



PM/PMO Knowledge and Tools from DAU through the AT&L Knowledge Management System

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Global Learning and Technology Center
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CHIEF LEARNING OFFICER
Solutions for Enterprise Productivity



the **e**gov institute

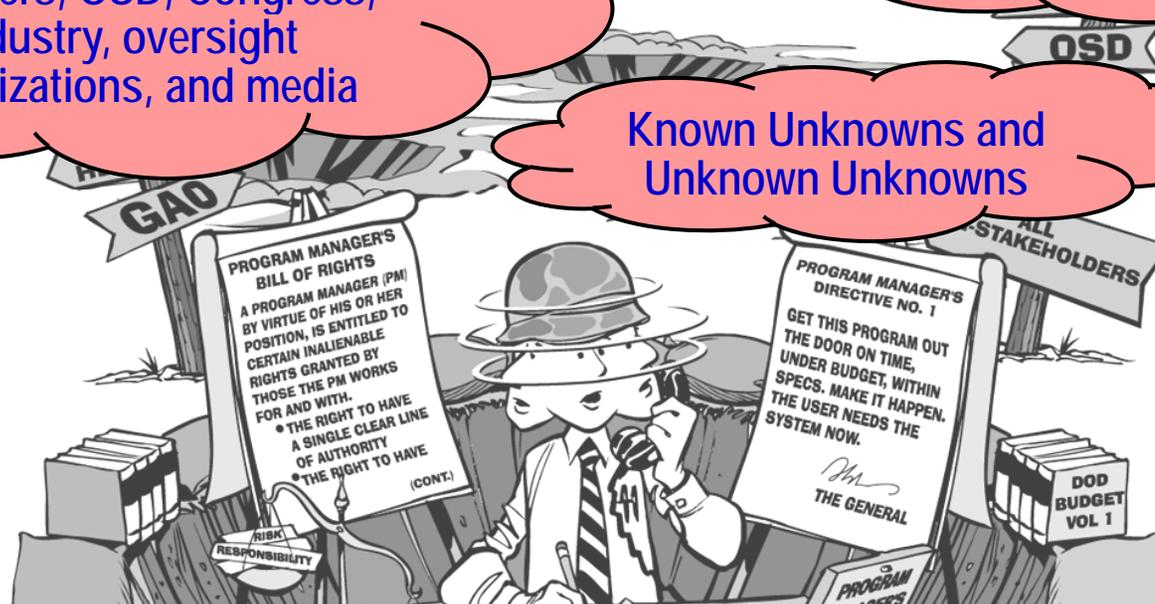


The Acquisition Warrior

Unpredictable activity with end users, OSD, Congress, industry, oversight organizations, and media

Challenges of Human Capital Management

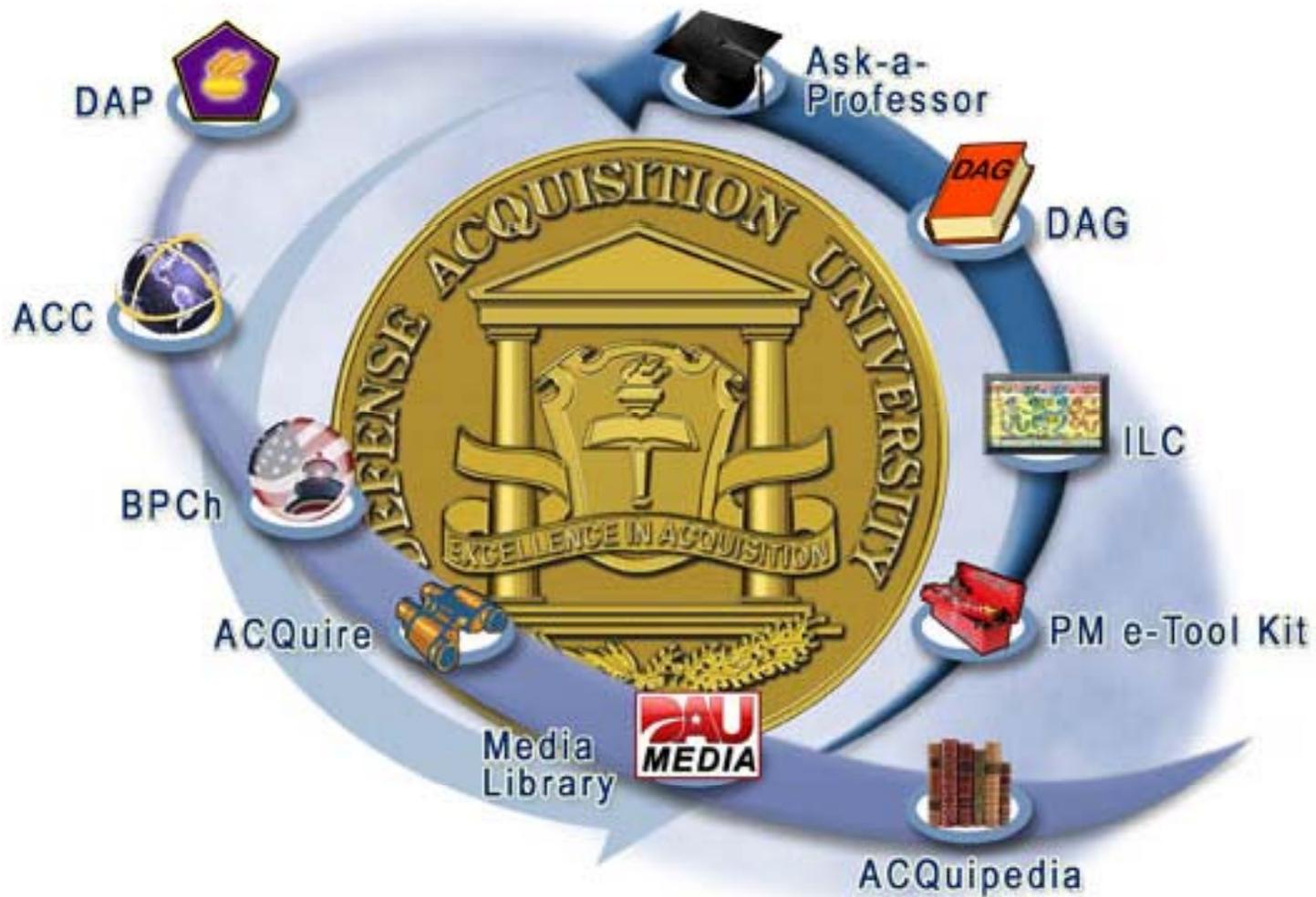
Known Unknowns and Unknown Unknowns



DAU's Challenge: Help workforce do their jobs, continuously learn, and respond

Goal: Train as you work, and work as you train

AT&L Knowledge Management System (AKMS) Systems and Tools



Your Starting Point

The screenshot displays the Defense Acquisition Portal website. At the top, there is a navigation bar with links for Feedback, Site Map, FAQ, Help, Tutorial, and DAU. A search bar is located on the right. The main header features the DAU logo and the text "Defense Acquisition Portal - Your One-Stop Source for Acquisition Information and Tools". Below the header is a secondary navigation bar with buttons for Home, Acquisition Process, Workforce, Policy, Communities of Practice, Training and Continuous Learning, Industry, Submit Feedback, and DAU Home Page.

The main content area is divided into several sections:

- Acquisition Today News:** This section contains three news items:
 - 2010 PEO/SYSCOM Commanders' Conference - Getting it Right the First Time: A...** (https://dap.dau.mil - 10/8/2010) with a photo of Dr. Ashton Carter.
 - 2010 Program Executive Officers' Systems Command (PEO/SYSCOM) Commanders' Conference - November 2-3, Fort Belvoir, VA.** Theme: "Getting it Right the First Time: Achieving Affordable and Executable Programs".
 - Dr. Carter's Memorandum: Better Buying Power: Guidance for Obtaining Great...** (https://dap.dau.mil - 9/15/2010) dated 14 September 2010.
 - Secretary Gates Announcement About Efficiencies Initiative: 08/09/2010** (https://dap.dau.mil - 8/16/2010) with key points on the Department's top-line.
- AT&L - Acquisition Services and Systems:** A section titled "DAP Quick Links" with a "Directory" button and icons for DAP, DAU, ACC, BPCb, ACQuipedia, PM Toolkit, ACQuire, DAG, ILC, AAP, Media, and Acker.
- AT&L Leadership Blogs - Recent Posts:** A list of four blog posts from October 2010, all by Bill Kobren:
 - NAVAIR Program Management Community (PMC) Web Tool** (Oct 27): Encourage you to check out the excellent CAC-enabled Naval Air Systems Comma...
 - Updated Life Cycle Logistics Career Field Position Category Description (PCD)** (Oct 26): To reflect new guidance contained in USD (AT&L) October 6, 2010 "Directive T...
 - Distance Learning Training Questions** (Oct 25): As members of the DoD Life Cycle Logistics workforce are well aware, DAU off...
 - Data Management Strategies** (Oct 23): As we share on the Technical Data site on the DAU Logistics Community of Pract...
- Acquisition - Career Gateways:** A section with a photo of people in a meeting and a list of career paths:
 - Auditing
 - Business
 - Contracting
 - Facilities Engineering
 - Industrial and Contract Property Management
 - Information Technology
 - Life Cycle Logistics
 - Requirements Management
 - Production, Quality, and Manufacturing
 - Program Management
 - Purchasing
 - SPRDE - Programs Systems Engineering
 - SPRDE - Science and Technology Management
 - SPRDE - Systems Engineering
 - Test and Evaluation
- DAP - Policy and Regulation Shortcuts:** A section with two columns of links:
 - Policy Documents Page
 - FAR - Hill Air Force Base
 - FAR - GSA
 - FAR - DAP Listing
 - DFARS
 - Statutory Law
 - U.S. Army
 - U.S. Navy
 - U.S. Air Force
 - U.S. Marine Corps

At the bottom of the page, there is a "Trusted sites" indicator and a "100%" zoom level.

Acquisition Process Tab Area

The screenshot displays the Defense Acquisition Portal website. At the top, the navigation bar includes tabs for Home, Acquisition Process (selected), Workforce, Policy, Communities of Practice, Training and Continuous Learning, Industry, Submit Feedback, and DAU Home Page. The main content area is titled "Acquisition Process News" and features a news item: "REQUIREMENTS MANAGEMENT CoP NOW OPEN" with a link to <https://aac.dau.mil> and a date of 4/30/2010. The article text states: "The Requirements Management Community of Practice (CoP) serves as the central repository for requirements management knowledge. This Community is focused on providing 24/7 unclassified resources such as learning materials, links, policies, and news to assist those involved in the requirements process. We are looking for content to upload into this community website. If you have requirements-related content that you think would be helpful to the Requirements Community, and/or if you have any comments about this site, please email it to RMCT@dau.mil." To the right of the text is a circular diagram showing various stakeholders and processes. Below the news item is a "View All Acquisition Process News" link and a page indicator "4/11".

