



DEFENSE ACQUISITION UNIVERSITY EMPLOYEE SELF-ASSESSMENT

ACQ 315 - Services Acquisition

Note:

- Provide a justification(s) package referencing the numbered outcomes as appropriate on separate paper.
- Only the numbered outcomes (bold font) need to be addressed.
- The enablers (indented if specified) are provided to ensure the outcome is sufficiently addressed.
- The **Achieved** column is for use by the initial (functional) evaluator.
- Attach this guide with the justification to the DD form 2518 for a complete package.

140123

Outcomes and Enablers		Achieved?	
		Yes	No
1	Students will be able to explain how the scope and diversity of the current industry landscape influences companies' methods of competing for defense contracts		
	Compare differences in business/market strategies, priorities, and processes between DoD large (first tier), medium (second tier), small business.		
	Compare differences in business operations and strategies between companies focused on weapons systems, commercial products, and IT.		
	Differentiate between public and private companies and implications to DoD.		
	Explain how industry can be vulnerable to trends within the landscape, such as economic downturns, technology breakthroughs, workforce skill availability, energy issues, raw supply materials, etc.		
	Describe macro issues that drive DoD industry today.		
2	Students will be able to describe how a company's organization supports and adapts to its business strategy.		
	Identify the factors that influence a company's business strategy.		
	Identify the types of goals associated with different hierarchical levels of company management.		
	Identify the elements of a sound operating plan.		
	Explain how corporations use their organization to implement their business strategies.		
	Explain how company organizations can create a competitive advantage.		
	Explain how company market sector and growth strategies influence organizational structure.		
	Describe different typical company organizational models used between small and large businesses.		
3	Students will be able to evaluate the importance of financial liquidity, profitability, and finance leverage to industry performance and financial health.		
	Define general accounting and finance terminology.		
	Explain the purpose of the balance sheet and income statement.		
	Define the sections of the balance sheet and income statement.		
	Define cash flow analysis and explain its importance to a company's financial performance		
	Appraise ratio and trend analysis applications from financial statements.		
4	Students will be able to explain cost accounting basics defense companies use to manage direct costs, indirect costs, and rates for proposals and program execution.		
	Identify basic differences between cost accounting and financial accounting to include Cost Accounting Standards and Generally Accepted Accounting Principles.		
	Evaluate differences between accounting terms such as direct costs, direct material, direct labor, other direct costs, indirect cost, general and administrative expense, standard cost, variable cost and fixed cost, and overhead cost.		
	Calculate and assess company fully burdened labor rates to account for direct/indirect labor costs.		
	Explain differences between rates typically used in defense contracting: forward price rate agreement, forward price rate recommendations, billing rates, and actuals.		
	Show how companies break down their overhead pool structure, including leveraging and charging for efforts across related but separate contracts.		
5	Students will describe the importance of defense company cost estimating requirements, methods, and key process elements.		
	Describe industry motivations and advantages for selecting standard cost estimating methods: analogy, parametric, engineering, and extrapolation.		
	Compare the contractor's cost estimating methods and terminology with the roughly equivalent government method and terms.		



