



Defense Acquisition University

Alumni Association

ELECTRONIC NEWSLETTER



AUG 2016

President's Message



Greetings for August, 2016.

The first hint of fall is upon us as we are enjoying some cool days and nights as we head into September.

On 21 July we supported DAU in a hot topic training forum on "Better Buying Power –DCMA does it Too" where the speaker was Lt. Gen. Wendy Masiello, Director of the Defense Contract Management Agency (DCMA). Howell Auditorium was packed with about 350 acquisition professionals – students, staff, faculty, and industry participants. We also had about 200 watching via VTC and another 150 via DCS (Defense Collaboration Services) and Facebook. One of our members – Professor Leslie Deneault – did the admin introduction and got the event off the ground; she also did a lot of the planning for the event in support of our DAUAA board project officer for hot topic training forums – Lt. Col. Joe Gueck, USAF. Gen Masiello's presentation covered key DCMA responsibilities and initiatives that help programs and the DoD achieve better buying power, better prices, better quality processes and improved delivery times. The presentation was well-received and will shortly be available on a link from the DAUAA website to the DAU Video Library. Certain parts of the presentation video will be "chunked" into informative "Workflow Learning Assets" (WLA), which are short videos depicting important points made in the overall presentation. Pending establishment of a link to the DAUAA website, these short videos or WLAs are being made available in the DAU Video Library at <https://dap.dau.mil/daustream/>.

As I have discussed, Lt. Col. Gueck is in the thick of planning for follow-on hot topic training forums and when we have further info on these events, we will pass that info on to our DAUAA membership and appropriate DoD acquisition professionals. A notional schedule of the upcoming hot topic forums is shown on page 7. We are looking forward to these future presentations covering topics ranging from military requirements to the congressional budget.

We are also into planning for a theme and topics for the next DAU Acquisition Training Symposium to be tentatively held on Tuesday, 4 April, 2017. At a dinner meeting on 29 June, the DAU leadership and DAUAA board met and discussed broad concepts for Symposium 2017. We came up with a broad concept for a "forward looking" examination of future defense priorities; i.e., what do we need to win? We were in agreement on a uniformed service representative as a keynote speaker with a second keynote by an industry executive (possible "operational" VP). Wayne Glass and I will be attending a dinner for the DAU Board of Visitors on 13 September where we hope to glean more ideas for both a symposium theme and topics for the plenary session and breakout classroom training sessions.

On a different topic, the DAUAA Board of Directors is looking into making recommended changes to the DAUAA Constitution that pertain to the election cycle and the periodicity of elections. These proposed changes to the Constitution, when drafted and reviewed, will be sent out to the DAUAA membership for a vote on acceptance or rejection.

That's it for now. See you soon at one of our DAU hot topic training forums.

- Bill Bahnmaier, President, DAUAA- Bill Bahnmaier, President, DAUAA

About Bill Bahnmaier, DAUAA President: Bill Bahnmaier is a retired Marine and a former (retired) instructor at the Defense Acquisition University (DAU). In his last tour of duty as a Marine he was a major system PM of the Marine Corps Assault Amphibian. Since retirement, Bahnmaier works as an official volunteer at DAU and also is a part time consultant and instructor on defense acquisition matters. He and his wife Peggy reside in Alexandria, VA. They have 9 nephews and nieces and 18 great nephews and nieces.



Better Buying Power Update

The Power Within

Frank Kendall, USD(AT&L), joined the House Armed Services Committee for a roundtable discussion on acquisition reform. He conveyed that while legislation could help or hinder the acquisition process, the lasting improvements must come from within DoD. In his article [“Real Acquisition Reform \(or Improvement\) Must Come From Within,”](#) Mr. Kendall writes, “First of all, what it takes to be successful at defense acquisition isn’t all that complicated—to first order at least. It consists of just these four items: (1) set reasonable requirements, (2) put professionals in charge, (3) give them the resources they need, and (4) provide strong incentives for success. Unfortunately, there is a world of nuance and complexity in each of these phrases and words. They also apply to both government and industry organizations, but not always in the same way. The fact is that none of this is easy.”



In his “Better Buying Power Principles – What Are They?” Jan-Feb 2016 Defense ATL Magazine article, Mr. Frank Kendall, USD(AT&L), introduces the subject as follows:

“Inevitably, whenever any senior leader embarks on a set of initiatives intended to improve an organization’s performance and labels that set of initiatives, he or she can expect one reaction for certain. That reaction is what I would describe as genuflecting in the direction of the title of the initiative by various stakeholders who are trying to show the leader that they are aligned with his or her intent.

