools to address resistance to change.

**Course Length:** Approximately 2 hours

**HBS 406**

**Coaching**
Here students will learn how to get the best from their direct reports and, through coaching, help others master new skills. They will learn how to use a four-step process to facilitate the professional growth of those they have agreed to coach. Participants will discover how to strengthen their skills so they can be more effective coaches.

**Course Length:** Approximately 2 hours

**HBS 407**

**Crisis Management**
For managers who know what to do, every crisis is an opportunity to shine. This module instructs how to chart a course through crisis situations, from crisis plan development and contingency thinking to post-crisis management. It is relevant for managers at all levels.

**Course Length:** Approximately 2 hours

**HBS 408**

**Customer Focus**
Customer Focus is a vital orientation tool with value for every employee. This module covers the critical components of servicing internal or external custom-
ers, with a compelling overview of the importance of customer service, its relationship to customer satisfaction, and its link to company profitability.

**Course Length:** Approximately 2 hours

**HBS 409**

**Decision Making**

Effective business decisions require time and input from many individuals throughout an organization. In this module, students will learn to identify underlying issues related to a decision, generate multiple alternatives, evaluate those alternatives, and communicate and implement the decision.

**Course Length:** Approximately 2 hours

**HBS 410**

**Delegating**

In this module, students will learn how to use proven tools for assessing any assignment, matching employee skills to tasks, selecting the right person, and supporting the delegation all the way through completion. It includes strategies for communicating the assignment, monitoring progress, and dealing with “reverse delegation.”

**Course Length:** Approximately 2 hours

**HBS 411**

**Developing Employees**

Here students will be taught how to easily apply recommendations for addressing employees’ developmental needs. This module includes strategies for maximizing return on management, growing competent employees, and keeping star performers motivated. It also addresses use of development planning to help team members improve individual performance, make the most of career opportunities, and maximize contributions to an organization’s performance.

**Course Length:** Approximately 2 hours

**HBS 412**

**Difficult Interactions**

Learn how to discuss and resolve difficult interactions in the workplace—whether with employees, peers, bosses, or even customers and suppliers. This module includes tools and techniques to help students decide which situations are worth resolving, find the source of the difficulty, productively discuss the emotions that difficult interactions can rouse, and overcome barriers to action.

**Course Length:** Approximately 2 hours

**HBS 413**

**Dismissing an Employee**

Dismissing an employee is one of the most difficult, painful tasks a manager can face. Learn how to manage a dismissal effectively—including making key decisions before, during, and after the critical event. Handled skillfully, dismissing an employee can set a team—and a company—on a positive new path.

**Course Length:** Approximately 2 hours

**HBS 414**

**Diversity**

Learn how to manage diversity to extract maximum value from employees’ differences—including how to recruit diverse talent, resolve diversity-related conflicts, and communicate with employees and customers from other cultures.

**Course Length:** Approximately 2 hours

**HBS 415**

**Ethics at Work**

Here students will learn how to use a three-step framework to solve “right versus right” ethical dilemmas and how to foster a climate of integrity within an organization.

**Course Length:** Approximately 2 hours

**HBS 416**

**Feedback Essentials**

Learn how and when to use various types of feedback to maximize openness and encourage learning. This module covers information on establishing a receptive work environment, giving effective feedback, receiving feedback openly, being patient with noncommunicators, and managing barriers to feedback.

**Course Length:** Approximately 2 hours

**HBS 417**

**Finance Essentials**

This primer shows nonfinancial managers how their units fit into the company’s overall financial picture. It includes easy-to-understand explana-
Appendix C: Continuous Learning

Generally, continuous learning modules are offered online.

Appendix C: Continuous Learning

Generally, continuous learning modules are offered online.

HBS 418

Global Collaborations
This module focuses on how to manage a global collaboration—including how to negotiate, build trust, overcome language barriers, and navigate geographical as well as cultural challenges.

Course Length: Approximately 2 hours

HBS 419

Goal Setting
Here students learn how to organize their work around clear and meaningful objectives, with tools and techniques for establishing realistic goals, creating a task list, tracking milestones, and evaluating achievement.

Course Length: Approximately 2 hours

HBS 420

Hiring
Learn techniques for finding, interviewing, and selecting top performers. This module covers information on screening resumes, checking references, asking effective questions, making the hiring decision, and extending the offer. It also includes tools for creating a job profile, preparing for an interview, and evaluating job candidates.