Below the news item is a "Featured - Big 'A' Concept and Map" section titled "DoD Decision Support Systems". The text describes three principal decision-making support systems: "Defense Acquisition System", "Joint Capabilities Integration and Development System (JCIDS)", and "Planning, Programming, Budgeting, and Execution (PPBE) Process". A diagram shows three overlapping circles representing these systems. The text explains that DoD uses the Defense Acquisition System to manage the acquisition of weapon systems and AIS, and that the Joint Chiefs of Staff established JCIDS to assess and resolve gaps in military joint warfighting capabilities. The PPBE process is described as being developed in close coordination with acquisition regulations (DoD 5000 series).

On the left side, there is a navigation menu for "Acquisition Process" with sub-sections: "What's ACQ ..." (including "Big 'A' Process", "John Hickok's Blog", "Dr. Roy Wood's Blog", "Defense Acquisition Policy Center", "Acquisition Centers of Excellence"), "Acquisition Mission Areas" (including "Major Defense Acquisition Program", "Major Automated Information System"), "Joint Capabilities Integration and Development System" (including "JCIDS Process Diagram", "Related Topics", "Requirements", "Capability Processes and Statutory Information Requirements", "Related Training"), and "Defense Acquisition System" (including "Life Cycle Framework", "Policy Documents", "Guidebooks & Handbooks", "AT&L Web Sites", "News and Publications", "Software Tools", "DAU Online Glossary", "Glossaries and Acronyms", "Related Training", "AT&L Reading Library", "DAU Media Library", "AKMS Information Videos", "Reader's Choice", "Suggested Reading").

On the right side, there is a "Learn Ask & Collaboration Tools" section with links to "DAP Web Page Policy Documents", "DAP Web Page Federal Acquisition Regulations", "DAP Web Page DAU Glossary", "AKMS Service Acquisition Community Connection" (<https://aac.dau.mil>), "AKMS Service Best Practices Clearinghouse" (<https://topch.dau.mil>), and "AKMS Service ACQuipedia" (<https://acquipedia.dau.mil>).

Below that is a "Related Videos and Tutorials" section with "Budget Policy Update" (68 minutes) and "Presentation on Program, Planning, Budgeting, and Execution (PPBE) and Future Directions" (61 minutes).

At the bottom, there is a "Rapid Deployment Training" section with a link to "Briefing outlining Directive-Type Memorandum (DTM WSARA) 09-027 by Prof Brad Brown Dec 2009 - Implementation of the Weapon Systems Acquisition Reform Act of 2009 (Public Law 111-23) into the DoDI 5000.02."

The browser status bar at the bottom shows "Trusted sites" and "100%" zoom.

PM Career Gateway (Mini Portal)

The screenshot displays the Defense Acquisition Portal website. At the top, there is a navigation bar with links for Feedback, Site Map, FAQ, Help, Tutorial, and DAU. A search box is located on the right side of the navigation bar. Below the navigation bar is the main header area with the DAU logo and a 'Submit Feedback' button. The main content area is divided into several sections:

- Career Gateways:** A sidebar menu on the left lists various career paths, including All Careers, Auditing, Business, Contracting, Facilities Engineering, Industrial Property, Information Technology, Life Cycle Logistics, Production, Quality and Manufacturing, Program Management, Purchasing, Program Systems, Science and Technology, Systems Engineering, and Test & Evaluation.
- Home > Acquisition Career Gateways > Program Management:** The breadcrumb trail indicates the current location.
- Feature - An Introduction to Program Management:** A featured article with a photo of William Parker, Director, discussing the role of program management professionals in the PMO or PEO field.
- Feature - Career Gateway Highlights:** A section with six interactive icons: Certification Guide, Continuous Learning, Enroll in a Course, Mission Assistance, Ask A Professor, and Director's Blog.
- Policy, Regulation, and Law:** A sidebar section with links to Policy, Regulation, and Guidance and Law.
- Related ACQuipedia Articles:** A sidebar section with links to Acquisition Category (ACAT), Acquisition Life Cycle, and Architecture Products.
- Related Best Practices:** A sidebar section with links to Software Formal Inspections, SEI's Taxonomy-based Risk Identification, and Technical Performance Measurement.
- DAU - Related Video:** A sidebar section featuring a video titled '2007 PEO/SYSCOM Conference'.

At the bottom of the page, there is a 'Quick Links' section and a 'Done' status bar. The browser's address bar shows 'Trusted sites' and a zoom level of 100%.

PM Gateway to iCatalog

Feedback Site Map FAQ Help Tutorial DAU Search

Defense Acquisition Portal

Home Acquisition Process Workforce Policy Communities of Practice Training and Continuous Learning Industry Submit Feedback DAU Home Page

Home > Acquisition Career Gateways > Program Management > Certification Guide - Level I

Feature - Program Management Certification Guide Level I

Level I | Level II | Level III

Level I Certification Guide

Type of Assignment	Representative Activities
Weapon Systems	<ul style="list-style-type: none"> Participates in an IPT delivering a weapon system, C2/network-centric system, or space system. Performs financial and status reporting and basic logistic activities. Supports pre-award contract activities and workload planning and scheduling.
Services	<ul style="list-style-type: none"> Assists in acquisition planning, assessing risk (technical, cost and schedule), and contract tracking and performance evaluation.
Business Mgt Systems/IT	<ul style="list-style-type: none"> Participates in a business process IPT, fundamentals of enterprise integration, and outcome-based performance measures.
International Acquisition	<ul style="list-style-type: none"> Participates in a variety of international-related programs/tasks, either cooperative or security assistance in nature.

Core Certification Standards (Required for DAWIA certification.)

Acquisition Training	<ul style="list-style-type: none"> ACQ 101 Fundamentals of Systems Acquisition Management
Functional Training	<ul style="list-style-type: none"> SYS 101 Fundamentals of Systems Planning, Research, Development, and Engineering CLB 007 Cost Analysis CLB 016 Introduction to Earned Value Management
Education	<ul style="list-style-type: none"> Formal education not required for certification
Experience	<ul style="list-style-type: none"> 1 year of acquisition experience

Core Plus Development Guide (Desired training, education, and experience.)	Type of Assignment			
	Wpn Sys	Services	Bus Mgt/IT	Intern Acq
BCF 103 Fundamentals of Business Financial Management	✓	✓	✓	
CLC 011 Contracting for the Rest of Us	✓	✓	✓	
CLE 025 Information Assurance (IA) for Acquisition Professionals	✓	✓	✓	✓
CLI 001 International Armaments Cooperation (IAC), Part 1				✓
CLI 002 International Armaments Cooperation (IAC), Part 2				✓

Done Trusted sites 100%

PM Gateway to Continuous Learning Center

DAU GLOBAL TOP 5

- DAU Home Page ▶
- I Need Training ▶
- Continuous Learning ▶
- Knowledge Sharing ▶
- Mission Assistance ▶

ICATALOG MENU

- iCatalog Feedback ▶
- Apply for a Course ▶
- Course Info ▶
- Core Plus Dev Guide ▶
- Equivalency Fulfillment ▶
- Pre-Coursework & Info ▶
- Student Policies & Info ▶
- Schedules ▶
- Predecessor Courses ▶
- Meeting Ed Standards ▶
- DAU Campus Info ▶

DAU Courses

- + CLB
- + CLC
- + CLE
- + CLG
- + CLI
- + CLL
- + CLM
- + CLR
- + FAC
- + HBS
- + SPS

Continuous Learning Modules

- | | | | |
|------------|--|------------|--|
| All | All Targeted Training/CL courses | CLL | Logistics |
| CLB | Business | CLM | Acquisition & Management |
| CLC | Contracts | CLR | Requirements |
| CLE | Engineering & Technology | FAC | Federal Acquisition Institute courses and modules |
| CLG | Government Purchase Card Training | HBS | Harvard Business School Publishing (HBSP) ManageMentor |
| CLI | Int'l Armaments & Info Exchange Training | SPS | Standard Procurement System Training |

- [ALL](#) |
 [CLB](#) |
 [CLC](#) |
 [CLE](#) |
 [CLG](#) |
 [CLI](#) |
 [CLL](#) |
 [CLM](#) |
 [CLR](#) |
 [HBS](#) |
 [FAC](#) |
 [SPS](#)

Course Number	Course name	CLPs	Last Modified Date
CLM 003	Ethics Training for the AT&L Workforce	2	08-Oct-2010
CLM 012	Scheduling	12	18-Jun-2010
CLM 013	Work-Breakdown Structure	6	15-Jul-2009
CLM 014	IPT Management and Leadership	8	18-Jun-2010
CLM 016	Cost Estimating	8	18-Jun-2010
CLM 017	Risk Management	8	18-Jun-2010
CLM 021	Introduction to Reducing Total Ownership Costs (R-TOC)	3	29-May-2009
CLM 023	Javits-Wagner-O'Day (JWOD) Tutorial	1	29-May-2009
CLM 024	Contracting Overview	8	18-Jun-2010
CLM 025	Commercial-Off-The-Shelf (COTS) Acquisition for Program Managers	3	29-May-2009
CLM 029	Net-Ready Key Performance Parameter (NR-KPP)	3	29-May-2009
CLM 030	Common Supplier Engagement	2	29-May-2009
CLM 031	Improved Statement of Work	4	29-May-2009
CLM 032	Evolutionary Acquisition	2	29-May-2009
CLM 033	DAWIA II	3	29-May-2009
CLM 034	Science and Technology—Lesson from PMT 352A	4	29-May-2009
CLM 035	Environmental Safety and Occupational Health—Lesson from PMT 352A	4	29-May-2009
CLM 036	Technology Transfer and Export Control Fundamentals	2	29-May-2009
CLM 037	Physical Inventories	2	29-May-2009
CLM 038	Corrosion Prevention and Control Overview	8	18-Jun-2010
CLM 039	Foundations of Government Property	1.5	18-Jun-2010
CLM 040	Proper Financial Accounting Treatments for Military Equipment	1.5	18-Jun-2010
CLM 041	Capabilities-Based Planning	3	19-May-2010
CLM 044	Radio Frequency Identification	3	08-Jun-2009
CLM 047	Fiscal and Physical Accountability and Management of DoD Equipment	2	29-May-2009
CLM 048	Audit Readiness Requirements for DoD Equipment	2	29-May-2009
CLM 049	Procurement Fraud Indicators	2	29-May-2009

PM Gateway to PM CoP

BECOME A MEMBER

Sign In

User Name:

Password:

[Forgot your Password?](#)

[Benefits of ACC Membership](#)

Browse

[ACC Home](#) [Up one level](#)

[Program Management](#)