Sometimes—usually, I hope—this is sincere and backed up by real actions that reflect the intention of the initiative. Sometimes it is just, for lack of a better word, gratuitous. Better Buying Power (BBP) is no exception. One form this takes is assertions, which I see often enough to be writing this piece, that the recommended course of action is consistent with BBP principles.” The ten principles are:

- Principle 1: Continuous improvement will be more effective than radical change.
- Principle 2: Data should drive policy.
- Principle 3: Critical thinking is necessary for success; fixed rules are too constraining.
- Principle 4: Controlling life-cycle cost is one of our jobs; staying on budget isn’t enough.
- Principle 5: People matter most; we can never be too professional or too competent.
- Principle 6: Incentives work—we get what we reward.
- Principle 7: Competition and the threat of competition are the most effective incentives.
- Principle 8: Defense acquisition is a team sport.
- Principle 9: Our technological superiority is at risk and we must respond.
- Principle 10: We should have the courage to challenge bad policy

Lt. Gen. Masiello, Director DCMA, Speaks at Hot Topic Forum



FORT BELVOIR, VA – Lt. Gen. Wendy Masiello, Director of the Defense Contract Management Agency (DCMA), spoke at a recent DAU Hot Topic Forum with an important message for the Defense Acquisition Workforce – we’re DCMA and we’re here to help.

Masiello spoke in practical terms, stating, “In a resource constrained environment is it important that we [organizations] share information,” adding that while DCMA is part of the broader DOD team, “a lot of people talk about DCMA, but they really don’t know DCMA.” And yet the agency is heavily involved in the acquisition process and authorizes an average of \$455 million dollars in payments every day.

During the session, the general’s informal and frank discussion outlined how DCMA can help organizations make better acquisition decisions. One example was DCMA’s negotiation of forward price rate agreements that Procuring Contracting Officers can rely on to negotiate a contract’s indirect costs. She noted that the agency improves affordability by ensuring contractors are effectively executing acceptable business system processes (estimating systems, purchasing systems, etc.), thus ensuring those systems generate reliable information and results. In doing so, she also illustrated how these contributions relate directly to Better Buying Power initiatives by helping to reduce acquisition times or improve affordability.

Masiello also provided examples of program offices benefitting from insights provided in the agency’s Program Assessment Reports (PAR). She explained that, often, DCMA personnel have worked in a contractor’s plant for many years and thus have deep insight into the contractor’s processes and capabilities. She also noted that DCMA will soon be moving to a more automated PAR format that will provide program offices more real-time DCMA insights about their programs, to include sending alerts between PAR issuances to flag significant information that could help program offices make better-informed decisions.

Another DCMA initiative Masiello described is providing program offices with functional comments on draft Request for Proposal (RFP) documents. By doing so, the agency helps program offices reduce ambiguities in the RFP that that might result in slower award times, higher proposal costs or greater difficulties in administering the resultant contract.

The general asked audience members to help her spread the word about DCMA and the value of seeking out their support before contract award. “DCMA offers that independent eye for the program office that I encourage you to take advantage of,” she said.

More than 350 personnel attended the general’s presentation in-person, while an additional 300 participated via VTC or DCS. DAU President Jim Woolsey commented that “an important thing we do at DAU is to distribute information and these [Hot Topic Forums](#) are a particularly good vehicle for senior acquisition leaders like Lt. Gen. Masiello to get their message out to a wide audience.” DAU hot topic training forums are organized and supported by the DAU Alumni Association.

At the conclusion of the forum, the presentation video was broken down into 12 short information videos - called Workflow Learning Assets (WLA) - on specific DoD/Industry issues. These WLA will be used throughout industry and DoD - and specifically DCMA and DAU - for training purposes. The 12 WLA videos may be accessed by linking to <http://dauaa.org/Web2011/EVENTS/Events.htm> and clicking on the hot topic training forum for July 21, 2016. For Government employees, viewing all 12 videos accrues to 1.5 Continuous Learning Points toward DoD continuing education requirements.



A Little “INsight” from DAU’s Recent Newsletter

Dean Patrick Wills Sets 2 Guinness Book World Records in Golf



On June 22, 2015, at Laurel Hill Golf Club in Lorton, Virginia, DSMC Dean Patrick Wills played what is affectionately known as "the greatest round of golf ever played by an amateur."

A 20-time Solstice Tournament Survivor, Pat did what no other man has done before: he made three holes-in-one in a single round of golf—assuring his spot in the Guinness Book of World Records.

But there is more to this story. During the same game, Pat set a second Guinness World Record by making the most double eagles (a 3-under-par score for a hole) in a single round of golf. Two of his holes-in-one were also double eagles, on the 7th and 10th holes. Both holes were par fours.

How substantial is his achievement for those who may not understand golf terminology? Imagine this, a person has a better chance of surviving a lightning strike just after purchasing the winning billion-dollar Powerball ticket than having a game like Mr. Wills did at the 2015 Summer Solstice Tournament. Yep, Pat's one extraordinary guy! Humbly Pat admits, "I know what degree of skill it required, but certainly you have to look to the man upstairs as well."