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	Explain how the Government/Industry relationship is unique and forms unique challenges.		
	Explain why industry's method of cost and price is different from the Government and will ultimately impact how they bid on projects.		
6	Students will be able to identify and assess company management challenges in optimizing prime/sub contractor relationships and decisions in its supply chain.		
	Describe a generic supply chain process.		
	Explain trends in outsourcing.		
	Describe how company finances are affected by supplier management.		
	Describe prime contractor relationships with subcontractors.		
	Explain forces that affect Make vs. Buy.		
7	Students will be able to assess opportunities and constraints companies weigh in prioritizing market opportunities, B&P resourcing, teaming, and strategy.		
	Compare potential strategies for achieving corporate business development goals and objectives.		
	Describe the factors a company evaluates to determine its competitive position.		
	Describe three basic principles of business planning (core competence, core business, and core products).		
	Explain the role of a market strategy in developing a business model, including use of teaming with other companies and strategic alliances.		
	Explain the potential impact of adjacency growth strategy on company performance.		
	Compare key elements of a company roadmap that match technology, market opportunities, and product deliverables to company strategic goals.		
	Describe the phases of industry business development and how companies engage the Government during those phases.		
	Evaluate an example of a company's Marketing and Opportunity Assessment phase, go-ahead criteria in competing for a new DoD program.		
	Describe marketing assessment actions that identify opportunities to help shape the market		
	Identify communication tools available to promote company business strategies with the Government that help influence program requirements.		
	Explain differences between Bid & Proposal (B&P), independent Research & Development (IR&D), and company internal R&D funds used for business development.		
8	Students will be able to evaluate a company capture planning bid/no-bid decision process and an RFP response from the proposal development process.		
	Describe companies' methods of gathering business intelligence, including information on the Government's budget and funding profiles, to gain a competitive advantage.		
	Describe and evaluate Bid-No Bid and ROI criteria used during the capture phase.		
	Evaluate partnering strategy and decision process to propose as a prime, join a team, or offer a competitor an opportunity to join as a subcontractor.		
	Compare proposal strategy and impacts between a lowest-cost, marginally compliant solution, a capability-satisfied solution, and a value-driven solution.		
	Describe how to construct a price-capability tradeoff profile and how the profile is used to compare competitors.		
	Explain how to conduct a price-to-win analysis including a description of customer data, competitive data, and company data used in the analysis		
	Explain general elements included in the company proposal development planning and execution process.		
	Explain a typical proposal response preparation sequence used by a defense company.		
	Compare purpose and outcomes from the "color" team review process.		
	Describe a company's cost impacts for RFP responses.		



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9	Given a scenario, students will be able to apply strategies that DoD acquisition staff and defense companies use to incentivize their workforce at various levels.		
	Identify key financial metrics that influence industry behavior in dealings with DoD acquisition personnel.		
	Describe how the key financial metrics influence employee compensation and rewards and can influence industry behavior at all levels of the corporation		
	Explain how various contract types and incentives might drive industry behavior.		
	Assess the limitations of different contract incentives.		
	Identify what (and how) incentives can impact program planning and execution and future acquisitions		
	Provide examples of Government actions that can affect company financial metrics and how these can be leveraged into a Win-Win situation for both the company and the Government.		
	Explain warning signs of company behavior that may precede future performance problems and address potential mitigating strategies		
	Identify warning signs of industry behavior that may precede future performance problems and address potential mitigating strategies.		
10	Given a scenario or exercise, students will be able to develop a negotiation strategy -- from a defense industry perspective -- employing business acumen tools that promote a fair profit and better taxpayer deal.		
	Identify negotiation process basics.		
	Identify different types of negotiations.		
	Explain the importance of pre-negotiation assessment for both Government and company interests.		
	Describe the importance of a "Best Alternative To Negotiated Agreement (BATNA)" in negotiations.		
	Given a pre-negotiation assessment, identify opportunities for mutual gain.		
	Given a pre-negotiation assessment, identify barriers to agreement.		
	Determine objective criteria for negotiation leading to agreement in the "Zone Of Potential Agreement (ZOPA)"		
	Explain the difficulty of reaching agreement when employing positional negotiations.		
	Explain interest-based negotiations		
	Identify different contract types that affect strategy selection and expected outcomes.		
	Explain the importance of adhering to a sequential negotiating process.		
	Identify how contract type affects strategy selection and expected outcome.		
11	Given a company financial situation and market segment, students will evaluate the company's annual decisions to "meet the numbers."		
	Define general accounting terminology and finance and accounting language.		
	Explain industry management team pressures to "make their numbers" to shareholders and investor.		
	Assess critical financial parameters of profitability and predictability that drive company decisions: Profit, Sales (Revenue), Return on Sales.		
	Evaluate the importance of liquidity, profitability, predictability, stability, leverage and valuation to industry performance and health.		
	Appraise ratio and trend analysis applications from financial statements.		
	Review financial statements for due diligence to assess company viability and performance.		
	Assess corporate financial profiles to compare their financial health.		