- [Introduction to PM and the PM CoP](#)
- [Life Cycle Framework View \(Integrated...\)](#)
- [PM Acquisition Topics](#)
- [PM External Influences](#)
- [PM Planning, Execution, Leadership](#)
- [PM Related Research](#)
- [PM Resources](#)
- [PM Software Related](#)
- [PM Tools](#)
- [PM Training Center](#)
- [PM Community Connection](#)
- [PM Policy & Guidance](#)
- [Program Office Organization View](#)
- [Program Manager's Library View](#)

Program Management
Community

[Conduct a Search](#) [Other Actions](#)

[Main View](#) [All Contributions](#) [What's New](#) [Q & A](#)

Welcome



Links of Interest



Popular Content

- [Manual for the Operation of the Joint Capabilities Integration and Development System \(JCIDS\) -...](#)
- [CJCSI 3170.01G - 1 March 2009 - JCIDS Instruction](#)
- [Air Force Institute of Technology \(AFIT\) web site](#)
- [The DoD 5000.01 & 5000.02](#)
- [Major Defense Acquisition Program \(MDAP\) Lists](#)
- [DoDI 5000.02 \(Official Signed Version\) 8 Dec 2008](#)
- [Technology Readiness Assessment \(TRA\) Deskbook July 2009](#)
- [Public Law 110-181 - FY 2008 National Defense Authorization Act \(NDAA\)](#)
- [Rules of the Road: A Guide for Leading Successful](#)

MS Doc Templates in PM CoP

The screenshot shows the Acquisition Community Connection website. The header includes the logo and the tagline "Where the DoD AT&L Workforce Meets to Share Knowledge". The navigation bar contains links for "DAU Resources", "Home", "Contact", "Privacy Policy", "ACC Tutorial", and "DoD Certificate". The user profile bar shows "Profile My Activity Admin Options" and the user name "John Hickok" with links for "My Options", "Help", and "Sign Out". The breadcrumb trail is "ACC Practice Center > Program Management > PM Tools > Templates for Documents...".

The main content area is titled "Templates for Documents Required for Milestone/Decision Reviews - PM Related" with a folder icon and the word "Topic" below it. There are four buttons: "Conduct a Search", "Ask a Question", "Add Content", and "Other Actions". Below these is a search bar with a "Search" button and two dropdown menus: "Content & Member Profiles" and "All Communities".

The left sidebar has a "BECOME A MEMBER" button and a "Browse" section. Under "Browse", there is a list of categories: "ACC Home Up one level", "Program Management", "Introduction to PM and the PM CoP", "Life Cycle Framework View (Integrated...)", "PM Acquisition Topics", "PM External Influences", "PM Planning, Execution, Leadership", "PM Related Research", "PM Resources", "PM Software Related", "PM Tools", "Acquisition Support Tools", "Administrative Information", "Glossaries", "Service Forms", "Templates for Documents Required for...", "Requirements Management related Templates...", "PM Training Center", and "PM Community Connection".

The "Long Description" section contains the following text:
Long Description
This site contains templates of the statutory requirements documents applicable to MDAPs and MAIS acquisition programs. These are documents that are generated by the PM office.
Please note that these are Air Force Templates provided for your guidance, and that the other services or agencies may or may not have different documentation requirements.
We are actively seeking any document templates from all of the services which are required for Milestone Decision Reviews to be posted here for public use. Please email them to: templates@dau.mil. Please note that we will not upload "For Official Use Only" (FOUO) documents. With the attached template, please include which service it is from.
FOR REQUIREMENTS MANAGEMENT TEMPLATES AND GUIDANCE, [click HERE.](#)

Below the description is a section titled "LIST OF ALL CONTRIBUTIONS AT THIS LOCATION".

The right sidebar has a "Popular Content" section with a list of items:
Popular Content
Life Cycle Management Plan
TRADOC Army CBA Guide Version 3 0 - 1 Sep 2009
Life Cycle Signature Support Plan (LSSP)
Test and Evaluation Master Plan (TEMP)
MIL-HDBK-520, Systems Requirements Document Guidance
JCS J-8 Capabilities-Based Assessment (CBA) Users

The footer of the page reads "ACC Practice Center Version 3.1".

49 Functional and Special Interest Knowledge Communities

The screenshot displays the ACC Practice Center website. At the top, a dark blue banner features the ACC logo (a globe with orbiting lines) and the text "Acquisition Community Connection" and "Where the DoD AT&L Workforce Meets to Share Knowledge". To the right is the DAU logo. Below the banner is a navigation menu with links: "DAU Resources", "Home", "Contact", "Privacy Policy", "ACC Tutorial", and "DoD Certificate". A search bar with a "Search" button is located in the top right. The main content area is titled "ACC Practice Center" and includes a "Practice Center" subtitle. A "REQUEST AN ACCOUNT" section contains a "Sign In" button, a "User Name:" field, a "Password:" field, a "Forgot your Password?" link, and a "Sign In" button. Below this is a "Browse" section with a list of knowledge communities, each with a plus icon and a globe icon: "ACC Practice Center", "User Info and Training", "Ammunition Forum", "Contingency Contracting", "Continuous Process Improvement / Lean...", "Contracting", "Data Management", "DoD Wireless KM CoP", "EVM (Earned Value Management)", and "Facilities Engineering". A "Long Description" section is visible, along with "Participate in a Community" and "Special Interest Areas" sections, each containing a list of specific topics. A "Conduct a Search" button is also present in the main content area.

Acquisition Community Connection
Where the DoD AT&L Workforce Meets to Share Knowledge

DAU Resources Home Contact Privacy Policy ACC Tutorial DoD Certificate

Help Search

ACC Practice Center

REQUEST AN ACCOUNT

Sign In

User Name:

Password:

[Forgot your Password?](#)

Sign In

[Benefits of ACC Membership](#)

Browse

ACC Practice Center

User Info and Training

Ammunition Forum

Contingency Contracting

Continuous Process Improvement / Lean...

Contracting

Data Management

DoD Wireless KM CoP

EVM (Earned Value Management)

Facilities Engineering

ACC Practice Center Version 3.1

ACC Practice Center

Practice Center

[Conduct a Search](#)

Search

Content & Member Profiles

Main View What's New

Long Description

Participate in a Community

- Ammunition Forum
- Contingency Contracting
- Continuous Process Improvement
- Contracting
- Data Management
- DoD Wireless
- Earned Value Management
- Facilities Engineering
- Information Technology
- Life Cycle Logistics
- Production Quality & Manufacturing
- Program Management

Special Interest Areas

- A-76, Competitive Sourcing Process
- ACE for Services
- Acquisition Law
- Acquisition Research
- Alternative Dispute Resolution
- Business
- Contracting Officers Representative (COR)
- Contractors Accompanying the Force
- Critical Item Management
- DHS Acquisition Policy
- DoD Packaging, Handling, Storage & Transportation (PHS&T)

DAG



Defense Acquisition Guidebook

Your Acquisition Policy and Discretionary Best Practice Guide



Home

Contact

Tutorial

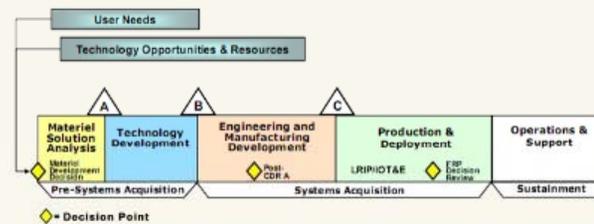
Downloads

search

Document View



Lifecycle Framework View



Browse Content by Topic Tag

Topic tag "clouds":

- Entire DAG
- Chapter 7
- Forward
- Chapter 8
- Chapter 1
- Chapter 9
- Chapter 2
- Chapter 10
- Chapter 3
- Chapter 11
- Chapter 4
- DoDD 5000.01
- Chapter 5
- DoDI 5000.02
- Chapter 6
- DTM WSARA

[Learn more about topic tags](#)

Defense Acquisition Policy News

2010 PEO/SYSCOM Commanders' Conference - Getting it Right the First Time: Achieving Affordable and Executable Programs

<https://dap.dau.mil> - 10/6/2010

2010 Program Executive Officers' Systems Command (PEO/SYSCOM) Commanders' Conference - November 2-3, Fort Belvoir, VA. Theme: "Getting it Right the First Time: Achieving Affordable and Executable Programs". Open to DoD and Industry but space is limited. For details click [here](#) http://www.peosyscom.net/general_info.html, to contact your POC for this event to determine if space is available click [Read more...](#)



Dr. Ashton Carter

More Defense Acquisition Policy News

1/11



AT&L - Acquisition Systems

DAP Quick Links

Directory



Document View



Defense Acquisition Guidebook

Your Acquisition Policy and Discretionary Best Practice Guide



[Home](#)

[Contact](#)

[Tutorial](#)

[Downloads](#)

Document View



Browse Content by Topic Tag

Topic tag "clouds":

- [Entire DAG](#)
- [Chapter 7](#)
- [Forward](#)
- [Chapter 8](#)

Defense Acquisition Policy News

Secretary Gates Announcement About Efficiencies Initiative:
08/09/2010
<https://dap.dau.mil> - 8/10/2010

AT&L - Acquisition Systems

DAP Quick Links

[Directory](#)

Process Guidance Content

DAU Resources | Home | Contact Us | Guidebook Tutorial | Search | Available Downloads | Help

ACC Practice Center > AT&L KM Guidance & Tools > Welcome to the Defense... > Document View > CH. 2 -- Acquisition... > 2.3. Systems Acquisition:...

Browse

ACC Home Up one level

- Welcome to the Defense Acquisition...
- Document View
- FOREWORD
- CH. 1 -- Department of Defense Decision...
- CH. 2 -- Acquisition Program Baselines,...
- 2.0. Overview
- 2.1. Program Goals
- 2.2. Pre-Systems Acquisition: Technology...
- 2.3. Systems Acquisition: Acquisition...**
- 2.3.1. Acquisition Approach
- 2.3.2. Source and Related Documents
- 2.3.3. Capability Needs
- 2.3.4. Top-Level Integrated Schedule
- 2.3.5. Program Interdependency and...
- 2.3.6. International Cooperation
- 2.3.7. Risk and Risk Management
- 2.3.8. Technology Maturation
- 2.3.9. Industrial Capability and...
- 2.3.10. Business Strategy
- 2.3.11. Resource Management
- 2.3.12. Program Security Considerations

2.3. Systems Acquisition: Acquisition Strategy
Topic

◀ PREVIOUS PAGE NEXT PAGE ▶

DEFENSE ACQUISITION GUIDEBOOK
Chapter 2 -- Acquisition Program Baselines, Technology Development Strategies, and Acquisition Strategies
2.3. Systems Acquisition: Acquisition Strategy

The Acquisition Strategy is a comprehensive, integrated plan that identifies the acquisition approach, and describes the business, technical, and support strategies that management will follow to manage program risks and meet program objectives. The Acquisition Strategy should define the relationship between the acquisition phases and work efforts, and key program events such as decision points, reviews, contract awards, test activities, production lot/delivery quantities, and operational deployment objectives. The Acquisition Strategy also defines the approach to provide maximum practicable opportunities to small business, including small disadvantaged business, women-owned small business, veteran-owned small business, service-disabled small business and Historically Underutilized Business Zones.