Course Length: Approximately 2 hours

HBS 421

Innovation and Creativity
This module shows how to stimulate creative thinking in an intellectually diverse workgroup. Learn to assess and then tailor the physical and psychological environment to stimulate creative thought, and how to manage the process of innovation for maximum impact on an organization.

Course Length: Approximately 2 hours

HBS 422

Innovation Implementation
This module provides a framework for turning an innovative idea into reality. Innovation is not only about generating creative ideas. Innovation results when a creative idea is put to use. However, the implementation phase is where many good ideas fail. Learn how to implement an innovation, from drafting a vision statement to managing resistance.

Course Length: Approximately 2 hours

HBS 423

Laying Off Employees
Implementing a layoff is one of the most difficult and painful tasks a manager can face. This module teaches how to effectively manage a layoff—including making key decisions before, during, and after the critical event. Handled skillfully, a layoff can set a team—and a company—on a positive new path.

Course Length: Approximately 2 hours

HBS 424

Leading and Motivating
A synopsis of the essential tasks of leadership: setting direction, aligning people, and motivating others. Learn how to recognize the skills and characteristics of effective leaders, create an inspiring vision, and energize people to support and work toward goals.

Course Length: Approximately 2 hours

HBS 425

Managing Upward
Gain insight into developing a mutually rewarding relationship, with skills for communicating and negotiating with a manager. Students will learn tips for
Appendix C: Continuous Learning

Generally, continuous learning modules are offered online presenting problems or opportunities to a supervisor and accepting responsibility for proposed actions.

**Course Length:** Approximately 2 hours

**HBS 426**

**Marketing Essentials**
Developed especially for nonmarketing managers, this module includes fundamentals that will help people throughout the organization better understand the importance of marketing and how it relates to them.

**Course Length:** Approximately 2 hours

**HBS 427**

**Meeting Management**
This module is a timesaving guide to planning and conducting meetings from start to finish. It includes preparation, keeping the meeting on track, and follow-up. It gives expert advice for dealing with problem behaviors exhibited by meeting participants.

**Course Length:** Approximately 2 hours

**HBS 428**

**Negotiating**
Students will learn about the negotiation process, when different types of negotiations are appropriate, essential negotiating strategies, and how to become an effective negotiator. A practical guide includes assessing interests of all parties, developing opportunities that create value, avoiding common barriers to agreement, and implementing strategies to make the negotiation run smoothly.

**Course Length:** Approximately 2 hours

**HBS 429**

**New Manager Transitions**
Learn what it means to be a manager, as well as how to navigate the complex and often stressful transition from individual contributor to a new manager.

**Course Length:** Approximately 2 hours

**HBS 430**

**Performance Appraisal**
This module provides instruction in how to prepare for, conduct, and follow up on performance evaluations—in ways that link employee performance to company and group goals. This topic includes information on how to use informal performance assessments and feedback as part of regular employee interactions, prepare for a formal performance meeting with a direct report, document a performance meeting, and create a development plan with an employee.

**Course Length:** Approximately 2 hours

**HBS 431**

**Performance Measurement**
This module includes a review of financial and nonfinancial measures used in all areas of organizational performance. It addresses both stand-alone measures (including ROI, EVA, and BET) and measurement frameworks such as dashboards, quality models, and the balanced scorecard. Included is a systematic process for tracking performance of initiatives that can generate improvements across the organization.

**Course Length:** Approximately 2 hours

**HBS 432**

**Persuading Others**
Learn how to master the art and science behind successful persuasion and begin changing others’ attitudes, beliefs, or behavior to create win-win solutions. Formal authority no longer gets managers as far as it once did. To do their job—accomplishing work through others—managers must develop and use skills of persuasion rather than simply issue orders.

**Course Length:** Approximately 2 hours

**HBS 433**

**Presentation Skills**
This module gives sound advice on preparing and delivering presentations that command attention, persuade, and inspire. It includes rehearsal techniques as well as tips for creating and using more effective visuals. The module also addresses the importance of
understanding objectives and the audience to create a presentation with impact.

**Course Length:** Approximately 2 hours

**HBS 434**

**Process Improvement**
Learn what business processes are, why improving them is essential, and how to carry out a business process improvement initiative.

**Course Length:** Approximately 2 hours

**HBS 435**

**Project Management**
This module teaches the nuts and bolts of project management, including project planning, budgeting, team building, execution, and risk analysis. It also covers useful tools and techniques such as GANTT and PERT charts, work-breakdown structure, and variance analysis.

