Shaping Smart Business Arrangements

Personnel new to the contracting specialty will gain a comprehensive understanding of the environment in which they will serve. Students will develop professional skills for making business decisions and for advising other acquisition team members in successfully meeting customers' needs. Before beginning their study of technical knowledge and contracting procedures, students will learn about the different DoD mission areas and the procurement alternatives for each. Knowledge management and information systems will be introduced as well.

Objectives

1. Describe the similarities between the private and public sector acquisitions.
2. Explain the differences between the private and public sector acquisition due to unique Government requirements.
3. Describe the significance of the role of contracting in conducting the business of DoD.
4. Recognize the changing world, national events, technological improvements and Congressional actions that influence changes in the acquisition environment.
5. Summarize the DoD contracting mission.
6. Outline the variety of customer mission areas and the corresponding market segments that contracting professionals support.
7. Compare and contrast the differences and relationships of the acquisition, technology and logistics missions.
8. Summarize the effect of events described in "Workforce 2005" on the contracting community.
9. Generalize the business and technical competencies required for the contracting workforce series.
10. Describe DAWIA certification and continuous learning requirements.
11. Explain individual development plan (IDP) requirements and training opportunities.
12. Distinguish among the functional areas team members and their roles in differing missions.
13. Explain potential impacts of functional team members' actions within the team.
14. Discuss contracting professionals added value as a result of understanding requirements

Similarities between the Private and Public Sector

Acquisition Definition - Before delving into the acquisition environment let's take a look at the definition of acquisition.

- Acquire - 1. To gain possession of; 2. To get by one's own efforts.
- Acquisition - 1. The act of acquiring; 2. Something acquired.

Reference: The American Heritage Dictionary

Acquisition - This definition is fairly simplistic. The Government realm of acquisition includes not only the act of acquiring but also any development effort necessary to design an item, the actual production process, getting the item to the troops in the field, and ensuring that the items can be operated and maintained in the field. Acquisition begins at the point when agency needs are established and includes the description of requirements to satisfy agency needs, solicitation and selection of sources, award of contracts, contract financing, contract performance, contract administration, and those technical and management functions directly related to the process of fulfilling agency needs by contract.

Contracting Function - The focus of this lesson is the acquisition environment within which contracting is just one of many functions that play a part in an acquisition. While the acquisition cycle includes everything from identifying the need to purchasing a supply/service through final disposal of supply items, it is the contracting function that is directly responsible for purchasing, renting, or leasing the required supplies and services from commercial sources.

Comparison - Conducting business in support of operations or mission is common to both the public and private sectors. All organizations buy goods and services to carry out their business or mission.

Public Sector Buyer - The public sector buyer's (contracting professional's) function is very similar to that of purchasing managers in the private sector. They both want to acquire goods and services at reasonable prices.

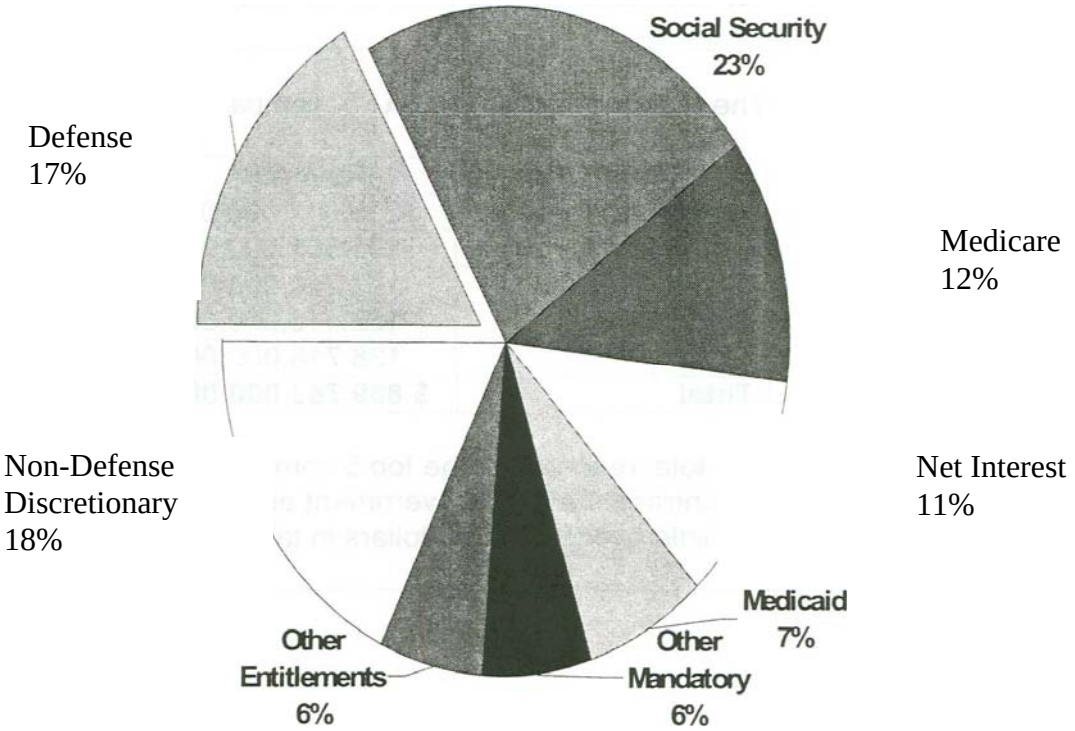
Public Servant - Your role (as a public servant), although unique in some aspects, is very similar to the role of the purchasing manager in the private sector. We use many similar buying processes and are members of most of the same marketplaces. As a Government, whether Federal, or state, or local, we purchase billions in goods and services each year to fulfill Government requirements.

Receipts - The revenues of the top 5 U.S. companies for 2001 were:

Company	Revenue
Wal-Mart Stores	$219,812,000,000
Exxon Mobil	191,581,000,000
General Motors	177,260,000,000
Ford Motor	162,412,000,000
Enron	138,718,000,000
Total	$ 889,783,000,000

The total revenue for the top 5 companies totals almost $890 billion. In contrast, the U.S. Government estimates that for 2001 it will take in a little over $2 trillion dollars in tax revenues.

The Federal Dollars: Where does it go... $2 trillion?



The U.S. Government is the largest employer with the largest budget in the United States. A good portion of this budget goes back into the U.S. economy via the contracts that we award. In FY 2000, the Federal Government awarded $218.8 billion worth of contracts for goods and services. These contracts help to stimulate growth in our economy.

Public versus Private Sector Differences

Private Sector Profit Motive - The conventional perspective is that the overriding goal of a corporation or private sector firm is to maximize the value of the firm to the shareholders (owners). For a corporation, that is the value of their outstanding stock. The senior managers have an obligation to make decisions that are in the best interests of the owners of the firm-that is, the stockholders. Management may best serve these interests by maximizing the value of the stock owned by these stockholders. This generally means maximizing profits while minimizing expenses, the profit motive. If a company cannot make a profit - it ceases to exist.

Minimized Costs - The lifeblood of any business is the products and/or services they sell. These businesses include a procurement function necessary to purchase raw materials, supplies, services, etc. necessary for their operation. Procurement personnel for these firms generally strive to minimize the cost associated with the purchases they make. One way a private company can do this is to develop a single-source and/or long-term business arrangements that provide them with lower prices/costs and added benefits such

as: delivery priority, order processing, etc. Competition is a key motivating factor that drives commercial companies to please the customer, promote efficient operation to gain maximum market share.

Public Sector / Serve the Public - While the public sector, the Federal Government, must purchase goods and services to operate just like private sector companies, it is governed by an obligation to serve the public and accomplish their mission. This obligation to serve the public is evidenced in our responsibility to spend taxpayer dollars wisely. However, the Federal procurement process is also governed by various public policy objectives.

Public Policy Objectives - Public policy objectives are those additional objectives required of Government acquisition personnel by the President and the Congress. Some public policy objectives are:

1. Making purchases using competitive procedures,
2. Awarding contracts to small businesses, and
3. A preference for buying from commercial sources.

These objectives are not necessary to make a profit; therefore NOT adopted by private sector firms.

Replicate Best Practices - While the Federal and commercial contracting personnel basically **do the same job** and purchase many of the same types of supplies and services, the methods used in each environment may be different. We are encouraged to replicate the best practices of commercial companies and the commercial marketplace while still fulfilling our public policy objectives.

Role of Contracting

Department of Defense - As you work for the Department of Defense (DoD) we will concentrate on the unique aspects of the acquisition environment within the Department of Defense (DoD).

Global Infrastructure - Whether on land or at sea, no other company can match our size. Our employees are located at about 600 fixed facilities and more than 40,000 properties amounting to 18 million acres of land. These include 250 major installations. We operate some 250,000 vehicles, from trucks to tanks, maintain a fleet of over 15,000 aircraft and more than 1,000 oceangoing vessels from aircraft carriers to landing craft. We also operate 550 public utility systems.

Oldest Company - Since our military units trace their roots to pre-Revolutionary times, you might say that the Department of Defense (DoD) is America's oldest company. And if you look at us in business terms, many would say we are not only America's largest company, but also the busiest and most successful.

Largest Employer - The Department of Defense (DoD) is the nation's largest employer, with 1.4 million men and women on active duty, 672,000 civilians and another 1.28 million volunteers serving in the Guard and Reserve.

Worldwide Presence - Today we have employees located in more than 130 countries; some 247,000 troops and civilians are overseas both afloat and ashore. We operate in every time zone and in every climate.

Mission - Evervthing we do supports our primary mission - to provide the military forces needed to deter war and to protect the security of the United States. Nothing less is acceptable to us, or to the American people. This is our bottom line.

Train & Equip the Military - We train and equip the armed forces through our three military departments -- the Army, Navy and Air Force. The Marine Corps, being mainly an amphibious force, is part of the Department of the Navy. The primary job of the military departments is to train and equip their personnel to perform warfighting, peacekeeping, and humanitarian/disaster assistance tasks.

Changing World Order - We are also embarking on efforts to transform our armed forces to meet the demands being placed on them by a changing world order. There is a growing threat of missiles, information warfare and biological, chemical, and nuclear weaponry, different than the cold war era threat, but equally troublesome. The terrorist attack on 9-11 proved that these threats are very real. Similarly, there is the need to begin creating the military of the future, one that takes full advantage of revolutionary new technologies. Further, we must modernize and transform the business of defense, getting the best value for the taxpayer's money.

DoD - The Department of Defense (DoD) is a Cabinet-level organization. Reporting to it are the three military departments (Army, Navy and Air Force) and fifteen defense agencies. The military departments are responsible for recruiting, training and equipping their forces, but operational control of those forces is assigned to one of the unified combatant commands.

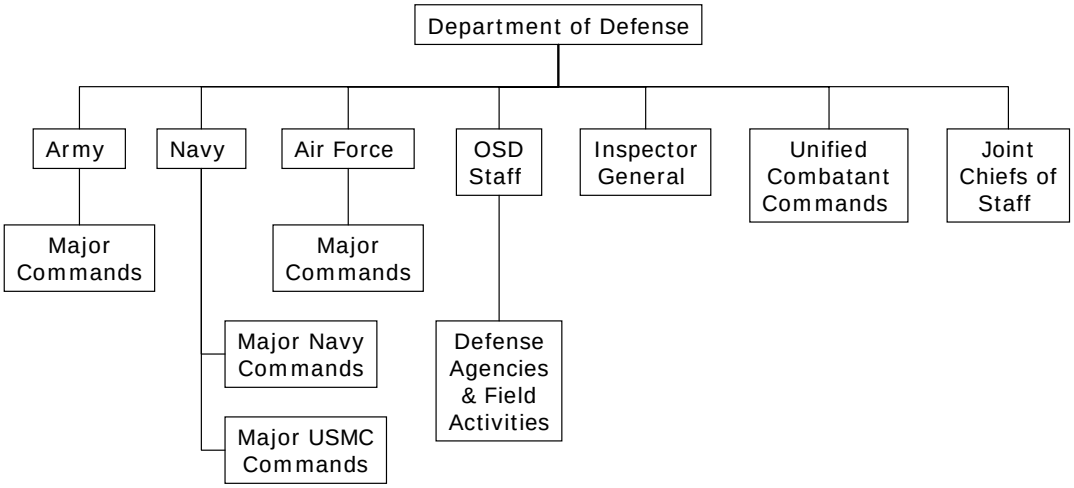
SECDEF - The Department of Defense (DoD) is headed by the Secretary of Defense. The Secretary of Defense (SECDEF) is the principal defense policy advisor to the President and is responsible for the formulation of general defense policy and policy related to all matters of direct and primary concern to the Department of Defense (DoD), and for the execution of approved policy. Under the direction of the President, the Secretary exercises authority, direction, and control over the Department of Defense (DoD).