The Acquisition Strategy guides program execution across the entire program life cycle, focusing primarily on the upcoming phase. The strategy evolves over the phases and should continuously reflect the current status and desired end point of the phase and the overall program. An MDA-approved update to the Acquisition Strategy is required prior to Milestone C and FRP (or Full Deployment Decision).

DoD Instruction 5000.02 requires an approved Acquisition Strategy prior to Milestone B approval and prior to any final RFP release for the EMD phase or later. The Acquisition Strategy should be updated for all subsequent major decisions and program reviews, and whenever the approved strategy changes. The Acquisition Strategy is approved by the MDA.

The Acquisition Strategy establishes the milestone decision points and acquisition phases planned for the program. The strategy should cover development, testing, production, and life-cycle support. It should establish the requirements for each phase, and identify the critical management events. The Acquisition Strategy should include a Top Level Integrated Schedule and a summary of highlights from the Integrated Master Plan and Integrated Master Schedule.

The Acquisition Strategy is a key document to support the statutory Milestone B certification (see DAG Chapter 10). The Milestone B (program initiation for ships) Acquisition Strategy should describe plans to complete the EMD phase and meet the Production decision entry criteria including: acceptable performance in developmental test and evaluation and operational assessment (OSD OT&E oversight programs); mature software capability; no significant manufacturing risks; manufacturing processes under control (if Milestone C is full-rate production); an approved Capability Production Document (CPD); a refined integrated architecture;

ACC Practice Center Version 3.1

Lifecycle Framework View



Home

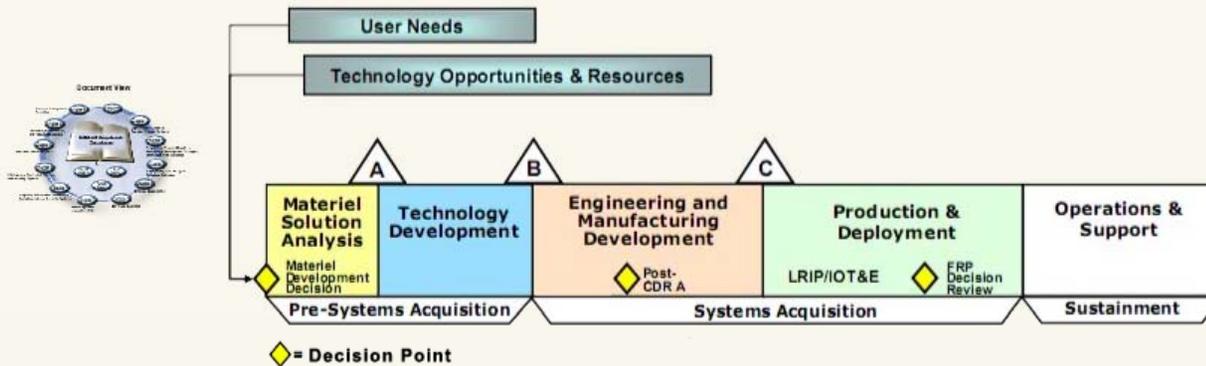
Contact

Tutorial

Downloads

search

Lifecycle Framework View



Browse Content by Topic Tag

Topic tag "clouds":

- Entire DAG
- Chapter 1
- Chapter 2
- Chapter 3
- Chapter 4
- Chapter 5
- Chapter 6
- Chapter 7
- Chapter 8
- Chapter 9
- Chapter 10
- Chapter 11
- DoDD 5000.01
- DoDI 5000.02
- DTM WSARA

Defense Acquisition Policy News

2010 PEO/SYSCOM Commanders' Conference - Getting it Right the First Time: Achieving Affordable and Executable Programs

<https://dap.dau.mil> - 10/8/2010

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AT&L - Acquisition Systems

DAP Quick Links

Directory



Doc Requirements linked to Process Guidance

Browse

ACC Home Up one level

- [-] Welcome to the Defense Acquisition...
- [-] Document View
 - + FOREWORD
 - + CH. 1 -- Department of Defense Decision...
 - [-] CH. 2 -- Acquisition Program Baselines,...
 - + 2.0. Overview
 - + 2.1. Program Goals
 - + 2.2. Pre-Systems Acquisition: Technology...
 - [-] 2.3. Systems Acquisition: Acquisition...
 - + 2.3.1. Acquisition Approach
 - + 2.3.2. Source and Related Documents
 - + 2.3.3. Capability Needs
 - + 2.3.4. Top-Level Integrated Schedule
 - + 2.3.5. Program Interdependency and...
 - + 2.3.6. International Cooperation
 - + 2.3.7. Risk and Risk Management
 - + 2.3.8. Technology Maturation
 - + 2.3.9. Industrial Capability and...
 - + 2.3.10. Business Strategy
 - + 2.3.11. Resource Management
 - + 2.3.12. Program Security Considerations
 - + 2.3.13. Test and Evaluation
 - + 2.3.14. Data Management
 - + 2.3.15. Life-Cycle Sustainment Planning
 - + 2.3.16. Life-Cycle Signature



MDAPs at the MS B

Topic

MDAPs at the Milestone B Decision

- [Statutory Requirements](#)
- [Regulatory Requirements](#)

The following information is required by Statute at Milestone B for All Major Defense Acquisition Programs (MDAPs)

INFORMATION REQUIRED	GUIDEBOOK LINKS	APPLICABLE STATUTE, POLICY, AND OTHER REFERENCES
Acquisition Program Baseline (APB)	Chapter 2, Section 2.1.1	Section 2435 of title 10, United States Code
Alternate Live Fire Test and Evaluation (LFT&E) Plan (OSD LFT&E oversight programs with waiver from full-up, system-level testing only)	Chapter 9, Section 9.5	Section 2366 of title 10, United States Code
Analysis of Alternatives	Chapter 3, Section 3.3	Subtitle III of title 40, United States Code Section 2366a of title 10, United States Code
Benefit Analysis and Determination (applicable to bundled acquisitions only) (part of Acquisition Strategy)	Chapter 2, Section 2.3	Paragraph (e) of Section 644 of title 15, United States Code
Clinger-Cohen Act (CCA) Compliance (All IT—including National Security Systems (NSS))	Chapter 7, Section 7.8	Subtitle III of title 40, United States Code
Competition Analysis (Depot-level Maintenance \$3M rule) (part of Acquisition Strategy)	Chapter 5, Section 5.2.1.3	Section 2469 of title 10, United States Code
Consideration of Technology Issues	Chapter 4, Section 4.3.2.4.2.4	Paragraph (b)(5) of Section 2364 of Title 10, United States Code
Cooperative Opportunities (part of Acquisition Strategy)	Chapter 2, Section 2.3.6	Paragraph (e) of Section 2350a of title 10, United States Code
Core Logistics Analysis/Source of	Chapter 2, Section 2.3.15	Section 2464 of title 10, United States Code

Search by Topic Using Cloud Tags

The screenshot shows the Defense Acquisition Guidebook website. The header includes the DAG logo, the title "Defense Acquisition Guidebook", the subtitle "Your Acquisition Policy and Discretionary Best Practice Guide", and the DAU logo. A navigation menu contains "Home", "Contact", "Tutorial", and "Downloads". A search bar is located on the right. Below the navigation, a breadcrumb trail reads "Home > Browse Popular Tags". The main content area is titled "Browse Chapter 2 - Acquisition Program Baselines, Technology Development Strategies, and Acquisition Strategies - Popular Tags". It displays a list of tags, with "analysis of alternatives" highlighted in blue. Other tags include "acquisition", "acquisition strategy", "alternative systems review", "anti-tamper measures", "aoa", "apb", "approach", "assessment of operational test readiness", "biological", "business strategy", "caiv", "capability", "development document", "capability needs", "cbm", "cdd", "cdr", "cdsr", "chemical", "coalition interoperability", "coalition interoperability template", "competition", "competitive prototyping", "consolidation", "contract", "corrosion control", "corrosion prevention", "cost and funding", "cost and software data reporting", "cost as an independent variable", "cost control", "cpd", "cpi", "critical design", "review", "critical program information", "dag", "data management", "earned value management", "emd", "engineering and manufacturing development", "environment definition", "esoh", "evm", "hsi", "human systems integration", "ibrs", "icd", "ims", "industrial", "industrial and manufacturing readiness", "industrial capability", "information assurance", "initial capabilities document", "initial production baseline", "integrated baseline reviews", "integrated master schedule", "interdependency", "international", "international cooperation", "interoperability", "investment program funding and quantities", "ipb", "isp", "kpp", "leasing", "life-cycle signature support", "plan", "life-cycle sustainment plan", "lssp", "mais", "manufacturing", "manufacturing capability", "market research", "metrics", "meva", "milestone b", "milestone c", "military equipment valuation and accountability", "modular", "modular open systems approach", "mosa", "multi-year", "national environmental policy act", "net-centric", "nuclear", "operational test readiness review", "pdr", "performance-based", "personnel resources", "physical configuration audit", "preliminary design review", "production readiness review", "program protection", "plan", "readiness", "radiological", "resource management", "risk", "risk management", "safety", "sars", "sbir", "selected acquisition reports", "sep", "sfr", "small business", "source related documents", "srr", "strategy", "survivability", "system functional", "review", "system requirements review", "system verification review", "systems", "systems engineering plan", "tailoring", "tds", "technology development phase", "technology development strategy", "technology maturation", "technology readiness level", "temp", "tes", "test and evaluation", "test and evaluation strategy", "test readiness review", "testing requirements for export of defense", "systems", "trade-offs", "warranties". A small box below the tags indicates "Used 1 times". On the right side, a "Tags by Chapter" sidebar lists chapters 1 through 11, DoDD 5000.01, DoDI 5000.02, and DTM WSARA, with "Chapter 2" selected. The footer contains "Contact Us | Privacy Policy | Legal Notices" and "DAU Help Desk" with the email "isso@dau.mil".

Milestone Document ID and Development (MDID) Tool

The screenshot displays the Defense Acquisition Portal's Milestone Document Identification (MDID) tool. The page title is "List of All ACAT Documents (60)". The interface includes a navigation menu on the left, a central table of documents, and filter panels on the right.