**Course Length:** Approximately 2 hours

**HBS 436**

**Retaining Employees**
Why do employees stay with—or leave—their jobs? This model teaches strategies for attracting and keeping top performers, how to handle common obstacles to retention such as burnout and work/life imbalance, and how to develop programs that address the diverse needs and interests of a workforce.

**Course Length:** Approximately 2 hours

**HBS 437**

**Strategic Thinking**
This module offers practical advice for managers in charge of shaping and executing organizational strategy, including tips for analyzing opportunities, challenges, and the potential consequences of high-level action plans. It addresses identification of broad patterns and trends, creative thinking, analysis of complex information, and prioritization of actions.

**Course Length:** Approximately 2 hours

**HBS 438**

**Strategy Execution**
Learn what strategy is, how senior management and units work together to develop strategy, and how units support a company’s strategy by developing and executing action plans for strategic initiatives. In many companies, senior management and units are involved in the strategic-planning process. Why? This ensures that a company’s strategies—both corporate and unit—are tightly aligned and can be successfully implemented.

**Course Length:** Approximately 2 hours

**HBS 439**

**Stress Management**
This module offers practical, hands-on suggestions for managing workplace stress—from short-term “quick fixes” to long-term methods for both changing situations and changing how students respond to them. It teaches the difference between positive stress that enhances productivity and negative stress that breeds tension, lowers productivity, and undercuts job satisfaction. Strategies are taught for dealing with underlying causes of worry and stress, with tactical advice and coping mechanisms for immediate problem management.

**Course Length:** Approximately 2 hours

**HBS 440**

**Team Leadership**
This module explains how to establish a team with the right mix of skills and personalities and a culture that promotes collaborative work. It includes steps to leading an effective team and innovative, easy-to-implement self-evaluation tools. This course will help students decide whether they should establish a team and how to form a productive team, launch a team effort effectively, lead a team skillfully, and assess the team’s performance.

**Course Length:** Approximately 2 hours

**HBS 441**

**Team Management**
Learn about the problems that frequently throw a team off course and how to prevent them or, if necessary, how to get a team back on track. Focus is essential to effective teamwork. Learn how to diagnose and overcome common problems—such as poor communication and interpersonal conflict—that can impede team progress. Learn to take corrective measures to remove team problems and improve team performance.

**Course Length:** Approximately 2 hours
Appendix C: Continuous Learning

Generally, continuous learning modules are offered online.

HBS 442

**Time Management**
This module will teach students effective time management—how to take control of their schedules and use their time wisely. Students will learn to analyze how they spend time and to prioritize tasks and avoid common time wasters. They also will be taught to identify which tasks are most critical to achieving their long-term goals; how to use scheduling tools for greater efficiency; and how to put their schedules into action, evaluating and modifying them along the way as needed.

**Course Length:** Approximately 2 hours

HBS 443

**Virtual Teams**
Learn how to form a virtual team, assess technology and communication needs, keep virtual projects on track, and ensure that virtual teams produce high-quality work. This module provides concrete suggestions for forming virtual teams, including assessing their technology and communication needs, structuring the team to build trust, and keeping the team on track.

**Course Length:** Approximately 2 hours

HBS 444

**Writing Skills**
Students will learn to put readers’ needs first to take the headache out of writing. Skillful writing can enhance respect, extend one’s influence, and help to accomplish business objectives. This module teaches students to create clearer, more effective written communication and includes specific guidelines for preparing memos, letters, emails, and other common business documents.

**Course Length:** Approximately 2 hours

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STANDARD PROCUREMENT SYSTEM TRAINING

SPS 100

**Standard Procurement System (SPS) FPDS-NG System Administrator**
This module contains information required to work at a system-administrator level with the Standard Procurement System (SPS) and Federal Procurement Data System—Next Generation (FPDS-NG) Integration. SPS is one of the first automated contract-writing systems to receive certification for integration with FPDS-NG v1.2.

**Course Length:** Approximately 1 hour

SPS 101

**Standard Procurement System and Federal Procurement Data System—Next Generation User**
This module provides professionals with the information required to work with the Standard Procurement System (SPS) and Federal Procurement Data System—Next Generation (FPDS-NG) at the user level. SPS is one of the first automated contract-writing systems to receive certification for integration with FPDS-NG v1.2. This module teaches SPS users how SPS interfaces with FPDS-NG and about the various types of contract action reports that can be created in FPDS-NG through SPS.