Deputy Secretary of Defense - There is also a Deputy Secretary of Defense who is delegated full power and authority to act for the Secretary of Defense and to exercise the powers of the Secretary on any and all matters for which the Secretary is authorized to act pursuant to law.

DoD Organizations - Directly under the Secretary of Defense are the following organizations:

- Department of the Army - The Army's mission is to be the most respected Army in the world and the most feared ground force to those who would threaten the interests of the United States.
- Department of the Navy - The Navy's mission is to maintain, train and equip combat-ready Naval forces capable of winning wars, deterring aggression and maintaining freedom of the seas.
- Department of the Air Force - The Air Force's mission is to defend the U.S. and protect its interest through aerospace power.
- Office of the Secretary of Defense - This office performs many of the administrative functions for the Secretary of Defense such as:

  - policy development,
  - planning,
  - resource management,
  - fiscal, and,
  - program evaluation.



Contracting Role. The primary role of contracting in support of the business of the Department of Defense is to purchase:

- The Right Stuff.
- Delivered to the Right Place
- At the Right Time.
- At the Right Price.
- Using a Smart Business Arrangement.

As a contract specialist and business advisor your primary job will be contracting for supplies and services.

Contracting Specialist Role - You will need to coordinate closely with a multitude of individuals to ensure the buys you make represent:

- the best alternative for meeting your customer's mission needs,
- arrive in time to fulfill those needs, and
- are at a fair and reasonable price.

Functional Areas - In a later lesson, we will talk about the various individual functional areas you will likely work with in accomplishing your mission. While you will work closely with many different people within your own organization, you will also need the expertise of personnel in other Department of Defense (DoD) organizations to help you shape a smart business solution for your customer.

Influences on the Acquisition Environment

World Events - The potential for war throughout the world influences our acquisition to provide the means to conduct those wars. The equipment, personnel, supplies, and whatever else we need for the warfighter to conduct these operations in our National interests, our mission. For example: The wars in Afghanistan, Bosnian, and Iran are just some recent wars (conflicts) that have seen an American response with equipment purchased by contracting personnel.

National Events - Recent National events such as 9-11 and prior to that the Oklahoma City bombing have changed the mission and roles of the DoD and necessitated changes to what we buy and how we buy it. Example: Have you seen uniformed military personnel at airports lately? Will security personnel at major airports soon be Government personnel?

Technological Improvements - As technology changes - we change our processes and procedures. We now publicize our requirements on the Internet (FedBizOps) and we conduct Reverse Auctions for some supplies and services. We also use the Internet extensively for Market Research to find the goods and services we need to perform the mission of DoD. Everyone has e-mail, don't they?

Congressional Actions - Congressional action (passing laws) impacts the way in which we conduct our business in the marketplace. Recently, Congress asked the DoD to

give a preference to Veteran-Owned Small Business and Disabled-Veteran-Owned Small Business when we buy goods and services.

The American Public - The American public can and does influence our acquisition procedures by lobbying their members of Congress to keep a base in their state (district) or buy goods and services from their constituents. The *"Washington Post Test"* is often referred to because the press affects public opinion as well as Congressional actions. Further, the American Public comments on proposed federal rules and regulations and participates in the acquisition process as supplies.

DoD Contracting

Contracting - The mission for contracting is to purchase:

- The Right Stuff
- Delivered to the Right Place
- At the Right Time
- At the Right Price
- Using a Smart Business Arrangement.

Contract Specialist / Business Advisor - As a contract specialist/business advisor you will be responsible for satisfying your customer by:

- Determining the best alternative for meeting your customer's mission needs;
- Ensuring purchased supplies/services meet your customer's minimum quality requirements;
- Ensuring that supplies/services are received in time to fulfill those needs;
- Ensuring all purchases are at a fair and reasonable price; and
- Selecting contractors that have a track record of successful past performance.

Additional Responsibilities - While it is imperative the supplies and services you purchase satisfy your customer's requirement, you must also:

- Develop a business arrangement that makes good business sense;
- Promote competition;
- Minimize the administrative costs associated with the buys that you make;
- Conduct business with integrity, fairness, and openness; and
- Fulfill public policy objectives.

Support a Number of Customers. Depending upon the organization for which you work, you may have to support a limited number of customers or have many customers from a variety of organizations.

Customer Mission Areas

Military Missions - We will now look at a variety of Department of Defense (DoD)

organizations. You may work directly for one of these organizations or you may provide contracting support, purchase supplies and services. We will identify the military missions for some of the larger organizations to give you a better idea of the types of supplies and services that may be peculiar to these organizations. After looking at some of the customer organizations we will look at the various types of contracting support provided and identify which types of support are most often provided to specific customers based upon their military mission needs.

Market Segments - Another perspective is the military departments have separate market segments attached to them. For example, the Army buys tanks, the Navy buys submarines, and the Air Force buys bombers. However, all of the services could share certain market segments. These common market segments might include computers, construction, automobiles, telecommunication services, etc.

Common Market Segments - These common market segments are then broken down even further into subsets. To illustrate: computers might consist of hardware, software, desktops, laptops, networking, delivery, manufacturing, and the respective services associated with each area, etc. Industry will then enter these market segments using supply and demand principles.

Know Your Market Segment - Keep in mind there are few, if any, "generic" DoD customers or market segments, and every customer is different with many having special requirements due to their mission. Consequently, as a future buyer, you will need to know several areas and market segments in supporting your multiple customers.

Customer Mission Areas: Army

Army Mission - The mission of the Army is "To remain the most respected Army in the world and the most feared ground force to those who would threaten the interests of the United States."

FORSCOM & TRADOC - The Army's people are in primarily two main areas: FORSCOM (Forces and Soldiers Command) and TRADOC (Training and Doctrine Command). FORSCOM, in the simplest sense, is comprised of the war-fighting units on the front lines. TRADOC, in the simplest sense, is behind the scenes and does the training of the soldiers and writes the Army's doctrine.

Mission Areas for the Army's Major Commands - The mission areas for the Army's major commands are listed below:

- **Army Space and Missile Command (SMDC)** – Serves as the Army component to the U.S. Space Command. It procures space based weapon systems, provides satellite communication to war-fighters, astronaut detachment and intelligence, planning and operational products.
- **Army Material Command (AMC) -** Is the Army's principal materiel development and readiness command and procures all aspects supporting the war-fighter. Some

examples of the Army Material Command are TAACOM (Tank and Automotive Command, Detroit), CECOM (Communication and Electronics Command, Fort Monmouth), and Arsenals (Watervliet NY, Redstone AL, Rock Island IL, etc.) where gun tubes, light howitzers, and special foundry are made and items stored. The Missions of AMC include the development of weapon systems, advanced research on future technologies, and maintenance and distribution of spare parts and equipment.

- **Army Special Operations Command (USASOC)** - Consists of Special Forces, Ranger, Special Operations Aviation, Psychological Operations, Civil Affairs, as well as Signal and Combat Service Support units. These groups plan, prepare for, and when directed, deploy to conduct unconventional warfare, foreign internal defense, special reconnaissance and direct actions in support of U.S. national policy objectives.
- **Army Intelligence and Security Command (INSCOM)** - Conducts dominant intelligence, security and information operations for military commanders, which include, signals intelligence, imagery analysis, human intelligence, and science and technology intelligence production.
- **Corps of Engineers (COE)** - Consists of engineering, construction management and environmental services. Supports 60 federal agencies. The Corps of Engineers (COE) owns and operates 75 hydropower plants that produce 24% of USA hydro capacity and provides flood control services.
- **Medical Command (MEDCOM)** - Provides medical, dental, veterinary services, as well as, food service inspection.
- **Surface Deployment and Distribution Command (SDDC)** - Provides crisis response, traffic management, terminal operations, information management & deployability engineering, surface transportation, and connects with the commercial sector for delivery of items.

Customer Mission Areas: Navy

Navy Mission - The mission of the Navy is to maintain, train and equip combat-ready Naval forces capable of winning wars, deterring aggression and maintaining freedom of the seas."

The Fleet & Shore Commands - The Navy is essentially divided into two main areas: The Fleet and the Shore Commands. The Fleet, in the simplest sense, is the war-fighting ships, submarines, and aviation assets that are deployed around the world (this, by the way, represents the majority of the naval forces). The Shore Commands, in the simplest sense, is the support structure behind the fleet, providing acquisition, logistics, facilities, training, intelligence, etc.

Marine Corps - The Marine Corp is a subset of the Navy and reports to the Secretary of the Navy.

- **Mission Areas for the Navy's Major Commands -** The mission areas for the Navy's major commands are listed below:

- **Military Sealift Command (MSC)** – Provides the sea transportation to support the mission of the United States Transportation Command: To provide air, land, and sea transportation for the DoD, both in time of peace and time of war.
- **Naval Sea Systems Command (NAVSEA)** - Engineers, builds, and supports America's Fleet of ships and combat systems.
- **Naval Air Systems Command (NAVAIR)** - Acquires Naval Systems including aircraft and weapon systems.
- **Naval Supply System Command (NAVSUP)** - Provides Naval Forces with quality supplies and services.
- **Naval Facilities Engineering Command (NAVFAC)** - Provides facilities shore infrastructure, piers, runways; but has nothing to do with the ships.

Mission Areas for the Marine Corp's Major Commands - The mission areas for the Marine Corp's major commands are listed below:

- **Marine Corps Combat Development Command (MCCDC)** - Develops Marine Corps war-fighting concepts; fields combat-ready forces; and participates in and supports other major processes of the Combat Development System.
- **Marine Corps Material Command (MATCOM)** - Provides life cycle management of Marine Corps ground weapons systems, equipment, munitions, and information systems to ensure materiel readiness of operating forces.
- **Marine Corps Recruiting Command (MCRC)** - Develops programs for recruiting new troops.
- **Marine Corps Reserve Support Command (MCRSC)** - Provides administrative, information technology and logistical support to the Marine Corps Reserve units.
- **Marine Corps Security Forces Battalion (MCSF)** - Provides armed, antiterrorism and physical security trained personnel to designated Naval installations or units; maintains two companies for rapid deployments and performs other functions as directed by the Commandant of the Marine Corps.
- **Training and Education Command (TECOM)** - Develops, coordinates, resources, executes, and evaluates training and education concepts, policies, plans, and programs to ensure Marines are prepared to meet the challenges of present and future operational environments.

Customer Mission Areas: Air Force

Air Force Mission - The mission of the Air Force is "To defend the U.S. and protect its interests through aerospace power."

Air & Space Power - The Air Force develops, trains, sustains, and integrates the elements of air and space power to produce:

- Air and Space superiority.
- Global attack.
- Rapid global mobility.
- Precision engagement.

- Information superiority.
- Agile combat support.