Navigation Menu (Left):

- Acquisition Process
 - What's ACQ ...
 - Big "A" Process
 - John Hickok's Blog
 - Dr. Roy Wood's Blog
 - Defense Acquisition Policy Center
 - Acquisition Centers of Excellence
 - Joint Capabilities Integration and Development System
 - JCIDS Process Diagram
 - Related Topics
 - Requirements
 - Statutory Information Requirements
 - Related Training
 - Defense Acquisition System
 - Life Cycle Framework
 - Milestone Document Identification (MDID)**
 - Policy Documents
 - Guidebooks & Handbooks
 - AT&L Web Sites
 - News and Publications
 - Software Tools
 - DAU Online Glossary
 - Glossaries and Acronyms
 - Related Training
 - AT&L Reading Library
 - DAU Media Library
 - AKMS Information Videos
 - Reader's Choice
 - Suggested Reading

Central Table: List of All ACAT Documents (60)

Documents Required by Statute (28)	MDD	A	B	P-C/DRA	C	FRP/DR
Acquisition Program Baseline (APB)						
Alternate Live Fire T&E Plan						
Analysis of Alternatives (AoA)						
Benefit Analysis and Determination						
Beyond LRIP Report						
CIO Confirmation of CCA Compliance						
Clinger-Cohen Act (CCA) Compliance						
Competition Analysis						
Consideration of Technology Issues						
Cooperative Opportunities						
Core Logistics/Source of Repair Analysis						
Data Management Strategy						
Economic Analysis (EA)						
Independent Cost Estimates (ICE)						
Industrial Base Capabilities						
Initial Operational Test and Evaluation Completed						
Live Fire T&E Report						
Live Fire T&E Waiver						
LRIP Quantities						
Manpower Estimate						
Market Research						
Milestone Decision Authority (MDA) Certification						
Military Equipment Valuation						
Post Implementation Review						
Program Environment, Safety, and Occup. Health Evaluation (PESHE)						
Replaced System Sustainment Plan						
Selected Acquisition Report (SAR)						

Right Panel: View All Requirements

Click the View All button to reset the list and view all requirements:

[View All](#)

Filter the Content by ACAT

Select any of these Acquisition Categories to filter the list:

- ACAT I MDAP
- ACAT IA MAIS
- ACAT II Major Systems
- ACAT III
- ACAT IV Navy, USMC
- All

Filter Content by Milestone

Select any of these milestones or decision points to filter the list:

- Materiel Development Decision
- Milestone A
- Milestone B
- Post-Critical Design Review Assessment
- Milestone C
- Full-Rate Production
- All

Allow selection of multiple milestones or decision points.

Knowledge Aggregated in ACQuipedia Articles

The screenshot shows the ACQuipedia website. At the top, there is a dark blue header with the ACQuipedia logo and the tagline "Your Online Acquisition Encyclopedia". To the right of the header is the DAU logo. Below the header is a navigation menu with links for "DAU Resources", "Home", "About", "Feedback", and "New User Info". A search bar is located in the center, with a search button and the text "(Enter an Acquisition Topic) Powered by ACQuire". Below the search bar, there is a prompt to "Click a letter below to see all articles beginning with that letter" and a row of letters from A to Z. A featured article box is displayed, titled "Configuration Management", with a definition and a link to the full article. On the left side, there is a vertical menu of categories: Business, Contracting, Engineering & Tech, Life Cycle Logistics, Program Management, A-Z Index View, and Suggest a Topic. The bottom of the page shows a browser status bar with "Trusted sites" and "100%" zoom level.

ACQuipedia
Your Online Acquisition Encyclopedia

DAU Resources Home About Feedback New User Info

Search: Search
(Enter an Acquisition Topic)
Powered by ACQuire

Click a letter below to see all articles beginning with that letter

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z

Total Articles To Date: 350

Featured Article

Configuration Management

DEFINITION

"Configuration Management" Configuration management is defined as a process for establishing and maintaining consistency of a product's performance, functional and physical attributes with its requirements, design and operational information throughout its life. (Source: MIL-HDBK-61A)

.....

..... [Click here for full article](#)

Business
Contracting
Engineering & Tech
Life Cycle Logistics
Program Management
A-Z Index View
Suggest a Topic

Trusted sites 100%

PM Focused Articles



[DAU Resources](#) [Home](#) [About](#) [Feedback](#) [New User Info](#)

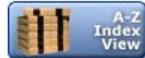
Search:



(Enter an Acquisition Topic)
Powered by ACQuire

Program Management (113 Articles)

Advanced Article Basic Article



- Acquisition Category (ACAT)
- Acquisition Decision Memorandum (ADM)
- Acquisition Life Cycle
- Acquisition Program Baseline (APB)
- Acquisition Strategy (AS)
- Alternative Materiel Solutions
- Analysis of Alternatives (AoA)
- Analysis of Alternatives (AoA) Guidance
- Analysis of Alternatives (AOA) Plan
- Analysis of Alternatives (AOA) Report
- Architecture Products
- Authorization / Appropriation Acts Passed
- Capabilities-Based Assessment (CBA)
- Capability Development Document (CDD)
- Capability Production Document (CPD)
- CDD, CPD Evolutionary Acquisition Increments
- Clinger-Cohen Act (CCA)
- Compliant Solution Architectures
- Component Acquisition Executive (CAE)
- Concept of Operations (CONOPS)
- Defense Acquisition Board / Information Technology Acquisition Board (DAB/ITAB)
- Defense Acquisition System
- Disposal phase of Operations & Support phase
- DoD Enterprise Architecture & Solution Architecture
- Joint Capabilities Document (JCD)
- Joint Capabilities Integration and Development System (JCIDS)
- Joint Capabilities Technology Demonstration (JCTD)
- Joint Functional Concepts
- Joint Integrating Concept(s) (JIC)
- Joint Interoperability Test Center (JITC) Interoperability Certification Testing
- Joint Operations Concepts (JOPsC)
- Joint Potential Designator (JPD)
- Joint Publication 3-0, Joint Operations (JP 3-0)
- Joint Requirements Oversight Council (JROC)
- Joint Staff Review
- Key Interface Profiles (KIPs)
- Key Performance Parameters (KPPs)
- Key Systems Attribute (KSA)
- Leadership
- Life Cycle Sustainment
- Low Rate Initial Production (LRIP) of Production and Deployment Phase
- Major Automated Information System (MAIS)
- Major Defense Acquisition Programs (MDAP)
- Major Products
- Materiel Availability & Operational Availability
- Materiel Development Decision (MDD)
- Materiel Solution



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Password:

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Browse

[ACC Home](#) [Up one level](#)

-  **Program Management**
Published Articles
 -  **Acquisition Category (ACAT)**
 -  **Acquisition Life Cycle**
 -  **Acquisition Program Baseline (APB)**
 -  **Acquisition Strategy (AS)**
 -  **Architecture Products**
 -  **Authorization / Appropriation Acts...**
 -  **Capabilities-Based Assessment (CBA)**
 -  **Capability Development Document (CDD)**

Acquisition Strategy (AS)

Main View

[What's New](#)

[Questions / Discussions](#)

[Metrics](#)

ACQuipedia Article

[Definition](#) | [General Info](#) | [Policies](#) | [Guides](#) | [Communities](#) | [Training](#) | [Related](#)

DEFINITION

From the [DAU Glossary](#) - A business and technical management approach designed to achieve program objectives within the resource constraints imposed. It is the framework for planning, directing, contracting for, and managing a program. It provides a master schedule for research, development, test, production, fielding, modification, postproduction management, and other activities essential for program success. The acquisition strategy is the basis for formulating functional plans and strategies (e.g., Test and Evaluation Master Plan (TEMP), Acquisition Plan (AP), competition, systems engineering, etc.) See [Acquisition Plan](#).

GENERAL INFORMATION/NARRATIVE

[Defense Acquisition Guidebook, Chapter 2. Section 2.3. Systems Acquisition](#): Acquisition Strategy The Acquisition Strategy is a comprehensive, integrated plan that identifies the acquisition approach, and describes the business, technical, and support strategies that management will follow to manage program risks and meet program objectives. The Acquisition Strategy should define the relationship between the acquisition phases and work efforts, and key program events such as decision points, reviews, contract awards, test activities, production lot/delivery quantities, and operational deployment objectives. The Acquisition Strategy also defines the approach to provide maximum practicable opportunities to small business, including small

- + Acquisition Category (ACAT)
- + Acquisition Life Cycle
- + Acquisition Program Baseline (APB)
- Acquisition Strategy (AS)
- + Architecture Products
- + Authorization / Appropriation Acts...
- + Capabilities-Based Assessment (CBA)
- + Capability Development Document (CDD)
- + Capability Production Document (CPD)
- + CDD, CPD Evolutionary Acquisition...
- + Component Acquisition Executive (CAE)
- + Concept of Operations (CONOPS)
- + DoD Space Systems Acquisition
- + DoD Strategic Guidance
- + DOTMLPF Analysis
- + DOTMLPF Change Recommendation (DCR)
- + Earned Value Management System (EVMS)...
- + Entrance Criteria
- + Exit Criteria
- + Force Protection Key Performance...
- + Functional Capabilities Board (FCB)
- + Global Information Grid (GIG) Key...
- + Information Assurance
- + Information Support Plan (ISP)

master schedule for research, development, test, production, fielding, modification, postproduction management, and other activities essential for program success. The acquisition strategy is the basis for formulating functional plans and strategies (e.g., Test and Evaluation Master Plan (TEMP), Acquisition Plan (AP), competition, systems engineering, etc.) See [Acquisition Plan](#).

GENERAL INFORMATION/NARRATIVE

[Defense Acquisition Guidebook, Chapter 2, Section 2.3, Systems Acquisition](#): Acquisition Strategy The Acquisition Strategy is a comprehensive, integrated plan that identifies the acquisition approach, and describes the business, technical, and support strategies that management will follow to manage program risks and meet program objectives. The Acquisition Strategy should define the relationship between the acquisition phases and work efforts, and key program events such as decision points, reviews, contract awards, test activities, production lot/delivery quantities, and operational deployment objectives. The Acquisitor Strategy also defines the approach to provide maximum practicable opportunities to small business, including small disadvantaged business, women-owned small business, veteran-owned small business, service-disabled small business and Historically Underutilized Business Zones.

The Acquisition Strategy is a key document to support the statutory Milestone B certification (see [Chapter 10](#)).

The Acquisition Strategy guides program execution across the entire program life cycle. The strategy evolves over time and should continuously reflect the current status and desired end point of the program. An MDA-approved update to the Acquisition Strategy is required prior to Milestone C and FRP (or Full Deployment Decision).

[DoD Instruction 5000.02](#) requires an approved Acquisition Strategy prior to Milestone B approval and prior to any final RFP release for the EMD phase or later. The Acquisition Strategy should be updated for all subsequent major decisions and program reviews, and whenever the approved strategy changes. The Acquisition Strategy is approved by the MDA.

The Acquisition Strategy establishes the milestone decision points and acquisition phases planned for the program. The strategy should cover development, testing, production, and life-cycle support. It should establish the requirements for each phase, and identify the critical management events. The Acquisition Strategy should include a Top Level Integrated Schedule and a summary of highlights from the Integrated Master Plan and Integrated Master Schedule.