**Course Length:** Approximately 2.5 hours

SPS 102

**Standard Procurement System (SPS) Contracts Course**
This module focuses on the procurement process by introducing the “basics” of the Procurement Desktop-Defense (PD2) application. It describes how to navigate the desktop, set preferences, and use the PD2 Advisor and other common desktop tools. Also described are specific components of the Purchase Request process.

**Course Length:** Approximately 4 hours
SPS 103

Standard Procurement System (SPS) Administration
This module is aimed at system administrators responsible for executing tasks related to configuring and maintaining an organization’s PD2 system. In order to help administrators achieve competence in these tasks, this module first provides background on the general PD2 environment, including the standard Graphical User Interface and the location of the system administrator-specific tools.

Course Length: Approximately 11 hours

SPS 104

Standard Procurement System (SPS) Report Writing
This module is designed to teach the use of Impromptu software to create reports using data from PD2. Through a combination of instruction, demonstrations, and guided simulation, the module will provide a working knowledge of how PD2 catalogs support the creation of site-specific reports using Impromptu.

Course Length: Approximately 7 hours

SPS 105

Adapter Online Support Tool
This module was created to assist the user/learner in troubleshooting the most common problems the field encounters with the PD2 Adapter. This module will review attributes, characteristics, and architecture to provide the learner with a better understanding of how to utilize the PD2 Adapter.

Course Length: Approximately 2 hours

SPS 106

Database Maintenance
This module presents standard approaches to maintaining the database, as well as information that is specific or unique to Procurement Desktop–Defense and Standard Procurement System. It will help database administrators explore basic concepts of the system architecture, relevant services and tools for database maintenance, details about the server, and additional resources in support of their tasks.

Course Length: Approximately 4 hours
Appendix D: Mission Assistance Workshops

Generally, these are resident offerings at DAU regional locations.
Appendix D

Mission Assistance Workshops

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**BUSINESS**

**WSB 002**

**Budget Execution**
This workshop reviews the monetary concepts of commitment, obligation, expenditure, and outlay. It also discusses preparation of obligation and expenditure plans, variance reports, and reclaims to budget adjustments proposed by higher headquarters.

*Workshop Length: 1 classroom day*

**WSB 004**

**DoD Budget “Primer”**
This workshop explores how funds are programmed, budgeted, enacted, and executed to enable a successful acquisition program.

*Workshop Length: 1 classroom day*

**WSB 008**

**Earned Value Management**
This workshop examines the earned value management process, which is key in establishing a realistic program baseline and can help identify program trends for technical, cost, or schedule performance.

*Workshop Length: 3 classroom days*

**WSB 009**

**Business Financial Management Integration into Programs**
Discover how the business financial manager integrates cost estimating, budget development, and budget defense, as well as ensures timely budget execution to enable the program manager to succeed.

*Workshop Length: 1 classroom day*

**WSB 011**

**Practical Cost-Benefit Analysis**
A cost-benefit analysis (CBA) is a structured method of quickly and concisely showing the costs and benefits of making a change, thereby detailing the quantifiable impact of making that decision. This workshop follows the methodology of the *U.S. Army Cost Benefit Analysis Guide* and gives helpful hints and more detailed guidance on what to expect and how to avoid the most common failings. The Office of the Deputy Assistant Secretary of the Army, Cost Estimating (DASA-CE) has reviewed and approved the workshop as meeting the intent of the CBA creation process against which it will be evaluating proposals.

*Workshop Length: 3.5 classroom days*

**WSB 012**

**Executive Cost-Benefit Analysis**
Designed for executives and other reviewers of cost-benefit analyses, this fast-paced workshop provides an overview and some practice in reviewing the submissions. The format consists of short lectures about the terms and the rules of the topic area, followed by examples and exercises.

*Workshop Length: 1 classroom day*

**WSB 013**

**Earned Value Management Refresher**
Using a combination of lecture and group exercises, this workshop provides an opportunity for students to refresh their knowledge and skills related to key terms, metrics, and scheduling principles of earned value management (EVM) before attending EVM 201.

*Workshop Length: 2 classroom days*

**WSB 014**

**Intermediate Acquisition Financial Management**
This workshop uses lecture, discussion, and team and individual exercises to refresh and reinforce the financial manager’s role within an acquisition program management office. It is designed as an intermediate learning opportunity after taking BCF 110 but before taking BCF 225. It may be taken before or after BCF 220. The exercises are designed to have students interpret basic information and apply it to scenarios to determine meaning, impact, and solutions.