Mission Areas for the Air Force's Major Commands - The mission areas for the Air Force's major commands are listed below:

- **Air Combat Command (ACC)** - Provides air combat forces; operates fighter, bomber, reconnaissance, battle-management, electronic-combat and rescue aircraft, as well as command, control, communications and intelligence systems.
- **Air Education & Training Command (AETC) -** Replenishes the combat capability of the Air Force with high quality, professional airmen.
- **Air Force Material Command (AFMC) -** Develops and implements integrated and innovative business solutions to meet the needs of war-fighters / customers and expectations of taxpayers, drawing on the excellence of our people and industry partners.
- **Air Force Space Command (AFSPC) -** Improves battle space situational awareness; integrates air and space forces; evolves space superiority; and information superiority.
- **Air Mobility Command (AMC) -** Provides airlift, air refueling, special air mission, and aeromedical evacuation for U.S. forces. AMC also supplies forces to theater commands to support wartime tasking.
- **Air Force Reserve Command (AFRC) -** Provides Citizen Airmen to defend the United States and protect its interests through aerospace power.
- **Air Force Special Operations Command (ASFSOC) -** Provides Air Force special operations forces to accomplish the following special operations activities: unconventional warfare, counter proliferation, direct action, psychological operations, special reconnaissance, civil affairs, combating terrorism, foreign internal defense, and information operations.

Customer Mission Areas: Defense Agencies

Defense Agencies - A Defense Agency is an independent agency that performs selected consolidated support and service functions on a Department-wide basis and supports wartime missions.

Defense Agencies' Missions - Missions for the Department of Defense are listed below:

- **Defense Advanced Research Projects Agency (DARPA) -** The central research and development organization of the DoD with a primary responsibility to maintain U.S. technological superiority over potential adversaries.
- **Defense Commissary Agency (DeCA)** – Provides a worldwide system of commissaries for the resale of groceries and household supplies at the lowest practical price (consistent with quality) to members of the Military Services.
- **Defense Contract Audit Agency (DCAA)** – Performs all contract audits for the Department of Defense and provides accounting and financial advisory services regarding contracts and subcontracts to all DoD Components responsible for

procurement and contract administration.

- **Defense Contract Management Agency (DCMA)** – Provides customer-focused contract management services, such as, pre-contractual advice; performs contractor surveillance, ensures customers receive the right items at the right time; assists customers in determining and negotiating fair and reasonable prices; manages and tracks payments made to contractors; performs closeout services after a contract has expired or been terminated; and participates in contingency planning exercises.
- **Defense Finance and Accounting Service (DFAS)** - Provides financial and accounting information, makes contract payments to contractors and pays for employee salaries and travel.
- **Defense Information Systems Agency (DISA)** - Plans, develops and supports DoD's command, control, communications and information systems.
- **Defense Intelligence Agency (DIA)** - Collects, produces and provides intelligence for the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, other Defense components, and, as appropriate, non-Defense agencies.
- **Defense Legal Services Agency (DLSA)** – Provides legal advice and services for the Defense Agencies, DoD Field Activities, and other assigned organizations.
- **Defense Logistics Agency (DLA)** – Provides worldwide logistics support for the missions of the Military Departments and manages supply items used by multiple DoD activities.
- **Defense Security Cooperation Agency (DSCA)** – Develops and implements security assistance plans and programs and monitors major weapon sales and technology transfer issues.
- **Defense Security Service (DSS)** - Provides the Department of Defense (DoD) and other Federal agencies an array of security products and services, which are designed to deter and detect espionage.
- **Defense Threat Reduction Agency (DTRA)** – Safeguards the United States and its allies from weapons of mass destruction (chemical, biological, radiological, nuclear and high explosives) by reducing the present threat and preparing for the future threat.
- **Missile Defense Agency (MDA)** – Manages DoD's Ballistic Missile Defense acquisition programs and performs continuing research and development of follow-on technologies that are relevant for long-term ballistic missile defense.
- **National Imagery and Mapping Agency (NIMA)** – Provides timely, relevant, and accurate imagery, imagery intelligence, and geospatial information in support of the national security objectives of the United States.
- **National Security Agency (NSA)** - Provides the solutions, products and services, and conducts defensive information operations, to achieve information assurance for information infrastructures critical to U.S. national security interests.

Field Activities - In addition to these agencies, DoD also has a number of field activities that perform selected consolidated support and service functions of a more limited scope.

Customer Mission Areas: Base, Post, Camp, or Station

Contracting Support - We've identified the various missions for the different

Department of Defense (DoD) agencies. These different missions may require different types of contracting support and may have different market segments.

Contracting Categories - Most everything you will be buying can be categorized either as a:

Contracting Categories	Define	Examples
Supply	End item or piece of property	Range from simple electronics to aerospace and space- built satellites
Service	Buy time and effort of person	Range from janitorial services to writing and programming of computers
Construction	Building or raising of a waterway, road or structure	Range from building of buildings to constructing runways

Examples - For example, supplies within their respective market segments could range from simple electronics to aerospace and space-based satellites. Services within their respective market segments could range from janitorial services to the writing and programming of computers.

Market Segment - Keep in mind, every market segment associated has its own special considerations and industry standards. Therefore, every buying or purchasing activity needs to account for these special characteristics.

Base, Post, Camp or Station - Base, Post, Camp or Station (also referred to as operational contracting) actually refers to a physical location. The Army generally calls these locations Forts or Camps, while the Air Force and Navy generally refer to their locations as bases or stations. The main idea is that you, as a contracting professional, are essentially buying supplies, services, and construction for a small city or installation.

Purchases You Make - This is similar to the purchases you make for yourself. Every month you pay your rent, utility bills, car and insurance payments, while also buying clothes, food, appliance CDs / DVDs, movie tickets, etc. You purchase the supplies and services you need. On-the-job you will be purchasing the supplies and services the base, post, camp or station needs.

Base, Post, Camp or Station, Continued - The nature of these supplies, services, and construction usually align themselves in some of these major areas: public works (water, electricity, minor construction, etc), grounds maintenance (mowing, trimming of trees and bushes, snow removal, etc), services (small building repairs, carpet installation, cafeteria food service, janitorial, etc) or supplies (toilet paper, pens, paper, etc.). As you can see the list is long and varied. You will be purchasing whatever is needed to operate and maintain the installation.

Construction - You may or may not work on a construction project because not all bases, post or camps have the authority to award construction projects. Since

Construction contracting is fairly specialized, there are a couple organizations that have primary responsibility for construction, such as:

- The Army Corp of Engineers (COE),
- The Navy Facilities Engineering Command (NAVFAC),
- The Air Force Civil Engineering Support Agency.

Operational Procurement - In Base, Post, Camp or Station operational procurement, the customer is also equally varied and many different customers compete for your time and resources. You will acquire a broader range of products and use various procurement methods to support these varied functional areas. You will learn more about these issues in future lessons.

Types of Purchases - These types of purchases usually involve a high volume of individual transactions that have a relatively low dollar value (hundreds or thousands of dollars). Many of these supplies and services will be purchased from vendors in the local area and can be processed fairly quickly. However, don't be misled into thinking that this is easy and routine stuff. You will have many daily challenges no matter what the product or service you are buying. Although you will find that some of the items are routine, many times the pace is fast with significant pressure to have bought the items yesterday! At this level you will provide direct support to the troops, even purchasing supplies and services necessary for troop deployments.

Cradle to Grave - Many times under these varied functional areas, services, supplies, and construction are bought and administered until the contract is finished, which is sometimes called "cradle to grave" or "womb to tomb."

Customer Mission Areas: Research & Development

Research & Development - Research and Development (R&D) is the process of exploring new ideas and concepts, pushing the envelope to see if something is even possible and then applying the results to develop new products or processes. Research is conducted in the engineering, earth, life, physical and mathematical sciences and can be classified as:

- **Basic Research.** Basic research is the systematic study directed toward greater knowledge or understanding of the fundamental aspects of phenomena and of observable facts. The human genome project, were scientist sequenced the human DNA base pairs, is an example of research in the life sciences that will lead to dramatic changes not only in medicine but may also lead to the development of cleaner energy sources and a cleaner environment; and methods for mitigating some of the effects of global warming and reducing the effects of bioterrorism; just to name a few. Most of the basic research is performed by universities or Government sponsored laboratories.
- **Applied Research.** Applied research is the systematic study to gain knowledge or understanding necessary to determine the means by which a recognized or specific

need may be met. An example of applied research is building on the result of the basic research on the human genome project to be able to cure genetically caused illnesses, such as, Cystic Fibrosis and sickle-cell anemia, through new medical techniques such as gene therapy. In addition to universities and Government laboratories, applied research is also performed by commercial contractors looking for new products or services to market.

Uses - Both basic and applied research are also performed in the engineering and physical sciences, which result in the creation of new technologies and products. Once a concept for a technology has moved from the basic and applied research stages it may move into the advanced technology development stage, which includes all efforts to develop and integrate hardware for field experiments and tests. You generally won't be dealing with universities during this research phase, as the work is predominately performed by Government laboratories, Government field activities, and commercial contractors.

Customer Mission Areas: Science & Technology

Science and Technology (S&T) - While Science and Technology (S&T) can include basic research, applied research, and advanced technology, it is basically exploratory research. A need to develop a specific product, process, or solution does not drive S&T research. On the contrary, once the focus of the research shifts to developing a specific product, process or solution, it is no longer considered S&T. You probably won't be involved in contracting for S&T research unless you work for a research organization like the Defense Advanced Research Projects Agency (DARPA).

Human Genome Project - The human genome project mentioned above is an example of S&T. The researchers knew sequencing the DNA base pairs would have a monumental impact on science. However, they did not begin with the desire to find a cure for a specific disease, such as, cancer, and in their search for a cancer cure developed the DNA sequence. Had they started with a cure for cancer as their objective it would not have been considered S& T.

Global Leadership - S&T efforts help to ensure that the United States continues to maintain global leadership in science, mathematics and engineering research, and that science continues to provide support for the successful resolution of important problems in the areas of health, agriculture, the economy, energy, social well-being, education, and national security. S&T also harnesses technology to serve national goals such as global economic competitiveness, environmental quality, and national security.

S& T Products - Some products that have resulted from Science and Technology (S&T) include radar, jet engines, nuclear weapons, night vision, smart weapons, stealth, the Global Positioning System, the space shuttle and the space station.

Objectives - Within the Department of Defense (DoD), Science and Technology (S&T) includes 12 individual research areas with six strategic research objectives holding

great promise for the development of breakthrough technologies for revolutionary 21st century military capabilities. These six objectives are:

- **Biominetics -** Looks to the natural environment for good designs to build upon and, or replace. In their struggle to survive, plants and animals have evolved solutions to the same kind of problems that scientists and engineers confront today. And so biologists, designers and engineers increasingly are working together, using those solutions from the natural world.
- **Nanoscience -** Study's things that are very small but whose properties change as its size changes, for example, gold and carbon.
- **Smart structures -** Buildings and bridges that can respond to and give with the forces of an earthquake in order to minimize damage and destruction.
- **Mobile wireless communications -** Looks at the next generation of mobile communications that will support real-time video, high-speed multimedia and mobile Internet access.
- **Intelligent systems -** Programs learning by generalizing the experiences stored in its memories. Examples of intelligent systems are: persons, higher animals, robots, extraterrestrials, a business, and a nation. Current research on intelligent systems is focusing on universal access, human language technology, knowledge modeling, scientific collaboratories, robotics, computer vision, data mining, database access technology, human-computer interaction, and embedded intelligent systems.
- **Compact power sources -** Looks at compact, portable power supplies.

Customer Mission Areas: Major Systems

Major Systems Procurement - A system is a combination of independent components, such as, equipment, hardware, software, etc., that work together to produce the capabilities required to fulfill a need, such as, a home theater system. Your system might include a television, a computer, surround sound speakers, a VCR, a DVD, a receiver, etc. This system works together to give you a better quality sight and sound experience.

Major System Definition - The Government purchases a number of systems, i.e., computer systems, alarm systems, communication systems, information systems, medical systems, etc. Within the Government, a system is classified as "major" when it is highly visible to the leadership within the agency based upon its complexity, urgency of the need, and/or the dollar value. A major system can be either a weapon or information system.