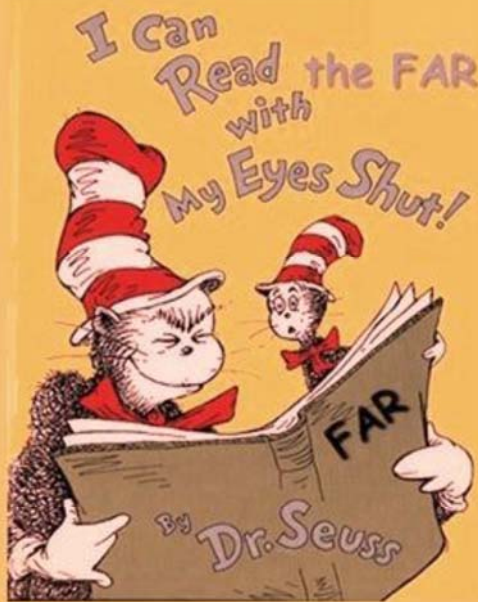
July Defense AT&L Magazine and Defense Acquisition Review Journal

The July-August issue features a special section on risk management. In the article “**Robust, Replicable and Defensible Risk Management at Headquarters or the Front,**” author Eugene Razzetti shares a risk management model using what he calls “disciplined subjectivity.” This article can be accessed at <http://dau.dodlive.mil/category/defense-atl/datl-current-issue/arj-78-july-2016/>. The July Defense Acquisition Review Journal can be accessed at <http://dau.dodlive.mil/category/defense-arj/arj-current-issue/arj-78-july-2016>

Your Cyber Domain

The acquisition process can be complex; while the added layer of cybersecurity is incredibly important, it is another layer nonetheless. DAU has an entire Community of Practice devoted to cybersecurity. There are articles that explain how cybersecurity affects the DoD acquisition lifecycle, tools to help you implement it and opportunities to connect with others working in this field.

I Love the FAR!



I love the FAR, I do, I do.
I love that book and the DFAR too.
I love the pages, cover and weight
and the way they make me contemplate.
I wish I had a set at home;
good reading material for on the throne.
I believe quite strongly in promogulation
of our sacred regulation.
It's such an effective form of sedation,
You will want to take it on vacation!
I love the FAR I love it true, and someday
you will love it too!

Using Analytics to 'Mine' Impacts by John Kang, Workflow Learning Directorate (WLD) Analytics Team



This is a word cloud. It's a neat, visually appealing way to show how many times a word comes up in a particular bunch of text. Text mining counts the number of times each word appears, but also counts the number of times that word appears *with each other word*, then reduces that multidimensional, tangled "network of words" to the most significant ones. An example of how this can be used is the mining, prioritization and analysis of student comments.



Notional Schedule of Upcoming Hot Topic Forums

2016-2017	Focus Area	Target Speaker Community	Topic	Speaker
21-Sep-16	Requirements	Academia/OSD/Industry	TBD	TBD
16-Nov-16	Congressional Budget	OSD Leadership	TBD	TBD
18-Jan-17	Agile and Earned Value Management	Information Technology	TBD	TBD
22-Mar-17	Policy	DoD Leadership	Service Contracts	TBD
17-May-17	Warfighter Issues/Requirements	Service/ COCOMs/ JROC	Aligning Warfighter needs w/PPBE	TBD
19-Jul-17	Contract Issues	OSD Leadership/ Industry/ DCMA	TBD	TBD
20-Sep-17	STEM	Academia/ OSD/ Industry	TBD	TBD
15-Nov-17	Congressional Budget	OSD Leadership	TBD	TBD

(No cost training events hosted and presented by the Defense Acquisition University (DAU))

Upcoming DAUAA-JAX (Jacksonville) Chapter “Lunch n Learns”

- Aug-24 1130-1300 Data Rights
- Aug-31 1130-1300 Cost Realism Analysis in a Competitive Environment
- Sep-7 1130-1300 No LnL Session – Holiday Week
- Sep-14 1130-1300 Cost Data Sources
- Sep-21 1130-1300 No LnL Session – See DAU Hot Topic
- Sep-28 1130-1300 Teams/Teambuilding

The presentations are offered via DCS at:
<https://conference.apps.mil/webconf/3rdQtrDAULunchnLearn> (Enter as a Guest)
 Register for session(s) at: <http://go.usa.gov/H2sA>

We would like to once again take a moment to recognize our corporate sponsors that along with our members help make it possible for the DAUAA to provide the services that we do

	<p>ASI Government www.ASIgovernment.com</p>
	<p>CSRA www.csra.com</p>
	<p>Lockheed Martin www.lockheedmartin.com</p>
	<p>Management Concepts www.managementconcepts.com</p>
	<p>National University www.nu.edu</p>
	<p>Professional Services Council www.pscouncil.org</p>
	<p>TwentyEighty Strategy Execution, Inc. www.strategyex.com/gov</p>