*Workshop Length: 2 classroom days*
WSB 015

Advanced Acquisition Financial Management
This workshop uses lecture, discussion, and team and individual exercises to help students think like a financial manager within an acquisition program management office. It is designed as an advanced learning opportunity after taking BCF 110 and BCF 225 but before taking BCF 301. The exercises are designed to have students interpret complex information and apply it to scenarios to determine meaning, impact, and solutions.

Workshop Length: 2 classroom days

WSC 016

Program Managers Understanding Contractor Behaviors and Motivations—Through Its Financial Statements
The first day of the workshop looks at industry incentives and takes a deep dive into the annual report of a publicly held company doing work for DoD. The workshop then ties the two together. The second, optional day is spent dissecting your contractor’s annual report and all that it contains (including the financial reports). During the second day, you will come with homework about your company and how it and its program manager operate. You will also come with the company’s annual report, pulled down from the company Web site, and spend the morning diving, drilling, calculating, and interpreting. You will spend the afternoon discussing your findings and interpretations, trying to tie what you learned about your company to your DoD program office activities and actions.

Workshop Length: 1 or 2 classroom days

CONTRACTING

WSC 004

Sole Source Commercial Item Pricing
This workshop examines when a sole source commercial supply or service should be used and provides methods to determine whether the price is reasonable.

Workshop Length: 1 classroom day

WSC 005

Source Selection
This workshop provides an overview of the source selection process, which applies to competitive negotiated acquisitions per Federal Acquisition Regulation and the mandatory DoD Source Selection Procedures.

Workshop Length: 2 classroom days

WSC 006

Alternative Dispute Resolution (ADR)
This workshop reviews the ADR process, which can assist the government and contractor in resolving disputes, leading to mutual agreements that benefit both parties.

Workshop Length: 2 classroom days

WSC 015

Negotiation Training for the Acquisition Workforce
This 2-day, interactive workshop teaches acquisition professionals how to use interest-based negotiation techniques to reach mutually beneficial agreements with vendors, internal departments, colleagues, and other stakeholders. The workshop includes dynamic, hands-on negotiating exercises that allow participants to apply collaborative problem-solving techniques to realistic acquisition challenges.

Workshop Length: 2 classroom days

PROFESSIONAL DEVELOPMENT

WSD 003

Leading Project Teams Workshop
Through the use of practical examples and exercises, this workshop emphasizes best practices for building and maintaining high-performing teams.

Workshop Length: 3.5 classroom days

WSD 004

Myers-Briggs Type Indicator (MBTI) Workshop
The MBTI is a self-report personality inventory based on the theory of psychological types developed by Swiss psychiatrist Carl Jung. This workshop allows participants to complete the instrument and receive individual feedback on their results.

Workshop Length: 1 classroom day
Appendix D: Mission Assistance Workshops

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WSD 005
Crucial Conversations®
This workshop shows how individuals, teams, and organizations can overcome problems stemming from under-communicating, withholding information, or failing to act with unity and conviction.

Workshop Length: 2 classroom days

WSD 006
Leading at the Speed of Trust
This 2-day workshop, based on the bestselling book The Speed of Trust by Stephen M. R. Covey, elevates “trust” from an undervalued or transparent element of organizational effectiveness to a visible element of strategic significance. Leaders and organizations learn that trust enables collaboration, innovation, effectiveness, and efficiency, and that they are able to harvest and reinvest the “dividends” of trust. This highly interactive workshop uses hands-on activities to engage leaders at all levels in identifying and closing trust gaps in their organization.

Workshop Length: 2 classroom days

WSD 007
Strength Deployment Inventory® Workshop
The Strength Deployment Inventory is a proven, memorable tool for improving team effectiveness and reducing the costs of conflict. During the workshop, you will receive a brief overview of the tool, complete the assessment instrument, do a self-validation, participate in fun activities to reinforce learning, and receive general feedback.

Workshop Length: 4 hours

WSD 009
Influencer
Influencer training is ideal for individuals, teams, and organizations looking to overcome profound, persistent, and resistant problems in their organization, team, or personal life. The workshop provides individuals at any level of an organization with the skills to develop an effective and comprehensive influencer strategy to overcome these problems.

Workshop Length: 2 classroom days

WSD 010
360 Survey Workshop
This workshop is designed to help organizations assess their employees’ strengths and development needs in their working relationships. The Development Dimensions International Leadership Mirror—a Web-based, multilingual, 360-degree feedback survey—is used to gather observational information. The data are collected from several perspectives regarding the individual’s leadership performance. This includes a self-survey and surveys from supervisors, peers, and subordinates.

Workshop Length: Approximately 1 hour for feedback and interpretation. Generally 30 to 35 days are allowed for completion of the survey.