Examples, Weapon Systems - Examples of major weapon systems are:

- Tanks,
- Cruise missiles,
- Joint Strike Fighter,
- B-1 bomber,
- Submarines, and

- Aircraft carriers.

Example Information System - An example of a major information system is the Standardized Procurement System (SPS) that many of you will be using on the job to process your contract actions.

Customer Mission Areas: Sustainment and Spare Fielding

Major Command Procurements - Major system procurements are normally processed at the major command level. This type of procurement usually involves very few requirements/requisitions; however, the value of each requisition is likely to be in the millions or billions of dollars and may take a year or longer to get on contract. If you work at a major command and purchase a major system, you are likely to be working with some of the largest contractors. You may even be working with a consortium of contractors who are pooling their resources to develop a new system. You may work on a team assigned exclusively to purchasing one system, so everything you do for a year or more revolves around that one system. You may also be dealing with highly placed representatives within the company, such as, directors, vice presidents, etc.

Sustainment and Spare Fielding - Another category the contracting professional may face is sustainment and spare fielding. This category normally involves buying replacement parts, e.g., new motors, transmissions, tires, etc., or services, e.g., as in training someone on how to use a piece of equipment. These items or services can be either small or large dollar items and the quantities can range from just a few to thousands. In many cases you will find yourself negotiating with the original equipment manufacturer on a sole-source basis for these spare and repair parts.

Customer Mission Areas: Contingency Contracting

Contingency Contracting - We have all experienced an emergency from time to time, maybe your car broke down, a pipe froze and burst, or you got injured. These emergencies required immediate action to get resolved. The Government also experiences emergency situations; one of the most recent was the attack on September 11th. When the Government has to purchase supplies or services necessary to respond to certain situations, it is called contingency contracting. Contingency contracting includes emergency contracting in the continental United States (CONUS) or outside the continental United States (OCONUS) for those actions necessary for the mobilization and deployment of troops, most recently in Afghanistan and Iraq.

Military Contingencies - In addition to rescue and humanitarian relief missions, military contingencies can include demonstrations of force, raids, and larger operations undertaken to protect U.S. interests, lives, and property. Contingencies require planning, rapid response, flexible procedures, and integration of efforts.

Examples of Contingency Contracting - Examples of contingency contracting might involve being deployed to a combat area (Saudi Arabia, Bosnia, Afghanistan, Iraq,

etc) where you might buy items ranging from cars, bottled water, telephones, flatbed trucks to haul heavy equipment, lodging, food, etc.

Expedited Payment & Procurement Process - Contingency contracting often involves expedited payment and procurement processes. Special provisions exist to purchase the goods or services necessary to support these operations / emergencies expeditiously. For example, you may actually carry cash to make purchases in the local community. In some cases, you may also have a side arm (pistol) or an armed escort. One thing different about contingency contracting is a requirement may be merely a verbal directive from the customer, logistics or maintenance shop or customer, as opposed to the traditional written purchase request. Contingency contracting can be a very stimulating environment, where you can see firsthand how your efforts are supporting the troops. In many cases, active duty personnel support the contingency contracting operation, however, civilian volunteers are recruited from time to time.

Customer Mission Areas

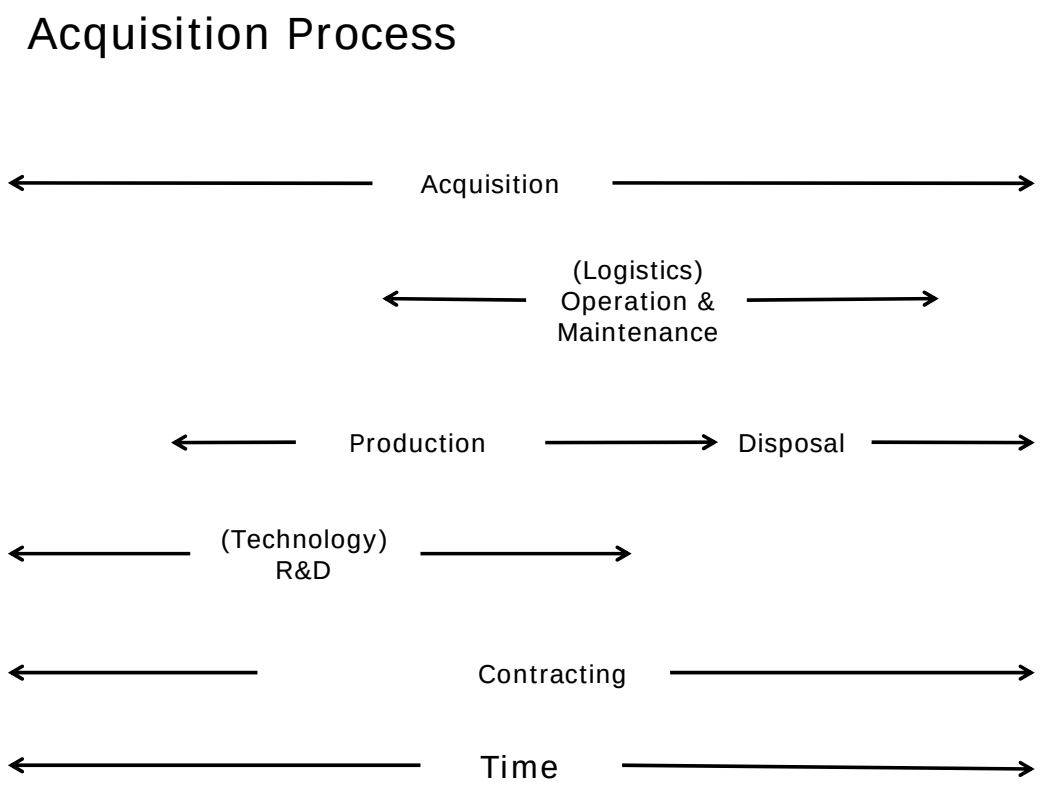
Shaping Smart Business Arrangements - Each of these preceding different Customer Mission Areas requires a different customer focus and a modified skill set. One of the things you can do as a new acquisition professional is to be aware of market research (which we will cover in greater detail later in the course). Briefly though, effective market research is a continuous and ongoing process whereby you become aware of what the marketplace within your specific industry is doing and what impact that might have on filling your customer's need. Usually, you obtain this market information through reading, trade journals, trade shows, etc. The value you provide to your customer is your ability to provide current market information that may have an impact on their requirement(s). You should also provide viable alternatives to assist your customer in meeting their needs. By doing a good job in staying current, you'll be better positioned to anticipate and fulfill your customer's acquisition needs by knowing what is available at what price.

Acquisition, Technology and Logistics Missions

Acquisition, Technology and Logistics - In this section we will look at how the functions of acquisition, technology and logistics work together to provide the war-fighters with the tools they need to do their jobs. While we will look at each function independently, they all must integrate to provide an operational system.

Missions	**Function**
Acquisition	Process of fulfilling an agency need.
Technology	Pursuit of new developments to maintain a technologically superior military force.
Logistics	Process of transporting, maintaining, supporting, and disposing of physical items.

Contracting - You should know contracting is a function spread across the entire acquisition process. Contracting actions are required at various points in the acquisition process. To better illustrate, please see the chart below depicting the four major phases: design, production, operational maintenance and support, as well as the disposal of a system.



DoD Acquisition Mission - Within the Department of Defense (DoD) the acquisition mission is to:

- Provide the products and services necessary to meet the needs of operational users;
- Provide improvements in mission capabilities; and
- Acquire products in a timely manner at a fair and reasonable cost.

AT&L Community - When you start working on an acquisition, it is important that you work with other members of the acquisition, technology and logistics community to ensure what you buy meets the user's needs and the Department of Defense (DoD) can maintain and support the acquisition.

Technology - While technology is the second part of Acquisition, Technology & Logistics (AT&L), it normally precedes the acquisition cycle, but can be found later

when block upgrades are implemented. Block upgrades are when a system or component incorporates new design or integration elements after the initial production. An example: after you purchase a car, then later put in a new stereo system.

Superior Military - Within the government we actively pursue new technological developments as part of our effort to retain our leading edge status among the countries of the world. Within the DoD we want a technologically superior military. The acquisition process takes these new technological possibilities and finds real-world applications.

Logistics - Most of you recently completed your schooling and entered the workforce. Many of you may have even moved to a new location because of your job. I'm sure you considered many things before deciding to accept your job, such as:

- Will I like this job?
- Will I like the location?
- How far will I be from my friends and family?
- Where will I live?
- How will I get to work?

Considerations - Let's look at one of these issues a little more closely, "How will I get to work?" If you were considering a job in Washington D.C., you have a couple of options. You could take public transportation, drive, or carpool. If you were not familiar with the Washington D.C. metro area, you may decide you need your own car, since you don't know where you are going to live, if public transportation is readily available, or if you would quickly find someone with whom to carpool.

Purchase A Car - Once you make the decision to purchase a car you must decide on what make or model to purchase. A factor that will likely influence your decision will be the purchase price. In this scenario you have identified a need and you start thinking about how you would fulfill your need based on the amount of money you have. Before making a final purchase decision for an item you should consider a number of factors in addition to the initial purchase cost.

Considerations for Purchase - Some questions to consider are:

Question	**Consideration**
How much will the car cost you in maintenance, repairs, fuel, insurance, parking, depreciation and finance charges for the total time you plan on owning the car?	Remember, you will spend more money to own your car than to buy it. This type of comparison should be used in determining if it is more cost effective to buy a new or used car and which model.
What maintenance tasks are you going to accomplish, if any, e.g. wash it, change the oil, tune ups, etc., and which	This is your maintenance concept and will influence the logistics elements such as support equipment,

ones are you going to contract to your local garage?	supplies, training, tech data (manuals), and facility requirements if you accomplish the maintenance tasks yourself
For the maintenance tasks you plan on accomplishing yourself, what tools, equipment, supplies, manuals, and training will you need? Storage of theses items? Cost of these items?	

Logistics Costs - These types of questions will help identify the logistics costs associated with car ownership which should be included in deciding the most cost effective approach (new/used car and model) to meet your needs. The next step will be the act of acquiring the car and all necessary items of support.

Focus of Logistics - On the job acquisition logistics focuses on designing a system that can be adequately supported after it has been purchased and sent to the troops; and planning the support structure for the system. It includes:

- Identifying the needed product support.
- Advocating the best product design alternative.
- Influencing the detailed product design.
- Acquiring any necessary product support.
- Providing product support to the end user.
- Improving the product support provided.

Interrelationships - Rarely do most things go the way we plan, and Department of Defense (DoD) acquisition is no exception. The M-1 tank had its share of "bumps in the road." In this example, more logistical questions may have reduced the number of difficulties this program experienced.

M-1 Tank - Some of the "bumps in the road" the M-1 experienced were:

Bumps in the Road	Problems
Loaded on Aircraft	The tanks were built and delivered to the Army in the U.S, but many were scheduled to be shipped overseas. When the tanks were to be loaded on an aircraft, they were too wide. So the Air Force had to provide larger planes to transport the tanks and then only 2 tanks would fit in the Air Force's largest transport plane.
Loaded on Railcars	Once the tanks got to Europe, they were to be loaded on railcars to be shipped to the individual bases. However, the tanks again were wider than the. normal railcars in use. Special railcars had to be built to transport the tanks.
Maintenance / Repair	Once the tanks reached the bases, they were to be maintained or repaired inside the maintenance building. However, the tanks were larger than the doors in the building. The buildings had to

	be retrofitted with larger doors or new buildings had to be built.
Maintenance	Once the tanks were transported to bases, nobody knew how to maintain them. The mechanics had not been trained on these particular tanks, which were different than other tanks in use.

Teamwork - These types of problems can be avoided when logistics personnel play an integral part in the acquisition process. While these issued should be resolved before the requirement is sent to contracting, you should never hesitate to ask any of these types of logistics questions. Remember, as a good business advisor, your job is to identify the pros and cons of a specific product, as well as, alternative products.