From [ACQ 101, Lesson 3 - The PM engages the Working-Level Integrated Product Team \(WIPT\) and Operational Test Agency \(OTA\) in the development of the acquisition strategy, and obtains concurrence of the Program Executive Officer \(PEO\) and Component Acquisition Executive \(CAE\), as appropriate.](#)

The PM develops the acquisition strategy in preparation for program initiation, prior to the program initiation decision, and updates it prior to all major program decision points or whenever the approved acquisition strategy changes or as the system approach and program elements become better defined.

The MDA approves the acquisition strategy prior to the release of a formal solicitation. Approval usually precedes each decision point, except at program initiation, when the acquisition strategy is usually approved as part of the milestone decision review.

Please note: The Technology Development Strategy (TDS) is the program strategy document for the Technology Development (TD) phase of the [Integrated Defense AT&L Life Cycle Management System](#). For more information on the TDS, see the Defense Acquisition Guidebook, [Chapter 2, Section 2.0](#).

- + Information Support Plan (ISP)
- + Initial Capabilities Document (ICD)
- + Integrated Baseline Review (IBR)
- + Integrated Product Team (IPT)
- + Joint Capabilities Document (JCD)
- + Joint Capabilities Technology...
- + Joint Functional Concepts
- + Joint Interoperability Test Center...
- + Joint Operations Concepts (JOpsC)
- + Joint Potential Designator (JPD)
- + Joint Requirements Oversight Council...
- + Key Interface Profiles (KIPs)
- + Key Performance Parameters (KPPs)
- + Leadership
- + Major Automated Information System...
- + Major Defense Acquisition Programs...
- + Milestone Decision Authority (MDA)
- + Net-Centric Operations & Warfare...
- + Net-Ready Key Performance Parameter...
- + Program Executive Officer (PEO)
- + Program Manager (PM)
- + Secretary of Defense (SECDEF)

DEFENSE ACQUISITION GUIDEBOOK, POLICIES, DIRECTIVES, REGULATIONS, LAWS

[DoDI 5000.02](#)

[Acquisition Strategy for the Contractor Field Team \(CFT\) Procurement](#)

[MARCOR Acquisition Procedures Handbook: 7. Acquisition Strategy \(AS\)/Acquisition Plan \(AP\)](#)

BEST PRACTICES, LESSONS LEARNED, STORIES, GUIDES, HANDBOOKS, TEMPLATES, EXAMPLES, TOOLS

[Defense Acquisition Guidebook, Chapter 2 - Acquisition Program Baselines, Technology Development Strategies, and Acquisition Strategies](#)

[Defense Acquisition Guidebook, Chapter 11 – Program Management Activities](#)

[DAU Ask A Professor - Acquisition Strategy for Commercial Items](#)

[DAU Ask A Professor - Where can I find a copy of the NAVSEA Acquisition Strategy Guide](#)

[Navy Acquisition Strategy Decision Guide](#)

COMMUNITIES OF PRACTICE

[SECAF Memo "Data Rights and Acquisition Strategy, DTD 3 May 06](#)

TRAINING RESOURCES

[ACQ101 - Fundamentals of Systems Acquisition Management, Lesson 3 – Acquisition Strategy](#)

[BCF103 - Fundamentals of Business Financial Management](#)

[LOG101 - Acquisition Logistics Fundamentals](#)

[CON214 - Business Decisions for Contracting – Developing and Implementing an Acquisition Strategy](#)

[CLC035 - Other Transaction Authority \(OTA\) for Prototype Projects: Comprehensive Coverage – Introduction to Acquisition Strategy](#)



Integrated Life Cycle Chart

Integrated Defense AT&L Life Cycle Management Chart

DAU Resources

Home

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ILC Home

Decision Support System View

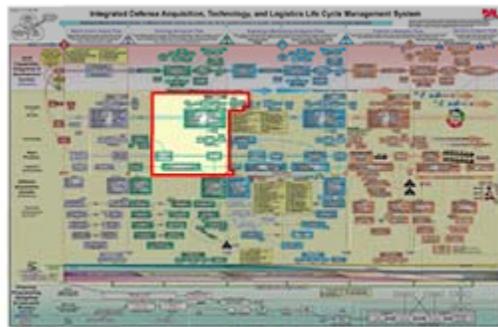
Phase View

Topic View

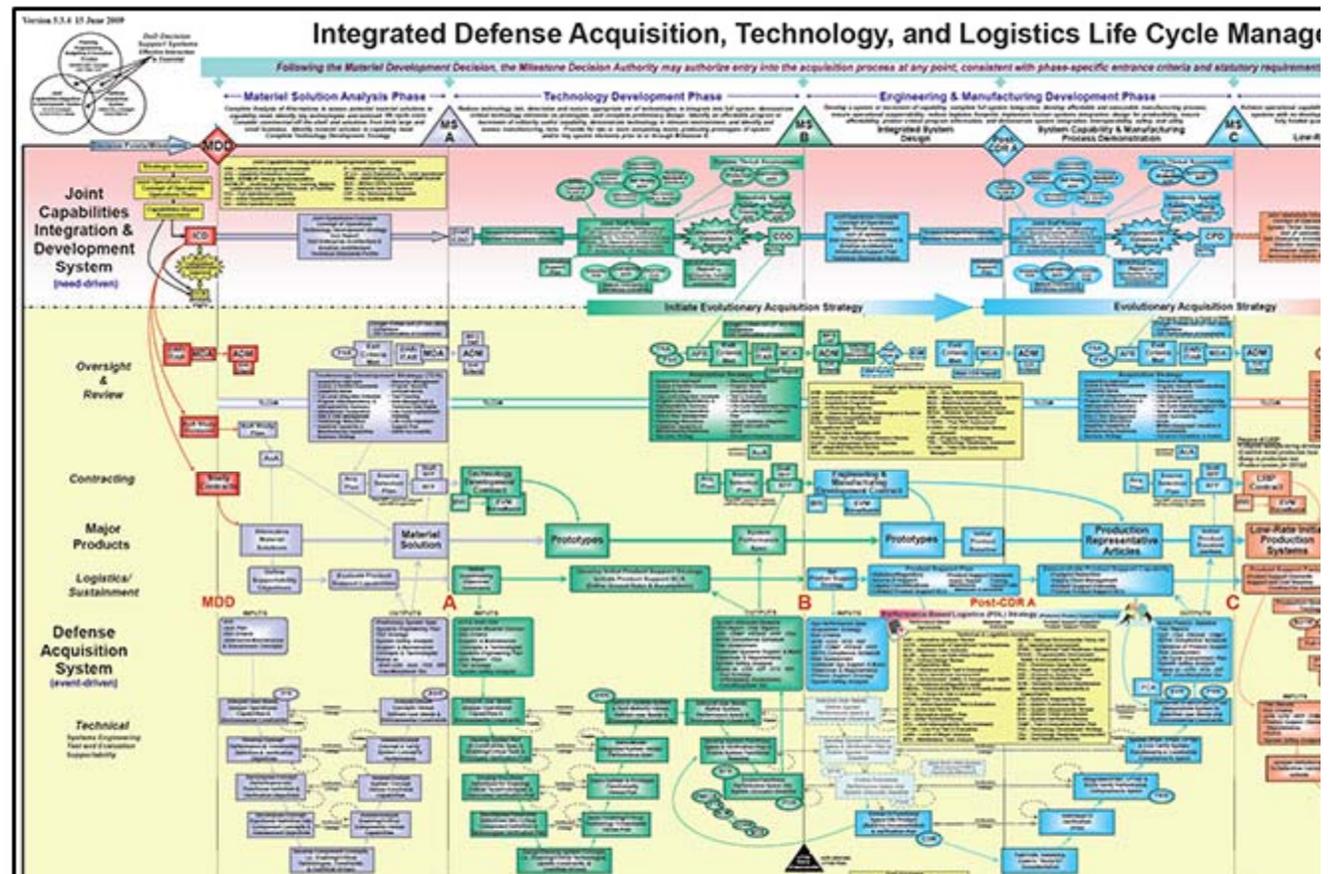
Back of Chart

Printable Version

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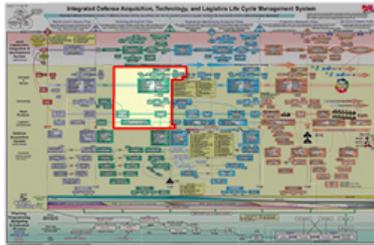


You are here



Selecting a Phase Area

[Click for Non-Flash Version](#)



You are here

Note: This does *not* reflect the new Version 5.4 (see [list of changes](#)). Download Version 5.4 as a PDF on the [Printable Version](#) page.