WSD 011
Critical Thinking for Decision Makers and Teams
This workshop provides an overview of critical thinking, focusing on defining it and demonstrating “how to do it.” Through facilitated discussions and case study exercises, participants will gain an understanding of the critical-thinking process and identify the crucial steps in thinking critically, as well as learn about the different kinds of thinkers and strategies for developing or improving critical thinking.

Workshop Length: 4 hours

WSD 012
Mount Everest Leadership and Team Simulation
This is a Web-based, multimedia, multi-user simulation that employs the dramatic context of a Mount Everest expedition to reinforce student learning about leading effective team decision-making processes. The challenge course involves a series of activities that require various degrees of teamwork and problem solving. The teaching points for the exercise focus on how teams make complex decisions when critical
information is distributed unevenly among members and when members have partially conflicting goals.

**Workshop Length:** 4 hours

**WSD 013**

**Crucial Accountability**
Crucial Accountability provides a step-by-step process for how managers can identify and resolve performance gaps, strengthen accountability, eliminate inconsistency, and reduce resentment throughout an office or organization.

**Workshop Length:** 2 classroom days (1-day version available for those who have completed WSD 005

**WSD 014**

**Introduction to Critical Thinking: Six Thinking Hats Workshop**
Critical thinking provides the Defense Acquisition Workforce with a key capability for maintaining effectiveness and efficiency. Many people lack the tools to create disciplined, clear, rational, open-minded, and logical approaches to thought. Dr. Edward de Bono has created a methodology (his Six Thinking Hats) that allows the power of parallel thinking. Using this method, everyone from 4-year-olds to corporate executives in more than 20 countries have been able to make meetings more effective, aid decision making, and work more cooperatively.

**Workshop Length:** Approximately 7 hours

**WSD 015**

**Change Anything®**
Change Anything is a breakthrough application of powerful social science skills that will enable everyone to succeed at self-directed change. Change Anything skills help employees and leaders take charge of their own change in ways that lead to greater engagement, job performance, health, and personal happiness. The training can be used by any individual struggling to change a bad habit or looking to improve performance, critical thinking, and leadership style.

**Workshop Length:** 1 classroom day

**WSD 016**

**Polarity Management**
Polarity Management offers a framework and set of principles for dealing with ongoing, chronic issues that are unavoidable and unsolvable. Polarities are sets of opposites that cannot function well independently. Because the two sides of a polarity are interdependent, there is no way to choose one as a “solution” and neglect the other. The objective of polarity management is to get the best of both opposites, while avoiding the limits of each.

**Workshop Length:** 4 hours

**ENGINEERING AND TECHNOLOGY**

**WSE 002**

**Problem-Solving Techniques for Quality Improvement (PSTQ)**
How can you achieve continuous quality improvement of work processes? This workshop examines a problem-solving methodology and associated statistical techniques and offers a “tool kit” of ideas that may be used to achieve quality improvement goals.

**Workshop Length:** 3 classroom days

**WSE 003**

**Navy Systems Engineering Guide**
This workshop reviews the Naval Air Systems Command’s (NAVAIR) approach to systems engineering, focusing on NAVAIR’s internal policies and procedures and how to tailor this corporate approach to specific programs or projects.

**Workshop Length:** 5 classroom days

**WSE 004**

**DISA Information Systems Engineering Workshop (ISEW)**
Aimed at Defense Information Systems Agency (DISA) software management teams, this workshop discusses DISA’s role in DoD acquisition and introduces fundamental information regarding procurement, acquisition, and basic systems and software engineering.

**Workshop Length:** 3 classroom days

**WSE 005**

**Systems Engineering Plan (SEP)**
This workshop provides students with the knowledge and understanding of selected systems engineering and technical management focus areas. It lays the foundation for effective technical plan-
ning and development of an executable SEP for an acquisition program.

**Workshop Length:** 4 classroom days

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**WSE 006**

**Engineering Management Workshop (EMW)**
In this workshop, DoD employees experience an accelerated process of a typical DoD system acquisition. Using government-furnished equipment, they must design, fabricate, and test a robotic vehicle that meets specified performance requirements as identified in a contract. Teams also must make changes to government-furnished software code and develop new code to meet certain requirements. Testing and integrating software into the hardware must be synchronized to meet the need for integration and developmental testing of the robotic vehicle. This workshop simulates the processes and situations DoD employees face in real life while on the job.