Workforce 2005

Background - Over the years there have been several Government reports on the use of human capital. As a result of these reports and reforms in the how the Government manages its workforce, the Under Secretary of Defense for Acquisition, Technology and Logistics, USD (AT&L), established a task force to develop the personnel programs that will allow the DoD to shape its workforce by 2005. The purpose of the task force was to establish a civilian career management program consisting of a number of recruiting, compensation, retention/attrition, career development, and motivation alternatives that will allow for the development of a DoD AT&L workforce capable of coping with 21st century acquisition management issues as it replaces the current aging workforce.

21st Century DoD Workforce - The DoD's workforce of the 21st century must be empowered to meet changing national security demands. You are a part of that workforce and must be:

- Capable of accepting greater responsibility for decision making in a more varied environment;
- Highly skilled, multi-functional, and able to use and adapt to new information-age technologies; and
- Flexible enough to adapt to the change and uncertainty that will dominate your future work environment.

Transform Acquisition Workforce - As the Department transforms its workforce to meet future demands, changing the character and management of the human element is critical. This is especially true for the AT&L workforce since it will be undergoing extensive changes in the next few years. Recruiting, training, and retaining personnel are essential to building and sustaining the Department's acquisition workforce. Senior DoD management recognizes its employees are DoD's greatest asset. Yet DoD faces tremendous challenges in maintaining its civilian AT&L workforce today.

The Challenge - The AT&L Workforce has undergone 11 years of downsizing, and as a result the composition of the current workforce is very different from that of the past. On the positive side, diversity and educational qualifications have increased. However, the workforce's average grade and length of service have also increased. Many employees

are in their early fifties and have extensive experience and unique skills; more that half will be eligible to retire by 2005. An expanding economy and a shrinking pool of new entries to the labor market exacerbate DoD's situation. The resulting competition for new employees has created a virtual bidding war for candidates with scientific, technical, and management degrees. This demand, coupled with changing work attitudes among younger employees, has led to higher employee turnover in the private sector, and DoD may not be far behind. In addition, pay comparability between federal and public sector workers is once again an issue. Overall, the challenges of recruiting and retaining Acquisition Workforce employees have never been greater.

Demographics and Downsizing - Demographics and downsizing have given DoD a unique window of opportunity to transform the AT&L workforce to meet future challenges. During this era of change, there has been a profound shift in what is expected of the civilian Acquisition Workforce. Many factors have combined to challenge the education, training, and experience requirements needed in this new century. The DoD AT&L workforce must increase recruiting, develop more multifunctional, multi-skilled workers with advanced education and broad acquisition experience, and improve retention to close the projected gap between requirements and capacity.

Reshape AT&L Workforce - DoD can reshape the AT &L workforce by:

- establishing career tracks, developing career plans, and increasing the number of mid-career hires from the private sector;
- providing leadership training linked to career development, emphasizing leadership training, and promoting broadening of views.

Improve Workforce - DoD does not need to reduce the number of its acquisition workers further, but it does need to implement human resource performance planning that enables increased hiring, promotes retention, and ensures its employees have every opportunity possible to perfect their technical skills, achieve professional certification, and develop new skills consistent with future Defense needs.

Reengineering - The projected gap between requirements and work capacity is being partially addressed by redesigning work. There is an ongoing effort across the acquisition community to reengineer processes, restructure organizations, and realign or reassign work. These efforts should continue. Part of the redesign of work must be the recognition of and preparation for the future.

AT&L Workforce Response - As workload and the nature of work change, the AT&L workforce must respond with new processes, flexible organizations, and employees prepared to adapt to future requirements. It is clear that no one approach can meet this challenge and a broad-based combination of initiatives is necessary.

Task Force Recommendation - The Task Force recommends 31 initiatives in the areas of strategic planning, recruiting and hiring, workforce management, retention, and quality of life. Specific initiatives include:

- maximize use of existing hiring authorities;
- provide timely certification training;
- provide more career broadening opportunities;
- reengineer the hiring process; and establish career paths to achieve multifunctional acquisition professionals.

Leadership Commitment - In addition, the Task Force has endorsed eight ongoing initiatives and has identified seven best practices. Many of the initiatives will be difficult to execute-the easy solutions have already been implemented, and what remains will require tough choices, leadership commitment, and resources. Some will require legislation or policy changes, but most can be implemented now.

Reshaping the AT&L Workforce - Managing and reshaping the civilian AT&L workforce to meet future needs is long overdue. It will require leadership commitment, new authorities, and, most important, a change in DoD's traditional way of managing its people. DoD's employment structures and human resource processes must become more flexible to support the workforce of the future. To make this transition successful, DoD must employ innovative approaches to recruiting, developing, and retaining its future workforce. DoD is to complete the transition of the AT&L workforce in time to address the demands resulting from a retirement exodus.

Task Force Initiatives - Some of the 31 task force initiatives are listed below:

Initiative	Status
Increase recruiting efforts	DoD will pilot a recruiting program, based upon benchmarks from other successful recruiting programs.
Streamline the hiring process	While the Services are in the process of reengineering their hiring processes, a manager's handbook, available at http://gravity.lmLorg/acqbook/, has been published to assist in identifying how to utilize the current hiring authorities and systems efficiently.
Provide more competitive pay	DoD will be conducting a survey with private sector companies to determine average compensation packages for entry, journeyman, and supervisory personnel in approximately 20 job categories. The survey will be conducted by geographic areas. If large discrepancies are identified, DoD may request authority to provide special salary rate considerations.
Provide more career broadening opportunities	While each Service has established opportunities, like the Navy Intern program which includes diverse rotational assignments, extensive on-the-job training, college tuition assistance, and a structured management training program, the Army is implementing a new rotational program for senior functional experts or project/program managers. There is a web-site, the Central Referral System (CRS) http://www.doddacm.com/doddacm/ crs/reg/in dex.htm, where

	Defense Acquisition Corp members can register to have job announcements sent directly to them. Each Service also has their own CRS. o DoD has developed legislative proposals to: Establish a two-way DoD / lndustry assignment program o Facilitate greater job mobility
Provide more employee incentive programs	Each organization has to budget annually for personnel costs, this includes employee awards and incentives. Providing guidance on an appropriate budget amount along with changes to the employee appraisal system will provide managers with the flexibility to reward top performers.
Ensure a work- friendly environment	Initiatives in this area include the increased use of telework, leave sharing, sick leave to care for family members, job sharing, health & wellness programs, employee assistance & family advocacy programs.
Increase leadership development opportunities	DoD sponsors a number of leadership development programs, such as: o USDA Aspiring Leader Program o The New Leader Program, o Defense Leadership & Management Program o Industrial College of the Armed Forces o Federal Executive Institute o The Covey Institute o Graduate certificate programs o Naval War College o Harvard Senior Executive Fellows o USDA Executive Leadership for Mid- level Employees o OPM Executive Seminars.

DoD Civilian Workforce - Despite years of downsizing and the impending retirement surge, DoD's civilian workforce remains the largest part (about 40 percent) of the federal government, and its critical national security role makes it perhaps the most important segment. DoD must move with all deliberate speed to transform its civilian AT&L workforce to meet today's and tomorrow's major human resource challenges, and to use it as a model for other areas. Both the public and private sectors will carefully watch how DoD meets the challenge of transforming its workforce in the 21st century.

Business & Technical Competencies

Workforce Competencies - The contracting workforce today and in the future, brings a number of important capabilities to the AT&L team. The first of these capabilities is technical contracting expertise. This expertise enables the contracting professional to develop various business options (acquisition type, contract type, etc.) made available to customers for their buy. The second capability the contracting customer seeks from contracting is the delivery of sound business advice. This capability formulates the basis for providing requirement solutions to the customers. How does one

provide customers with the products and services they need, when they need them at an affordable cost? As a contracting professional, you must understand business fundamentals; develop an intellectual curiosity to learn every aspect about a business, learn about what you are buying and the market place you are in; provide creative solutions to your customers; and delight your customers by providing them with business options and solutions to their acquisition requirements. As you do this, be flexible, be a team player, be a leader, foresee and implement change and make decisions.

Competency Based Career - The Federal Acquisition Institute, in conjunction with the Department of Defense, assembled a competency based career development training guide that identifies over 70 technical contracting competencies the contracting specialist must possess, such as:

- How to perform market research;
- How to evaluate a purchase request;
- How to identify potential sources of supply;
- How to identify applicable socio-economic policies;
- How to evaluate offers received;
- How to determine the best procurement method; etc.

Technical Contracting Competencies. These competencies were the cornerstone of contracting training. To view the contract specialist-training guide, go to: www.gsa.gov and click on training and professional development.

Business Competencies - In addition to the technical contracting competencies, DoD has identified general business attributes necessary for you to be a good business advisor.

General Business Attributes - The general business attributes include the following skills:

- Communication;
- Market research;
- Teaming;
- Analysis;
- Decision making;
- Knowledge/information management; . Financial management;
- Leadership;
- Dilemma resolution;
- Project management; and others.

Defense Acquisition Workplace Improvement Act (DAWIA)

Introduction - The foundation for contracting professional and career growth is the certification and training process required by the U.S. Congress under the Defense Acquisition Workforce Improvement Act (DAWIA). DAWIA established education, training, and experience requirements for DoD personnel within the AT&L community.

Because of ageless acquisition problems that regularly occurred Congress felt it necessary to legislate minimum standards to improve the quality and professionalism of the DoD AT&L workforce. Currently there are fourteen acquisition career fields with the DoD. Over the years there have been two legislative changes to these requirements, the most recent is Section 824 of the National Defense Authorization Act for FY 2002. The current requirements for the contracting workforce are identified later in this section.

Civilian Agencies - The civilian agencies, such as, Department of Commerce, Department of Treasury, etc., have comparable education, training and experience requirements for their acquisition personnel.

Acquisition Career Fields - The current Acquisition Career Fields are listed below:

Career Field	Description
Acquisition Logistics	This career field manages logistics activities associated with procurement, integration, and fielding support systems/environment, weapon systems/equipment, or system modifications.
Auditing	Personnel in this career field perform contract auditing, accounting, and financial advisory services to DoD and other government agencies in negotiations, administrations, and settlement of contracts and subcontracts.
Business, Cost Estimating and Financial Management	This career field encompasses all aspects of business financial management. It includes cost analysis, financial planning, formulating financial programs and budgets, budget analysis and execution, and earned value management.
Contracting	This career field includes the positions of contract negotiator, contract specialist, contract termination specialist, contract administrator, administrative contracting officer, procuring contracting officer, contract price and /or cost analyst, contracting officer, and termination contracting officer. Individuals in this career field develop, manage, supervise, or perform procedures involving the procurement of supplies and services; construction, research, and development; acquisition planning; cost and price analysis; solicitation and selection of sources; preparation, negotiation, and award of contracts; all phases of contract administration; and termination or closeout of contracts. Employees are required to have knowledge of the legislation, policies, regulations, and methods used in contracting, as well as knowledge of business and industry practices, sources of supply, cost factors, cost and price analysis techniques, and general requirements.
Facilities Engineering	This career field encompasses diverse skilled personnel focusing on the design, construction and life-cycle maintenance of military installations, facilities, civil works projects, airfield, roadways and ocean facilities.
Information Technology	This career field includes computer scientists, information technology management specialists, computer engineers, telecommunications