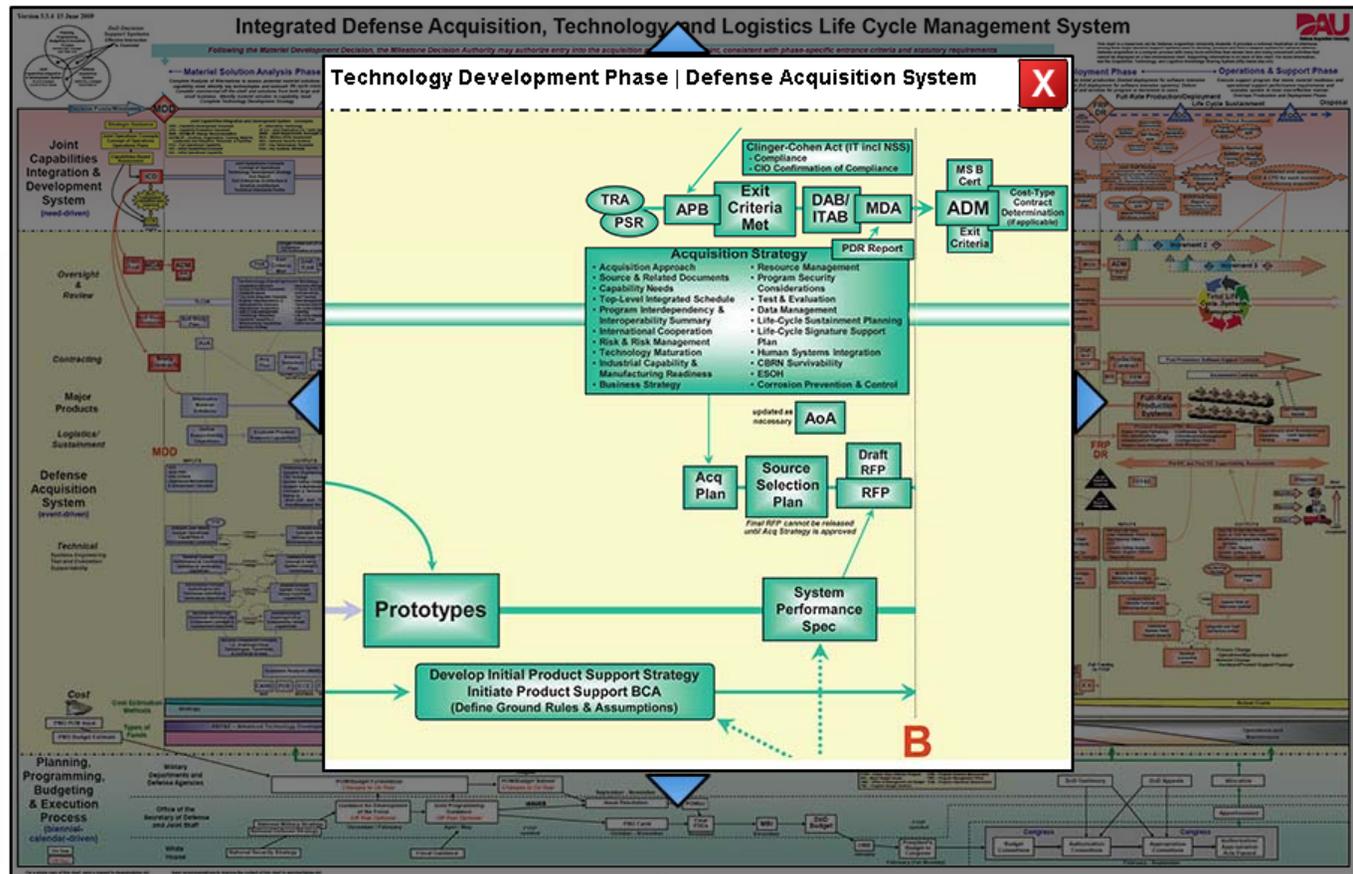


Chart Version 5.3.4
Dated June 2009

Selecting Topic in Phase Goes to ACQuipedia Article

The screenshot displays the ACQuipedia website interface. At the top left, there is a logo for ACQuipedia with the tagline "Your Online Acquisition Encyclopedia". To the right is the DAU logo. Below the header is a navigation bar with links for "DAU Resources", "ACC Home", "ACQuipedia Home", "About", "Feedback", and "New User Info". A "Help" link is located in the top right corner of the page content area.

The breadcrumb trail reads: ACC Practice Center > AT&L KM Guidance & Tools > ACQuipedia (Your Online... > Contracting Published... > Acquisition Plan.

The main content area is titled "Acquisition Plan" with a folder icon and the word "Topic" below it. There are three tabs: "Main View" (selected), "All Contributions", and "What's New".

Below the tabs is the section "ACQuipedia Article" with a list of links: "Definition | General Info | Policies | Guides | Communities | Training | Related".

The "DEFINITION" section contains the following text:
The acquisition plan is a written document that addresses all technical, business, management, and other significant considerations that will control an acquisition. It summarizes the planning considerations and identifies milestones in the acquisition process. FAR Part 7 (Acquisition Planning) governs acquisition planning for federal procurements.

The "GENERAL INFORMATION/NARRATIVE" section is titled "General Policy for Acquisition Planning" and contains the following text:
The FAR requires agencies to perform acquisition planning and conduct market research for all acquisitions in order to promote:

- The acquisition of commercial items or, to the extent that commercial items suitable to meet the agency's needs are not available, non-developmental items
- Full and open competition per FAR Part 6 or, when full and open competition is not required in accordance with Part 6, to obtain competition to the maximum extent practicable

Below the list, the text continues:
Acquisition planning must involve all personnel responsible for significant aspects of the acquisition. The purpose of this planning is to ensure that the Government meets its needs in the most effective, economical, and timely manner. Some Department of Defense (DoD) agencies have a detailed acquisition planning system in place that goes beyond the general requirements of FAR Part 7.

The final paragraph states:
Acquisition planning should begin as soon as the agency's need is identified, preferably well in advance of the fiscal year in which contract award or order placement is necessary. In developing the plan, the planner forms a team consisting of all those who will be responsible for significant aspects of the acquisition, such as contracting, fiscal, legal, and technical personnel. If contract

On the left side of the page, there is a "Sign In" section with fields for "User Name:" and "Password:", a "Forgot your Password?" link, and a "Sign In" button. Below this is a link for "Benefits of ACC Membership".

Below the "Sign In" section is a "Browse" section with a link for "ACC Home Up one level". Underneath is a tree view of "Contracting Published Articles" with "Acquisition Plan" selected. Other items in the tree include "Architect-Engineering Contracting", "Authorities of the Property...", "Award Fee", "Berry Amendment (BA)", "Buy American Act (BAA)", "Classification of Government Property", "Commercial Contracting", "Competition", and "Conflict of Interest".

At the bottom left, the text "ACC Practice Center Version 3.1" is visible.



Integrated Life Cycle Chart

Integrated Defense AT&L Life Cycle Management Chart

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DoD Certificate

ILC Home

Decision Support System View

Phase View

Topic View

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1. INTRODUCTION.

The Integrated Defense Acquisition, Technology, and Logistics Life Cycle Management System Chart aid for Defense Acquisition University (DAU) courses. It serves as a pictorial roadmap of key activities systems acquisition processes. The chart illustrates the interaction of the three-key processes that must concert to deliver the capabilities required by the warfighters: the requirements process (Joint Capabil Integration & Development System [JCIDS]); the acquisition process (Defense Acquisition System); and budget development (Planning, Programming, Budgeting, and Execution [PPBE] process). These decision support systems are illustrated in the top left front of this chart. This chart is based on policies guidance from the following Department of Defense (DoD) documents and Web sites:



- **DoD Directive 5000.01.** *The Defense Acquisition System*, May 12, 2003
- **DoD Instruction 5000.02.** *Operation of the Defense Acquisition System*, Dec. 8, 2008
- **Defense Acquisition Guidebook (DAG).** <https://dag.dau.mil>
- **CJCS Instruction 3170.01G.** *Joint Capabilities Integration and Development System*, Mar 1, 2008
- **JCIDS Manual** *Operation of the Joint Capabilities Integration and Development System*, Mar 1, 2008
- **CJCS Instruction 6212.01E.** *Interoperability of Information Technology and National Security*, Dec. 15, 2008
- The following Internet sites provide additional information:
- **Acquisition, Technology & Logistics Knowledge Sharing System (AKSS).** <https://akss.dau.mil> AKSS provides links to mandatory and discretionary information and best practices for defense.
- **Acquisition Community Connection (ACC).** <https://acc.dau.mil> ACC provides information on technology, and logistics processes. ACC has links to acquisition-related communities of practice, special interest areas, and to the DAU Continuous Learning Center.
- **DAU Continuous Learning Center (CLC).** <http://clc.dau.mil> The CLC provides access to less professional development and current information on new initiatives.
- **Defense Acquisition Policy Center.** <https://akss.dau.mil/dapc/index.html> The Acquisition Policy Center provides information on the DAU's role in the defense acquisition process.

Back of Chart Quick Menu

1. Introduction
2. Acquisition Process
3. Management of the Acquisition Process
4. Joint Capabilities Integration & Development Systems (JCIDS)
5. Information Technology (IT) & National Security Systems (NSS)
6. Earned Value Management (EVM)
7. Contracting
8. Cost Estimating & Funding
9. Technical Activities
10. Life Cycle Logistics (LCL)



Program Managers e-Tool Kit

Your One-Stop Source for Program Management

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Program Managers e-Tool Kit

Chapter 1: Acquisition Management

- Acquisition Processes and Resources
- International Acquisition
- Funds Management
- Contracting
- Defense Industry Business Management
- Logistics
- Organization
- Manufacturing
- Test and Evaluation
- Planning and Control Tools
- Risk Management
- Systems Engineering
- Software

Chapter 2: Leadership and Managerial Skills

- Management and Leadership
- Program Management "Diamond Card"
- Empowerment, Delegation, and Coaching
- Coaching Skills
- Generic IPT Process
- Formula for Effective Team Performance
- Team Charter

- Team Decision Making
- Effective Meetings
- Decision Briefing
- Communications
- Time Management
- Management Tools and Techniques
- Continuous Process Improvement/Lean Six Sigma (CPI/LSS)

Chapter 3: Problem Solving Skills

- Brainstorming
- Cause and Effect Diagram
- Force Field Analysis
- Histogram
- Scatter Diagram
- Affinity Diagram
- Pairwise Ranking
- Pareto Chart
- Flowcharting
- Deployment Flowcharts
- Nominal Group Technique (NGT)
- Creative Problem Solving

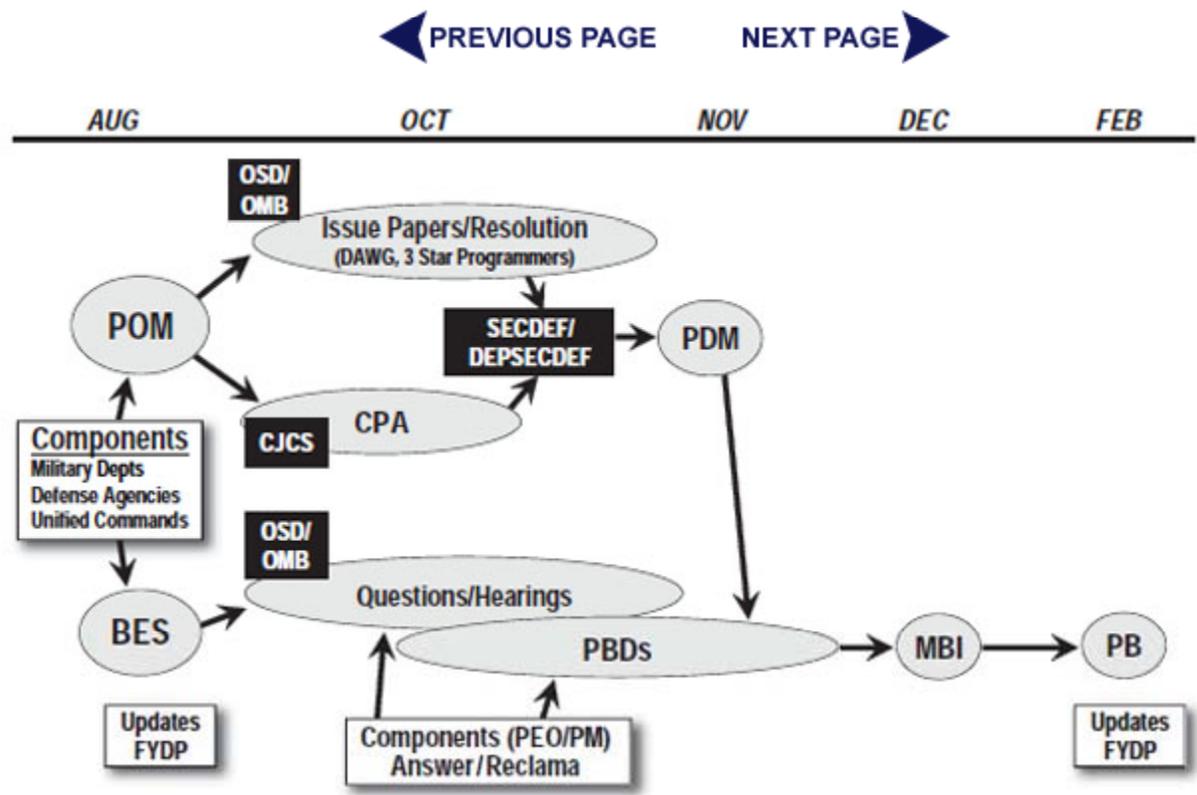
[Accessible version of this menu](#)