**Workshop Length:** 4.5 classroom days

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**WSE 008**

**Resources for the Test and Evaluation Professional**
This workshop explores information and resources available to assist the test and evaluation workforce in performing their day-to-day duties.

**Workshop Length:** 1 classroom day

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**WSE 015**

**JCTD Execution (How to Run a JCTD)**
This workshop addresses the necessary programmatic, technical, operational, and transition management skills and knowledge that students need to become effective, productive members of the Joint Capability Technology Demonstrations (JCTDs) execution team.

**Workshop Length:** 2.5 classroom days

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**WSE 016**

**JCTD Transition Management Workshop**
This workshop is designed for newly appointed Joint Capability Technology Demonstration (JCTD) team members. It will cover the objectives of a JCTD and the associated processes and resources to conduct a JCTD. Topics include strategic overview and processes; funding; contracting; an introduction to JCIDS, PPBE (planning programming, budgeting, and execution), and the Defense Acquisition System; roles; and training opportunities.

**Workshop Length:** 2.5 classroom days

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**WSE 018**

**Reliability and Maintainability (R&M) for Engineers**
This workshop explores how to apply R&M models commonly used by DoD weapon system contractors to the design and development of equipment and systems.

**Workshop Length:** 3 classroom days

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**WSE 019**

**ISO 9000 – 2000**
This workshop is an introduction to the application, interpretation, and evaluation of the ISO 9000 series Standards for quality management systems as used in defense acquisitions.

**Workshop Length:** 2 classroom days

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**LOGISTICS**

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**WSL 001**

**Performance-Based Logistics**
Performance-Based Logistics examines problem-solving and statistical methodologies. It provides students with techniques to improve work processes and achieve quality improvement goals.

**Workshop Length:** 2.5 classroom days
**WSL 002**

**Provisioning Management**
Provisioning Management examines management-level planning and oversight of logistics-support development for a new system, ensuring that students gain a sound understanding of the normal sequence of events in system provisioning.

**Workshop Length:** 3 classroom days

**WSL 003**

**Reliability and Maintainability (R&M) for Logisticians**
This workshop presents an overview of acquisition R&M policy and its application to logistics support.

**Workshop Length:** 3 classroom days

**WSL 007**

**Intermediate Supportability Test and Evaluation**
This workshop teaches students how to extract quantitative requirements from the program documents, develop supportability test and evaluation (ST&E) inputs to the test plan, conduct the tests, and provide ST&E inputs to the DT/OT Transition Report. Students will also learn how to use the Logistics Survey Database. It is strongly suggested that students complete CLL 003 (Supportability Test and Evaluation) before attending this course.

**Workshop Length:** 3 classroom days

**WSL 008**

**Air Force Supply Chain Management Workshop**
Developed for the 448th Supply Chain Management Wing, this workshop provides specific functional-area training to meet supply chain management mission needs.

**Workshop Length:** 3 days

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**ACQUISITION AND MANAGEMENT**

**WSM 002**

**Risk Management Workshop**
This workshop gives an overview of the *Department of Defense Risk, Issue, and Opportunity Management Guide for Defense Acquisition Programs*. It explores a step-by-step process to identify, analyze, handle, and monitor risks, issues, and opportunities.

**Workshop Length:** 1 classroom day

**WSM 004**

**Program Management Through the Looking Glass**
Using the Looking Glass interactive behavioral management simulation, program managers and their team explore personal leadership and management styles and receive feedback on improving the team’s performance.

**Workshop Length:** 3 classroom days

**WSM 005**

**Integrated Baseline Review Workshop**
This workshop reviews the integrated baseline review (IBR) process—which was developed to assess the reasonableness, adequacy, and accuracy of this baseline plan—and provides tailored feedback on how best to conduct an IBR for a student’s particular project.

**Workshop Length:** 2 classroom days

**WSM 007**

**Stakeholder Management**
This fast-paced, daylong workshop provides hands-on experience with identifying, prioritizing, and analyzing stakeholders critical to DoD program success. Attendees will create action plans to improve their relationships with key stakeholders, increasing engagement/commitment and program outcomes. Practical tools, examples, and best practices from defense acquisition and sustainment programs are highlighted throughout.

**Workshop Length:** 1 classroom day

**WSM 008**

**Developing Performance Requirements for Services Acquisitions**
This fast-paced, daylong workshop provides overview training on the service acquisition process contained in the *Defense Acquisition Guidebook*, practical lessons learned, and best practices in developing service requirements. It also offers hands-on experience with the Acquisition Requirements Roadmap Tool (ARRT). Attendees will use the ARRT to create a performance work statement based on a case study employed during the workshop. Practical tools such as the Service Acquisition Mall and
best practices from defense service acquisitions are highlighted throughout the day.