	managers, etc., who directly support the acquisition of information technology. The employee identifies requirements; writes and/or reviews specifications; identifies costs; obtains resources (manpower, funding, and training); and tests, evaluates, plans, obtains, and manages life-cycle development and support.
Manufacturing, Production, and Quality Assurance	This career field includes acquisition-related manufacturing and production duties that usually involve program management or the monitoring of the manufacturing and production efforts of contractors. The quality assurance specialist manages quality assurance activities to establish essential quality standards and controls.
Program Management	The program manager is responsible for: balancing many factors that influence cost, schedule, and performance; to interpret and tailor the DoD 5000 series regulations; and to ensure that high quality, affordable, supportable, and effective defense systems are delivered to the warfighter as quickly as possible.
Industrial and Contract Property Management	This career field includes the industrial property management specialist, property administrator, industrial plant clearance specialist, plant clearance officer, and contract and industrial specialist (if assigned property management responsibilities). Individuals in this career field include personnel who perform, manage, supervise, or develop policies and procedures for government property. It may involve the acquisition, control, management, use, and disposition of government-owned property used by contractors or for storage to support future contractual requirements.
Purchasing	Individuals in the Purchasing career field are typically purchasing agents or supervisory purchasing agents. This function requires the individuals to purchase, rent, or lease supplies, services, and equipment through either formal open-market methods or formal competitive bid procedures with the primary objective of the work being the rapid delivery of goods and services in direct support of operational requirements. It requires knowledge of commercial supply sources and of common business practices for roles, prices, discounts, deliveries, stocks, and shipments.
Science & Technology	This career field consists of scientists and engineers involved in the very early stages of exploratory concept and technology development.
Sustainment	This career field is responsible for the product support management processes related to providing life cycle support to material and weapons systems.
Systems Planning, Research, Development and Engineering	Personnel in this field are usually engineers and scientists who perform systems planning, research and development, and/or other engineering tasks. These individuals, who directly support acquisition programs, projects, or activities, may include managers or technical specialists in engineering, chemistry, physics, operations research, mathematics, and computer science fields. These positions require the incumbent to plan, organize, monitor, oversee, and/or perform engineering activities that relate to the design, development, fabrication, installation, modification,

	or analysis of systems or system components. Duties may require identification, establishment, organization, or implementation of acquisition engineering objectives and policies or establishment of specifications.
Test and Evaluation	Individuals who work in this field are usually engineers, scientists, operations researchers, computer scientists, and other degree-holding technical personnel who perform test and evaluation tasks in support of acquisition. The field includes managers and technical specialists in engineering, physics, operations research, mathematics, and computer science fields. They are responsible for planning, monitoring, conducting, and evaluating tests of prototype, new, or modified weapon systems equipment or materiel. Individuals also analyze, assess, and evaluate test data and results; prepare assessments of the data; and write reports of the findings.

DAWIA Certification. DAWIA is designed to improve the quality and professionalism of the defense AT&L workforce. DAWIA certification is the process through which the Department of Defense components determine an individual meets the mandatory standards (experience, education and training) established for a career level in an acquisition field. In addition to obtaining training and certification in contracting, course attendance, development assignment, short-term training opportunities and cross-training assignments exist to develop a breadth of acquisition, business and technical skills. Possessing this skill-set diversity will aid in providing sound business advice and may lead to certification in other functional areas.

Additional Considerations. In addition to certification requirements, DAWIA established additional considerations to providing stabilization and experience requirements for the AT&L workforce:

- Emphasized stringent education, training, and experience requirements for personnel in DoD contracting.
- Increased opportunities for civilians to occupy senior AT&L positions.
- Improved major weapon system acquisition program stability by establishing tenure requirements for critical A T&L positions.
- Tried to eliminate stagnation (primarily in the civilian sector) by establishing mechanism for rotational assignments.
- Insisted that promotion rates for Active Duty Military Officers be no less than that of their line/operational counterparts.

Certification - Certification is the process through which the Department of Defense Components determine that an individual meets the mandatory standards (experience, education, and training) established for a career level (I, II and III) in an acquisition career field.

Functional Area Certification - The certification requirements for each of the functional areas are different. Shown below are the education, experience and training

requirements for the three levels of certification for the contracting field.

Education Requirement - New hires after Oct 1, 2000 - Must possess a Baccalaureate degree and at least 24 hours of course work in business related subjects. Section 824 of the National Defense Authorization Act for Fiscal Year 2002 revised the qualifications to allow some exemption to the bachelors' degree and 24 hours of accounting, law, business, finance, contracts, purchasing, economics, industrial management, marketing, quantitative methods, and/or organization and management.

Exemptions - The following DoD employees or members of the military are exempt from the requirement that contracting officers and others in GS-1102 series (contracting) positions and similar military positions have a bachelor's degree and at least 24 semester hours of business-related studies:

1. Those who served as a contracting officer with authority to award or administer contracts in excess of $100,000 on or before September 30, 2000;
2. Those in the GS-11 02 series or members of the armed services in a similar occupational specialty on or before September 30, 2000.
3. Those in the contingency contracting force ("members of the armed forces whose mission is to deploy in support of contingency operations and other operations of the Department of Defense"); and
4. Those appointed by the Secretary of Defense to developmental positions.

Individuals covered by exceptions three and four are required to have 24 business hours from an accredited college/university.

Contracting Certification Requirements -

	Level 1
Experience	One year of contracting experience
Training	Must complete: CON 100 Shaping Smart Business Arrangements, CON 110 Mission Support Planning, CON 111 Mission Planning Execution, CON 112 Mission Performance Assessment, CON 120 Mission Focused Contracting, and 1 Elective.

	Level 2
Experience	Two years of contracting experience
Training	Must complete: CON 202 Intermediate Contracting, CON 204 Intermediate Contract Pricing, CON 210 Government Contract Law, and 2 Electives.

	Level 3
Experience	Four years of contracting experience
Training	Must complete: CON 353 Advanced Business Solutions for Mission Support, 2 Electives.

Acquisition Corps - In addition to training requirements, DAWIA required the Secretary of Defense to establish an Acquisition Corps for each of the military departments and one or more Corps, as appropriate, for the other components of the Department of Defense. The corps has selection criteria based upon experience, training and certification. Additionally, membership in the corps qualifies members to be selected to fill critical AT&L positions as designated by the Secretary of Defense. Membership in the corps is open only to persons who are certified at Level III and are in a GS 13/14 position or 04/05 military graded position.

Non-DoD Requirements - For non-DoD, civilian agency, GS-1102, the equivalent requirements for procurement positions are as follows:

Basic Requirements for GS-5 through GS-12

- A 4-year course of study leading to a bachelor's degree with a major in any field; OR
- At least 24 semester hours in any combination of the following fields: accounting, business, finance, law, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management.

Applicants who meet the criteria for Superior Academic Achievement qualify for positions at the GS-7 level.

GRADE	EDUCATION	OR	SPECIALIZED EXPERIENCE
GS-7	One full academic year of graduate education or law school or superior academic achievement	1 year equivalent to at least GS-5	
GS-9	Two full academic years of progressively higher level graduate education or masters or equivalent graduate degree or LL.B. or J.D.	1 year equivalent to at least GS-7	
GS-11	Three full academic years of progressively higher level graduate education or Ph.D. or equivalent doctoral degree	1 year equivalent to at least GS-9	
GS-12 and above	(No educational equivalent)	1 year equivalent to at least next lower grade level	

Equivalent combinations of education and experience are qualifying for all grade

levels for which both education and experience are acceptable.

Course Enrollment - Each service and DoD components outside the military departments (approximately 20 thousand AT&L positions) has a Defense Acquisition Career Management (DACM) Website to provide information, certification and career management opportunities.

Course Enrollment Procedures - For specific enrollment requirements and procedures, see your local acquisition training manager/point of contact or visit www.dau.mil for information. Additional agency specific web sites include:

DoD	Acquisition Training and Career Development; www.dau.mil/
Army	Army Contracting and Acquisition Career Program; www.acqnet.saalt.armV.mil/profdev/careerplanninq.htm Career Acquisition Personnel and Position Management Information System; https://rda.altess.army.mil/cappmis/
Navy	Director Acquisition Career Management; www.dacm.secnav.naVV.mil/
Air Force	Acquisition Career Development; www.safaq.hq.af.mil/acq workf/
DLA	Defense Logistics Agency; www.dla.mil
DCMA	Defense Contract Management Agency; www.dcma.mil

Continuous Learning (CL)

Education / Training Programs - The civilian and military personnel who support the Defense acquisition system are critical assets. Their efforts contribute to the improved acquisition of the products and services underpinning the war fighting and peacekeeping capabilities of the military services. Their role is central to acquiring the best value goods and services for the Department; hence, it is a wise investment for DoD to support education and training programs that optimize performance and result in improved program execution. The rapidly changing environment, in which they must function, however, challenges DoD's AT&L specialists, today, as never before. The pace of efforts to reform basic acquisition systems, reengineer federal operations, and replace traditional management structures with teams and matrixed organizations, coupled with downsizing and the information technology revolution, has resulted in continuously evolving work environments and requirements. To meet performance expectations in such environments, acquisition personnel must be current with reforms and trends, adaptable, flexible, and willing to learn new skills. But the revolutions that are currently changing the workplace are also changing the way people learn, and placing increasing expectations on employees to remain current by taking advantage of new ways of learning. Distance learning technologies, experiential learning and other non-traditional approaches to education and training are replacing the traditional classroom student/instructor approach. With these new approaches, what is valued is the ability of learners to take responsibility for and direct their own learning and development in a variety of ways and on a continuous basis throughout their careers. The foundation for

career-long continuous learning is the Defense Acquisition Workforce Improvement Act (DAWIA).

Policy - Reform Through Learning: The Undersecretary of Defense (Acquisition, Technology and Logistics) (USD(AT&L)) Policy on Continuous Learning for the Defense Acquisition Workforce* (http://www.acQ.osd.mil/ar/doc/contlear.pdf). It is the Undersecretary of Defense (Acquisition, Technology and Logistics) (USD(AT&L)) policy that civilian and military acquisition professionals will participate in continuous learning activities that augment the minimum education, training, and experience standards established for certification purposes for their career fields and for specific acquisition assignments.

Professional Development - Such opportunities for enhanced professional development and continuing education and training should be made available as appropriate during an AT&L professional's career.

- to stay current in technical and functional specialties;
- to become familiar with multiple AT&L career fields;
- to keep abreast of Departmental policies and programs;
- to stay current with the most advanced management principles and practices in the public and private sectors;
- to pursue advanced technical, business and managerial degrees consistent with U.S. law in accordance with merit system principles; and,
- to prepare for assuming critical military and civilian technical, managerial and leadership positions within the Department of Defense.

Applicability - This policy applies to all civilian and military members of the Department of Defense AT&L workforce. All AT&L personnel shall annually assess their needs for training, education and developmental experiences and jointly with their supervisors prepare an Individual Development Plan (IDP) or other comparable document.

IDP - The IDP is used to assist you:

- Engage in on-the-job projects, assignments and similar activities to integrate learning experiences with work assignments appropriate for their level of career progression;
- Make progress toward completing certification requirements; and
- To maintain and enhance skills by participating in continuous learning activities.

Guidelines for Continuous Learning (CL) Activities - Workforce members who are certified for the positions they encumber will be awarded Continuous Learning Points for participation in approved continuous learning activities.

Continuous Learning Standards - AT&L personnel who have completed the certification requirements for the positions they encumber shall earn a minimum of 80

Continuous Learning Points every two years. AT&L personnel may meet these standards by participating in Functional and Technical Training, Leadership Training, Academic Courses at Institutions of Higher Education, Experiential and Developmental Assignments, and Professional Activities. While the specific activities to be undertaken to meet these standards will vary depending on the individual civilian or military officer's career path, certification level, and specific needs for continuing development, emphasis should be placed on continuous learning activities, which enable workforce members to stay current.

Individual Development Plan

Individual Development Plan (IDP) - Career planning is the process of systematically matching an individual's aspirations with opportunities for achieving them. The IDP serves as a contract between the supervisor and the employee. The IDP enhances current performance and prepares the employee for assignments at higher levels. It supplements annual career appraisals by forecasting training, education, and other developmental activities. IDPs are progressive, sequential and should address the training, education, and career development activities that ultimately will result in required certification(s) as well as make the employee highly competitive for career advancement. The supervisor and employee jointly develop the IDP by honestly and candidly reviewing past performance to highlight competencies needing improvement or development. Based on this analysis, plans can be developed that are consistent with long-term functional needs and employee career goals. The IDP should focus first on achieving certification at the appropriate level and next on supporting continuous learning. The IDP should be reviewed and revised as necessary, but at least annually in conjunction with the performance appraisal process.