PPBE — On-Year Program/Budget Review (Even Year)

Browse

- ACC Home Up one level
- [-] PM e-Tool Kit
 - [-] Chapter 1 - Acquisition Management
 - + Acquisition Processes and Resources
 - + International Acquisition
 - [-] Funds Management
 - + Resource Allocation Process - Overlap
 - + Planning, Programming, Budgeting, and...
 - [-] **PPBE — On-Year Program/Budget Review...**
 - + PPBE — Off-Year Program and Budget...
 - + Resource Allocation Process
 - + Congressional Enactment Timetable
 - + Procurement Appropriations: Account...
 - + Research, Development, Test and...
 - + MFP 6 vs RDT&E Appropriation
 - + Sample Navy Appropriations and Budget...
 - + Appropriation Life

Main View Metrics



- Legend:**
- | | |
|--------------------------------------|------------------------------------|
| BES — Budget Estimate Submission | PB — President's Budget |
| COCOM — Combatant Commander | PBD — Program Budget Decision |
| CPA — Chairman's Program Assessment | PDM — Program Decision Memorandum |
| DAWG — Deputy Advisory Working Group | PEO/PM — Program Executive Officer |

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 - [+] **Architecture Products**
 - [+] **Authorization / Appropriation Acts...**
 - [+] **Capabilities-Based Assessment (CBA)**
 - [+] **Capability Development Document (CDD)**
 - [+] **Capability Production Document (CPD)**
 - [+] **CDD, CPD Evolutionary Acquisition...**
 - [+] **Component Acquisition**



Program Executive Officer (PEO)

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ACQuipedia Article

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DEFINITION

[From the DAU Glossary](#) - A military or civilian official who has responsibility for directing several Major Defense Acquisition Programs (MDAPs) and for assigned major system and non-major system acquisition programs. A PEO normally has no other command or staff responsibilities within the Component, and only reports to and receives guidance and direction from the DoD Component Acquisition Executive (CAE).

GENERAL INFORMATION/NARRATIVE

[From the DoD Instruction 5000.02, Enclosure 10, page 71.](#)

3. ASSIGNMENT OF PROGRAM EXECUTIVE RESPONSIBILITY

- a. Unless a waiver is granted for a particular program by the [USD\(AT&L\)](#), Component Acquisition Executives (CAEs) shall assign acquisition program responsibilities to a PEO for all [ACAT I](#), [ACAT IA](#), and sensitive classified programs, or for any other program determined by the CAE to require dedicated executive management.
- b. Unless a waiver is granted by the Defense Acquisition Executive (DAE) or CAE, a PEO shall be experienced and certified in acquisition management. Waivers should be strictly avoided.
- c. The PEO shall be dedicated to executive management and shall not have other command responsibilities unless waived by the USD(AT&L).
- d. The CAE shall make this assignment no later than program initiation, or within 3 months of estimated total program cost reaching the appropriate dollar threshold for ACAT I and ACAT IA programs. CAEs may determine

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 - [+] Creative Problem Solving
 - [+] KNOT Chart
 - [+] Qualitative Problem Solving
 - [+] Gantt Chart



Cause-and-Effect Diagram

Main View

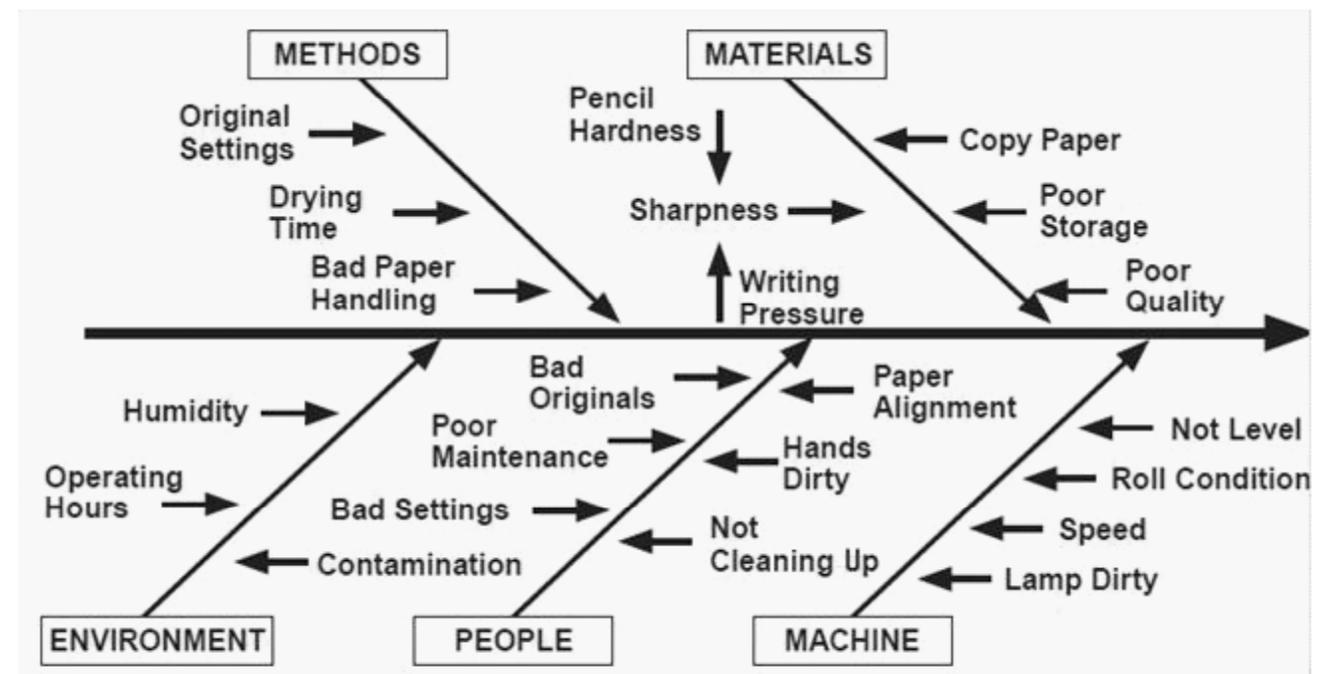
Metrics



The cause-and-effect diagram is a graphical illustration of the relationship between a problem or goal (the effect) and its potential contributors (the causes). Sometimes called the "fishbone" or Ishikawa diagram.

Used for analyzing problems, a CAUSE-AND-EFFECT DIAGRAM can help:

- Determine root causes of a given effect; and
- Identify areas where there is a lack of data.



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Defense Acquisition University HQ

This topic includes DAU Corporate information, events, capabilities, systems, and conferences that have been held or host at various campuses that are not specific to other functional areas.

USD (AT&L)

Offerings from the Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics

Business, Cost Estimating, and Financial Management

This field encompasses all aspects of business financial management, including cost estimating, financial planning, formulating financial programs and budgets, budget analysis and execution, and earned value management.

Contracting

This field includes the positions of contract negotiation, administrator, termination specialist, price and/or cost analysis, procuring officer, contracting officer, and procurement analysts.

Course Material

Media used in DAU Course Formal Courses or Continuous Learning Modules

Earned Value Management

Earned value is a management technique that relates resource planning to schedules and to technical cost and schedule requirements.

Government Property Management

This field includes the industrial property management specialist, property administrator, industrial plant clearance specialist, plant clearance officer, and contract and industrial specialists.

Leadership

This topic covers a broad range of subjects relevant to acquisition leadership at all levels, such as acquisition strategies, lessons learned, ethics, management techniques, and recent

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Life Cycle Logistics

LOG Career Field

Defense Acquisition University HQ

2010 DAU South 6th Annual Alumni Association Conference and Expo
Defense Acquisition University South Region...

Business, Cost Estimating, and Financial Management

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Admiral Hilarides PEO Submarines Five keys to program success

1 Program



Admiral Hilarides - Five Keys to Program Success

Admiral Hilarides PEO Submarines Five keys to program success Recorded August 17, 2010

26 minutes

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DAU eGlossary

Glossary of Defense Acquisition Acronyms and Terms
Thirteenth Edition
November 2009

Department of Defense
Defense Acquisition University
Learning Capabilities Integration Center
Center for Acquisition and Program Management
Fort Belvoir, Virginia

Published by the
Defense Acquisition University Press
Fort Belvoir, Virginia 22060-5565

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Achieved Availability (A_A)

Availability of a system with respect to operating time and both corrective and preventive maintenance. It ignores Mean Logistics Delay Time (MLDT) and may be calculated as Mean Time Between Maintenance (MTBM) divided by the sum of MTBM and Mean Maintenance Time (MMT), that is,

$$A_A = \text{MTBM} \div (\text{MTBM} + \text{MMT})$$

See also:

- Mean Logistics Delay Time (MLDT)
- Mean Maintenance Time (MMT)
- Mean Time Between Maintenance (MTBM)

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New Efficiency Initiatives Info Site

Acquisition Community Connection
Where the DoD AT&L Workforce Meets to Share Knowledge

DAU Resources | Home | Contact | Privacy Policy | ACC Tutorial | DoD Certificate

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ACC Practice Center > Workspaces > USD (AT&L) Affordability...

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3 4 7-28-10 affordability

USD (AT&L) Affordability / Efficiency Initiative

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Welcome

This space is restricted to team members and team leads and as such they are authorized to load FOUO, SBU, and Proprietary Information.

This space is not authorized for Classified Materials!

```
graph TD; SIG[Senior Integration Group (SIG)] --- IWG((Industry Working Group (IWG))); SIG --- ED[Executive Directors]; SIG --- SWG((Services Working Groups (SWG)));
```



What's Ahead to Support the Workforce?



Personalization – A “My DAP” option, pushing the latest information based on personal profiles and needs

Upgraded AAP system and conversion to “Ask A Question” System with tie-in to communities of practice

Upgraded BPCh system and integration with communities of practice

Expanded set of Performance Learning Tools – Contract Pricing and Reference Guides, Updated ILC, Life Cycle Log Chart, Milestone Document ID and Development Templates, Joint Probability of Program Success, and many others

“Mobile” Tools for smart phones, eReaders, iPads, etc. – Mobile DAG!



What Can You Do to Help DAU?



Use the Systems and Tools

Pass the word to your troops and organization

Give us your feedback on what's not correct and what you need

Contribute as much as you can into the PM CoP – real examples, real lessons learned