**Prerequisites:** CLC 013; also, read the *Defense Acquisition Guidebook* chapter on the acquisition of services

**Workshop Length:** 1 classroom day

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**WSM 009**

**Work Statement Workshop (SOW, SOO, PWS)**

This workshop provides program management personnel an overview of the function of the work statement in the acquisition process and gives a procedure for planning, developing, and writing them.

**Workshop Length:** 4 classroom days

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**WSM 010**

**Statement of Work Workshop**

This workshop enables personnel to create a tailored statement of work (SOW) applicable to the appropriate acquisition life-cycle phase for their program. The workshop provides hands-on experience with an SOW, including writing and reviewing sections of an actual SOW.

**Workshop Length:** 2 classroom days

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**WSM 011**

**Acquisition Program Transition Workshop**

This workshop emphasizes better government and industry collaboration after contract award, and it is tailored to meet the specific needs of each program team.

**Workshop Length:** 3.5 classroom days

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**WSM 012**

**Services Acquisition Workshop**

A Services Acquisition Workshop (SAW) is a DAU-facilitated workshop built around a specific acquisition and its multifunctional team (MFT). The workshop walks the MFT through the service acquisition process from beginning to end as detailed in the “Acquisition of Services” chapter of the *Defense Acquisition Guidebook*. Complex, large-dollar-value, or high-interest acquisitions typically require a SAW that is a multiphase consulting engagement conducted over the course of the sourcing activities. Less complex SAWs generally take 4 days to complete. The initial SAW should be scheduled as early in the acquisition process as possible, before requirements and the acquisition strategy have been finalized. The SAW facilitation team mentors and guides the MFT in developing portions of key acquisition documents. The Acquisition Requirements Roadmap Tool (ARRT) Suite located on the Service Acquisition Mall (http://sam.dau.mil) is available to assist the MFT.

**Workshop Length:** from 4 days to the duration of the sourcing activities, depending on the size and complexity of the acquisition

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**WSM 013**

**Defense Acquisition Executive Overview Workshop**

This innovative workshop provides general/flag officers and members of the Senior Executive Service with an executive-level understanding of the Defense Acquisition System and supporting processes. Tailored to the needs of the executive, the workshop is conducted on demand and delivered in a one-on-one, desk-side forum.

**Workshop Length:** Varies depending on the number of topics to be addressed; typically one-half to two classroom days

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**WSM 014**

**Acquisition Strategy Development Workshop (ASDW)**

This is a DAU-facilitated workshop built around a specific acquisition* and its multifunctional integrated product team (MFIPT). The workshop walks the team through the key content areas of the acquisition strategy. For more complex, large-dollar-value, or high-interest acquisitions, the ASDW can be conducted as a multiphase consulting engagement over the course of the initial strategy and updates preceding major milestones and contracting actions. Less complex ASDWs will generally take several days to complete. The DAU facilitation team mentors and guides the MFIPT in developing initial acquisition strategy content.
*Note: This workshop can also be delivered to support staff or organizations that include multiple teams working on different programs. This generic version of the workshop will address the same content areas and include practical exercises to develop critical-thinking skills relevant for acquisition strategy development.

**Workshop Length:** 3 to 4.5 days

**WSM 015**

**Cybersecurity Awareness Workshop**
The workshop introduces several methods to help guide the implementation of cybersecurity decisions such as confidential, integrity, architecture, authentication, and nonrepudiation. It also reinforces the importance of balancing people, process, and technology, which is so critical to the cybersecurity risk-management equation. Participants will be exposed to a solid foundation of cybersecurity “know how” and will test their knowledge by applying what they have learned. The case studies used in the workshop will give participants ample time to work among separate teams to answer cybersecurity risk-management questions similar to the ones that acquisition professionals will likely face in their respective workplaces.

**Workshop Length:** Typically 2 days

**WSM 016**

**Understanding Industry Workshop**
This workshop derives from ACQ 315, Understanding Industry (Business Acumen). Designed for students who cannot devote a full week to take ACQ 315, the workshop provides the knowledge to enable them to work with industry and meet program objectives. It covers industry’s objectives, vocabulary, and approaches to doing business with the government, and it introduces the concept of “Win-Win” as an essential element in the government-contractor relationship.

**Workshop Length:** Typically 1.5 days
Appendix D: Mission Assistance Workshops

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