Policy - The DoD requires IDP for all AT&L workforce employees through certification at Level III.

Employee Developmental Needs - The employee's own self-evaluation must play a role in IDP preparation and development. The individual's ambitions and aspirations should be considered and factored into the IDP. Ultimately, the IDP and the success of the plan in developing an individual, professionally, is the responsibility of the individual. IDPs are produced by the supervisor and employee and define the developmental needs of the employee based upon previous records of experience and training, the appraisal of potential, and career goals.

Individual Development Plan (IDP) Preparation - Preparation of the IDP is a joint venture with input from the employee and supervisor; and with advice and assistance of the civilian personnel training specialist and others involved with AT&L career development. Documentation of the IDP follows a discussion between the employee and supervisor to assess previous training, education, and experience, and to evaluate realistic future career goals, and may include appropriate self-development activities. The use of the IDP should facilitate and expedite this interactive and iterative career development process between the employee and the supervisor.

Contracting Competency Matrix

General Professional Business Attributes:

1. Communication
2. Market research
3. Teaming
4. Analysis
5. Understanding the mission (buyer and customer)
6. Commercial business practices
7. Decision making
8. Use of knowledge/information management resources
9. Appropriate uses of contracting and non-contracting methods for satisfying requirements
10. Appropriate, effective use of information/data to identify sound business alternatives, recommendations and decisions
11. Financial management
12. Adaptability and flexibility
13. Risk management
14. Leadership
15. Appropriate use of technology
16. Dilemma resolution
17. Multi-functional capabilities
18. Organizational structure, roles and relationships
19. Project management
20. Technical or business management expertise
21. Contract/performance management
22. Environment (see Appendix A)

Policy & Processes:

1. Knowledge of contracting laws, regulations, policies
2. Knowledge of acquisition methods and appropriate applications (including non-contract alternatives)
3. Knowledge of contracting fundamentals (see Appendix B)
4. Knowledge of non-contract fundamentals (see Appendix C)
5. Knowledge of Financial Management regulations (FMR)
6. Appropriate application of commercial/industry practices
7. Appropriate application of competition requirements, policies and procedures
8. Knowledge of interoperability issues/concerns
9. Knowledge of international acquisition laws/processes/issues
10. Knowledge of the range of contract Pricing techniques and appropriate applications
11. Knowledge of appropriate source selection techniques
12. Ability to conduct and conclude complex negotiations

13. Appropriate application of pertinent laws regulations, policies and practices (ie. labor, environment, socioeconomic, international acquisition, security)
14. Knowledge of contract financing arrangements and the impact of each on the government and private sectors
15. Ability to develop productive relationships between suppliers, requiring activities and contacting functions
16. Acquisition-related experience in, or understanding of, more than one acquisition function (contracting, program management, etc). agency or sector (public/private)
17. Professional development (education, continuous learning) in appropriate discipline
18. Appropriate application of past performance information
19. Disputes resolution processes and alternatives
20. Use and application of e-biz techniques/processes

Appendix A Contracting Environment:

1. Familiarity with evolving acquisition issues, techniques and solutions
2. Knowledge and support of contemporaneous organizational and governmental priorities and goals
3. Awareness of the contemporaneous political environment, and implications for appropriate business arrangements
4. Familiarity with the contemporaneous legal environment, and appropriate reflection of that environment in business arrangements
5. Familiarity with financial concerns of public and private sector entities
6. Knowledge and application of appropriate global ethics/standards of conduct
7. Knowledge of fraud & exclusion requirements
8. Knowledge of DoD unique statutory and regulatory requirements
9. Knowledge of DoD unique contracting environments (defense priorities, contingency contracting, etc)
10. Integrity

Appendix B Knowledge of Contracting Fundamentals:

1. Customer business analysis and strategy
2. Market research
3. Procurement requests
4. Requirements analysis
5. Identify possible sources
6. Limiting competition
7. Socio-economic requirements
8. Offeror evaluation factors
9. Method of acquisition
10. Pricing arrangements
11. Recurring requirements
12. Unpriced contracts

13. Contract financing
14. Obtaining bonds
15. Methods of payment
16. Document source selection plan
17. Publicizing proposed acquisitions
18. Subcontracting requirements
19. Oral solicitations
20. Solicitation preparation
21. Inquiries and FOIA requests
22. Pre bid/quote/proposal conference
23. Amend/cancel/solicitations
24. Bids
25. Responsiveness
26. Receiving quotes and proposals
27. Evaluating non-price factors
28. Pricing information from offerors
29. Accounting and estimating systems
30. Cost accounting standards
31. Audits
32. Price analysis (negotiated acquisitions)
33. Cost analysis
34. Evaluating other terms and conditions
35. Award without discussion
36. Communications
37. Establish competitive range
38. Negotiation strategy
39. Conduct discussions (negotiations)
40. Responsibility
41. Mistakes in offers
42. Protests
43. Debriefing
44. Post award orientations
45. Monitor subcontract management
46. Contract modification and adjustment
47. Options
48. Task and delivery order contracts
49. Performance management
50. Commercial/simplified acquisition remedies
51. Noncommercial acquisition remedies
52. Documenting past performance
53. Assignment of claims
54. Administering securities
55. Administering finance terms
56. Allowability of costs
57. Price and fee adjustments
58. Defective pricing

59. Invoices
60. Fraud and exclusion
61. Collecting contractor debts
62. Administering special terms and conditions
63. Resolving disputes
64. Termination
65. Closeout

Appendix C Knowledge of Non-Contracting Fundamentals:

1. Purchase card
2. Ordering
3. Other transactions
4. Cooperative agreements
5. Use of existing inventory
6. Sealed bidding
7. Simplified acquisition procedures
8. Task and Delivery order contracts (creation and using)

Appendix D Targeted Mission Area Competencies:

1. Science & Technology
2. Acquisition Systems
3. Acquisition Logistics
4. Installation/Post Support
5. Medical
6. Construction and A&E
7. Overseas Contracting
8. Contingency
9. Services
10. Supply

Functional Team Members

Value of Teaming - Many of the competencies, previously discussed, prepare you with skills to work collaboratively; to be able to work in a team setting.

Benefits to Teamwork:

Advantages	**Disadvantages**
Able to do more together than multiple individuals alone	Takes time
Able to share resources	Takes effort
Able to brainstorm ideas	Takes patience
Innovation and creativity is enhanced	Have to get everybody together & listen to all the ideas

Able to create extraordinary results	
Individual bring their expertise	

Integrated Product Teams (IPT) - DoD defines IPT as cross-functional teams formed for the specific purpose of delivering a product for an external or internal customer.

Integral Part of Acquisition - Acquisition Integrated Product Teams (IPTs) are an integral part of the defense acquisition oversight and review process. The Secretary of Defense has directed that the Department use IPTs to perform as many acquisition functions as possible, including oversight and review.

IPT Composition - IPTs should function in a spirit of teamwork with participants empowered and authorized, to the maximum extent possible, to make commitments for the organization or the functional area they represent. IPTs are composed of representatives from all appropriate functional disciplines working together to build successful programs and enabling decision-makers to make the right decisions at the right time.

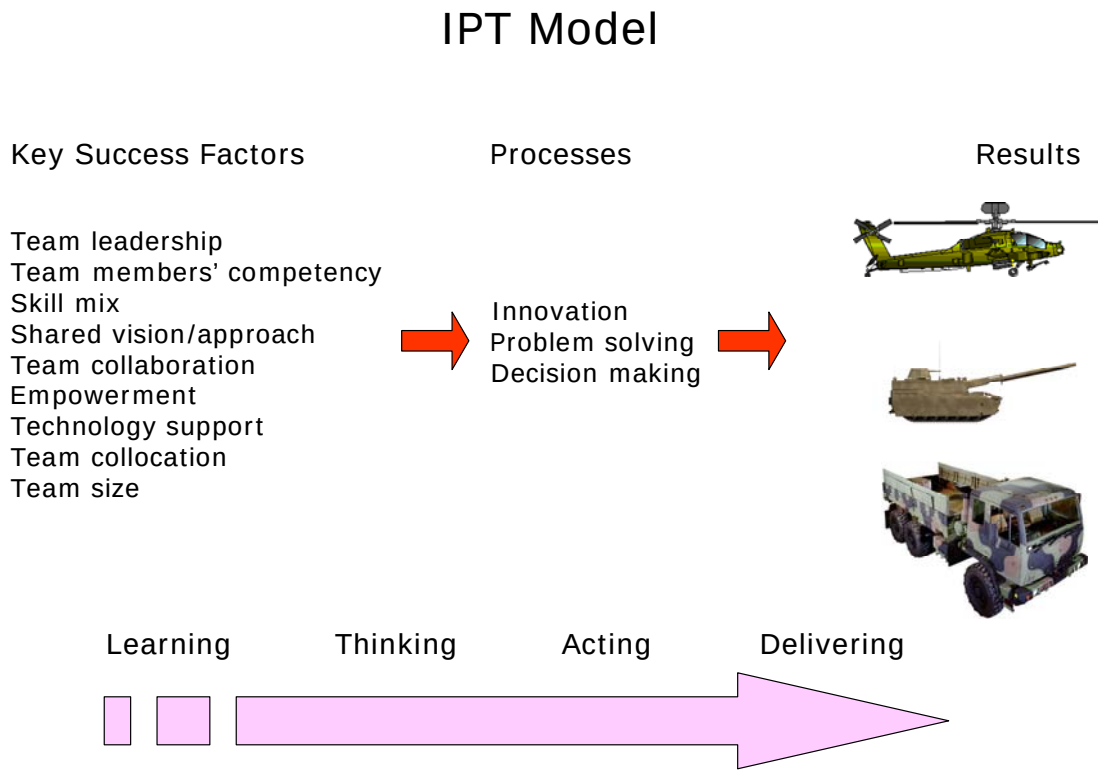
IPTs = Teams - IPTs are sometimes described as groups of individuals who have complimentary skills, who are committed to a common purpose and performance objective, and who hold themselves mutually accountable. While there are many descriptions and interpretations of IPTs and teams, in practice they are often used interchangeably in the DoD acquisition system.

Collaboration - One could think of IPTs as groups of the right people, with the right backgrounds and competencies, working together in a collaborative way to accomplish a specific task within the acquisition process.

Purpose and Intent of IPTs - The Department of Defense (DoD) has been formally using IPTs throughout the acquisition process since 1994. Informally, teams have been used to some extent to acquire products since the late 1940s and early 1950s. At that time, they were used in an ad hoc manner, depending more on the local manager's experience and personality. As acquisition weapon systems became more complex due to technology growth and requirements challenges, the decisions needed by the acquisition workforce became more and more difficult for an individual to make. In response, basic policy objectives were promulgated that included more insight and less oversight of programs and increased attention to problem prevention instead of downstream problem fixing. IPTs were found to be the best way to achieve early identification and resolution of issues, and to make sound and timely decisions and recommendations.

Rules of the Road - In 1995 the Under Secretary of Defense for Acquisition and Technology (OUSD (A&T)) published the first Rules of the Road: A Guide for Leading Successful IPTs. The Department's commitment was reaffirmed in July 1999, when the Under Secretary of Defense for Acquisition, Technology and Logistics (OUSD (AT&L) requested an update to this document.

IPT Model - The Key Success Factors allow for the Processes used by the Team to create the Results better, faster, cheaper! Every team member contributes their expertise in varying amounts to the key success factors. How the team works together for a given task and in a given environment determines the team's ability to meet its task objectives.



Functional Team Members - Each team will have members tailored to the needs of the specific team. The acquisition team consists of all participants in Government acquisition including representatives of the technical, supply, and procurement communities but also the customers they serve, and the contractors who provide the products and services.

Team Member Roles - The role of each member of the Acquisition Team is to exercise personal initiative and sound business judgment in providing the best value product or service to meet the customer's needs.

Contracting Professional - This area includes Contract Specialists, Contracting Officers, and Procurement Analysts which covers all procedures involving the procurement of supplies and services; construction, research, and development; acquisition planning; cost and price analysis; solicitation and selection of sources; preparation, negotiation, and award of contracts; all phases of contract administration; and termination or close out of contracts. It also includes the legislation, policies,

regulations, and methods used in contracting as well as business and industry practices, sources of supply, cost factors, costs and price analysis techniques, and general requirements characteristics.

Contracting Officer Representative (COR) - The contracting officer will determine both the need for functional representatives and their duties. The Contracting Officer Representative (COR) and/or Contracting Officer Technical Representative (COTR) are delegated duties through a letter of appointment signed by the contracting officer. At the time of appointment, the contracting officer must provide the COR with requisite formal training. The training should include a review of duties, authority limitations, form completion, and reporting requirements.

End User or Customer - The end user/customer is a key participant on the Acquisition Team. It is useful to consult them when building the solicitation and making price-related decisions. The customer is the one with the need and knows best what they want.

Program Managers (PM) - The Program' Manager (PM) is the individual designated to manage an acquisition program. This person is certified under the provisions of the Defense Acquisition Workforce Improvement Act (DAWIA) (10 U.S.C. s 1701 et seq). A PM has no other command or staff responsibilities within the component. The PM is in charge of the program. IPTs are advisory bodies to the PM.

Financial Manager - The Financial Manager provides the planning, organizing, directing, and controlling of the dollars and resources of a program. They also cover business and financial functions, the latter including management of acquisition funds. The Financial Manager may be a part of the Acquisition Planning, Cost Estimating, formulation of budget inputs, contractor surveillance, and budget execution (i.e., paying bills). They provide the acquisition team with the information needed to make all decisions on the kind and type of money available.

Auditor - Auditors are accountants with specialized training and experience in examining and analyzing cost or pricing data provided by offerors and contractor records (particularly accounting records). Their support can be invaluable in cost proposal analysis. In the Department of Defense, contract auditors are assigned to the Defense Contract Audit Agency (DCAA).

Property Administrator - The Property Administrator (PA) is the authorized representative of the contracting officer for all actions regarding Government property provided to Government contractors for use in performing Government contracts. Government property may take many forms including material, special tooling, special test equipment, real property, plant equipment and even agency peculiar property. The Property Administrator ensures that the Government property provided to a contractor for use in performing a contract is used ONLY as authorized, enforces liability provisions for any loss, damage or destruction, and oversees the contractor's control, protection, preservation and maintenance of the Government property in accordance with statutory

requirements, the Federal Acquisition Regulation and the Department of Defense Manual for the Performance of Contract Property Administration, DoD 4161.2M. PAs are not property custodians. They are not responsible for maintaining records of Government property in the possession of the Government; rather they assist the contractor through application of the Government property requirements for Government property in the contractor's possession.

Logistics - These specialists plan, develop and implement logistics for our procurements, which address integration (of what we already have), and provide support (operation and maintenance) to the field. These specialists can help you select and apply price-related factors that involve transportation costs, Government-furnished property, and total ownership costs (TOC).

Technical / Engineer - These specialists generally write specifications or statements of work and technical evaluation factors and evaluate technical proposals. In many acquisitions, the requirements manager acts as the technical specialist. Larger acquisitions, however, may involve teams or panels of technical experts who, depending on the specific deliverable, may be engineers, scientists, or other similar professions. From a pricing standpoint, technical specialists may have a good understanding of the costs necessary to build a deliverable and also of the types and sources of commercial products that may be available to satisfy a requirement.

Quality Assurance Personnel (QAP) - These specialists are also known as Quality Assurance Evaluator (QAE), and Quality Assurance Representative (QAR), and sometimes the Contracting Officer's Technical Representative (COTR). They have the technical expertise required to assure what the contract requires and what the contractor delivers are the same. QAPs' are normally used when a product has to be accepted OR a service needs evaluating.

Legal Counsel - Lawyers provide guidance regarding legal compliance and interpretation of laws and regulations.

Contractor - Although the contractor is not always thought of as a part of the team; the contractor is a major player! They are the ones with the industrial expertise who will be providing the goods or services being procured.

Other Members - All teams are tailored for the specific Acquisition. Therefore, each team may have members from any necessary functional area. Whether internal or external to the government.

Impact of Functional Team Member's Decisions

Team Skill Mix - In order to form teams with a balanced skill mix a plan of action and milestones must be developed to identify associated activities. This process coupled with a clear understanding of the product requirements and the current acquisition phase

will allow you to effectively discuss team needs in terms of function mix and experience level necessary to get the job done.

Require Different Expertise - It is very important that all of the skills needed by the team either be on the team or readily available to the team. As the Team moves through different phases of the acquisition process, it may need different types of expertise. This requires careful management of people with attention given to turnover, continuity and potential interpersonal issues with new members. At all times the mix of functions needs to be balanced by the availability of personnel, team size and experience level required. Where outside expertise is needed consultants are used on an as needed basis.

Balance the Mix - It is impossible to identify a specific set of skills that a typical team would need. There are just too many different situations, phases, and tasks. In addition, many new systems may require modeling and simulation expertise, special technology experts, and information and knowledge technology specialists as well. The key principles to remember are to dynamically balance the mix of disciplines, the required levels of expertise, and the phasing of personnel.

Example - Systems Team - Systems Team means taking a multilevel perspective-from team member, to team leader, to program office, to Program Executive Officer (PEO) to the Defense team. This systems approach makes visible the importance of a team environment-such as the customer, infrastructure support, prime contractor, senior management and their influence on product success. A systems approach also encourages the team leader to recognize and deal with the relations both within the team and between the team and its external stakeholders.

Team Member Characteristics - Of all the personal characteristics that will aid any team member are their basic values. Honesty, reliability, respect for others, courage, commitment, integrity, and similar values form the foundation for trust, collaboration, and outstanding team performance. Remember the earlier you get involved the more value added you will have on team selection and direction.

Team Relationships - The ultimate impact of multi-functional teams is to provide their customer with better products at an affordable cost with shorter development schedules, and an acquisition system better able to meet the challenges of the future.

Question - How may you interface most productively with the various acquisition functional areas?

One solution - In order to interact with maximum productivity each member must have a clear understanding of the charter/mission as well as their role and the role of other team members.

Contracting Professionals Added Value

Contracting Professionals Added Value - Contracting professionals are critical players within the acquisition community. The contracting professional adds value as an integral part of the customers' inner circle.

Customer Centric - The contracting officer's mission is to find ways to help the customer get what they want. The Defense acquisition system continues to see shifts from hierarchical to increased involvement and empowerment of individuals throughout the workforce. This shift is driven by at least two factors: the first factor is the recognition that decisions are faster and better when made at the lowest qualified level; the second is the impact of information and knowledge-based technology. The latter encourages communication and knowledge sharing among all individuals throughout the team.

Conduit for Communication - The contracting professional / business advisor adds value by being a conduit for communication. Indirectly at times guiding the program manager to acquisition strategies and decisions that are responsive and legal. You, the contracting professional also add value by creating a "customer focus" that ultimately encourages a culture change throughout the organizations.

Change Agent - While the cultural change required for effective acquisition teams may be significant and sometimes painfully slow, program managers and program offices using teams quickly recognize and reap the benefits. You may see co-workers having a difficult time with this new environment. If necessary allow them to learn from you. Remember a simple act of being proactive when the cross-functional team is being identified is your first opportunity to impact team effectiveness.

Flexible - The contracting professional / business advisor adds flexibility by offering business arrangements that address the customers' needs. While at the same time allowing the customer the flexibility to change to meet unforeseen requirements. The result will be more effective acquisition products at an affordable cost that meet the warfighter's needs. You're just entering the contracting profession; you are just in time to influence change within the profession.

Business Savvy - A Contracting Professional combines business savvy with knowledge of statutory and regulatory constraints to offer innovative business alternatives. The contracting professional balances what they know about regulations and statutes with using their knowledge of available business alternatives to assist the customer in getting what they want.

Business Solutions - The Contracting Professional also contributes business solutions to mitigate risk and promote efficiency and effectiveness of business arrangements. The business solutions that are offered to the customer will be those solutions that will manage the risk to the Government so that the arrangements that are made are the most efficient (cost less) and effective (meet the customer's needs in a timely manner).

Market Awareness - Further, the Contracting Professional utilizes awareness of market conditions, technological advances, and financial arrangements to advise the team of alternatives. It is imperative that the contracting professional becomes "an agent" for the customer.

Market Trends - Contracting professionals must maintain awareness of the trends in the marketplace in regards to:

- Competition: What are the "other" folks doing? Costs of supplies and materials: availability of resources
- Technological advances: Is the technology new and changing daily? Or is it leveling off?
- Financial arrangements: What is the commercial marketplace doing in regards to innovative solutions to financing challenges? Would that work in Government?

Summary

All organizations, private and public, buy goods and services to carry out their business or mission. Non-government organizations talk about "carrying out their business" or "making a profit." In DoD we talk about "carrying out our mission." In many respects, although not all, we are just like any other non-government organization. We, like they, must buy goods and services from the same marketplace at reasonable prices to carry out our mission.

Your role (as a **public servant**), although unique in some aspects, is very similar to the role of the purchasing managers in the private sector. Whether a buyer from the public or private sector, we use many of the same marketplaces. As a Government, whether Federal, state, or local, we are a buyer of billions of dollars of goods and services each year. As a contracting professional you will be expected to provide sound business advice and judgment in shaping smart business arrangements on behalf of the taxpayer and in support of your DoD customers.

We looked at the different types of contracting support, the mission areas for a number of the major military commands and major defense agencies. Just as the missions of these commands differ, so will the kind of support you will have to provide will differ. We also discussed that each product/service line is likely to have its own set of market conditions you will have to understand. Once you understand what your customer needs to accomplish its mission and you understand the market conditions affecting a specific product/service line, you will be in a position to provide a valuable service to your customer, providing viable, operational options as sound business advise necessary to shape smart business arrangements.

We also looked at the **Workforce 2005 report** which addressed the issue that in 2005 more than half of the DoD AT&L workforce will be eligible to retire. The report recommended 31 initiatives to assist the DoD to recruit, develop, and retain a

multifunctional AT&L workforce. From this starting point we discussed some of the business and technical competencies the acquisition workforce of the future will need.

Additionally, we discussed the Defense Acquisition Workforce Improvement Act (**DAWIA**), the general intent and the AT&L career fields it covers. The Defense Acquisition Workforce Improvement Act (DAWIA) lays the framework for the certification programs within those career fields. We looked specifically at the education, training, and experience requirements for the contracting certification programs.

We also looked at the basic process for requesting training via your Service's Director Acquisition Career Management (DACM). Each year you are required to work with your supervisor to identify required and desired training, education, and developmental activities necessary to enhance your current performance and to prepare you for future job assignments. You document your plan for the upcoming year on an Individual Development Plan (**IDP**). This will serve as your road map for the activities you should complete during the year.

Our discussion also included a brief description of some of the functional team members and their roles on an IPT/acquisition team. We discussed the potential impacts of team member's actions, as well as the value added to the acquisition team when a contracting professional is assigned.

Of all the personal characteristics that will aid any team member and especially the contracting professional in functioning well are their **basic values**. Honesty, reliability, respect for others, courage, commitment, integrity, and similar values form the foundation for trust, collaboration, and outstanding team performance.

Finally **- Be Proactive -** Remember the earlier you get involved the more value added you will have on team selection and direction.

—