

# *DAU Mission Assistance: Beyond the Classroom... Enabling Your Success*

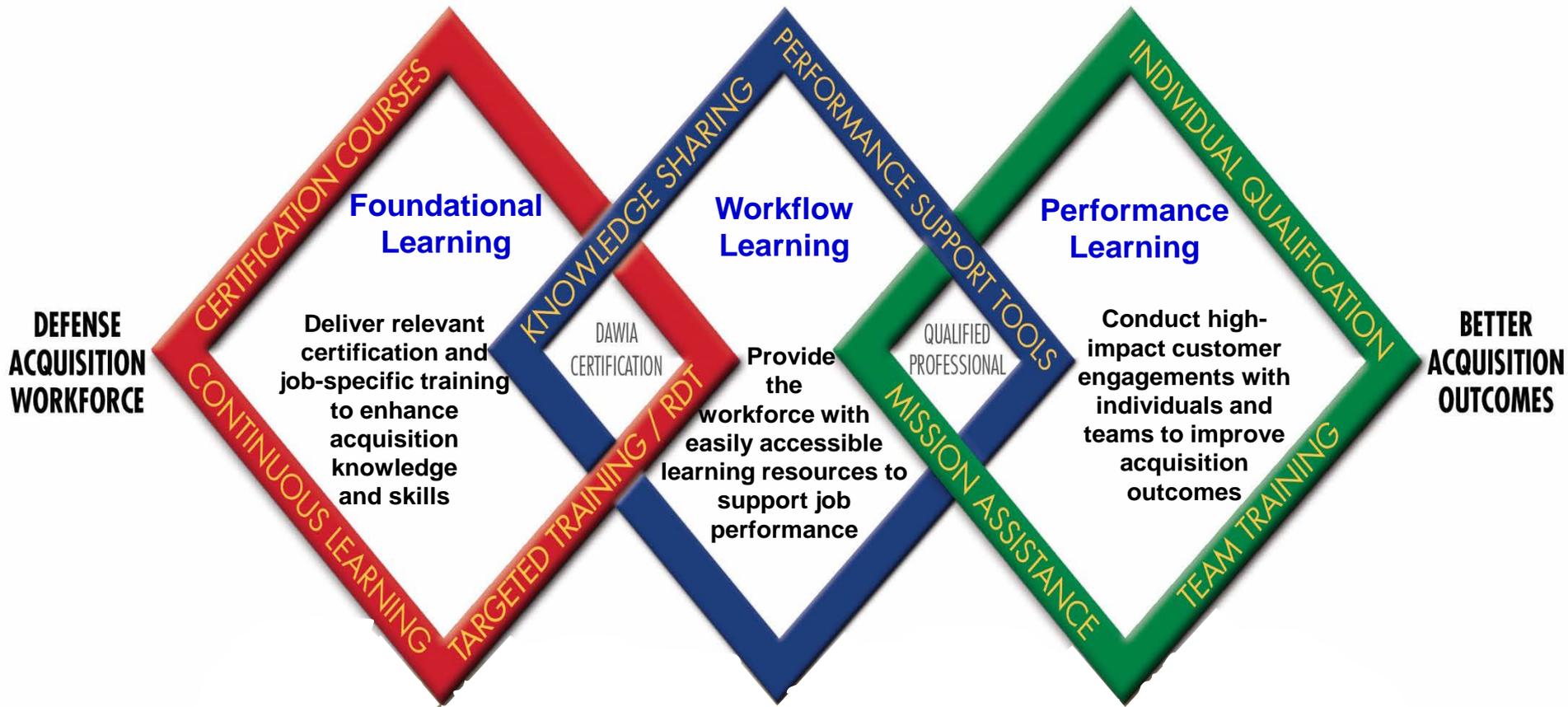


**PMT 405**  
Defense Systems Management College  
Defense Acquisition University

**Jesse Stewart  
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**Sept 2016**

# AT&L LEARNING MODEL





What the  
clients say...





# The “Mission” of Mission Assistance

- ***Help You Follow Through on Your Action Plan***
- ***Help Solve Problems***
  - **We See Multiple Programs and Their Challenges...Can Provide Additional Insights Based on Experiences**
- ***Help Improve DAU Courses – Through Comms Between DAU and Workforce***
- ***Help Improve Program Outcomes***

***...By bringing the right knowledge and experience to the workforce/workplace***

# *Mission Assist Capabilities*

<b>What They Are</b>	<b>What They're Not</b>
 <ul style="list-style-type: none"><li>• Assists</li><li>• Assessments</li><li>• Consultative</li><li>• Supportive</li><li>• Objective</li><li>• Not for Attribution</li></ul>	 <ul style="list-style-type: none"><li>• Audits</li><li>• Oversight</li><li>• Inspections</li><li>• Source of Additional Labor/Staff Augmentation</li></ul>

# Mission Assistance Portfolio

## Individual Focus

### Leadership Classes

- Executive Leadership Intensive
- 360 surveys, interpretation & action planning
- Understand and build "Trust"
- Forging stakeholder relationships
- Leader As Coach



### Executive Coaching



Help Senior Leaders achieve their Extraordinary Futures

### Defense Acquisition Executive Overview Workshop (DAEOW)



- Focused on high-level AT&L interest areas
- "Quick learn" venue
- Tailorable to Your Needs
- One-on-one plus direct reports

## Team Focus

### Team Training

- Wide variety of courses
- Intended for cohort groups
- Ideal for on-site workplace setting
- Tailorable
- Outcome-based



## Program Focus

### Strategic Planning

- Establishes Organizational Goals, Imperatives & Measures
- Builds Consensus
- Identifies Key Process Enablers
- Performance-Centric



### Other Workshops

- "Hands-on" and collaborative
- Either activity or event-based
- Spotlights major challenges ahead
- Produce actionable Solutions



### Consulting



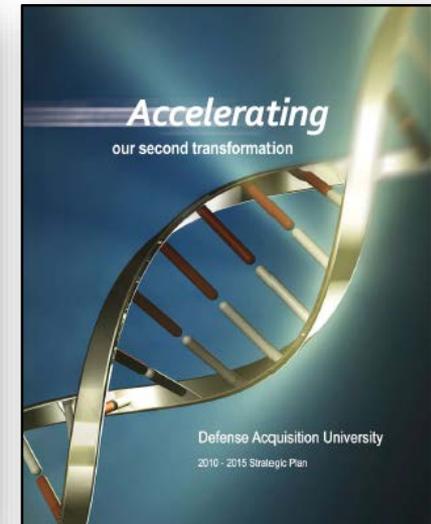
Leverages Survey tools

- MDAPs/non-MDAPs
- Identifies problems
- Uses multiple data collection methods
- Involves intensive analyses
- Actionable results

# Strategic Planning

## Strategic Planning

- Establishes Organizational Goals, Imperatives & Measures
- Builds Consensus
- Identifies Key Process Enablers
- Performance-Centric



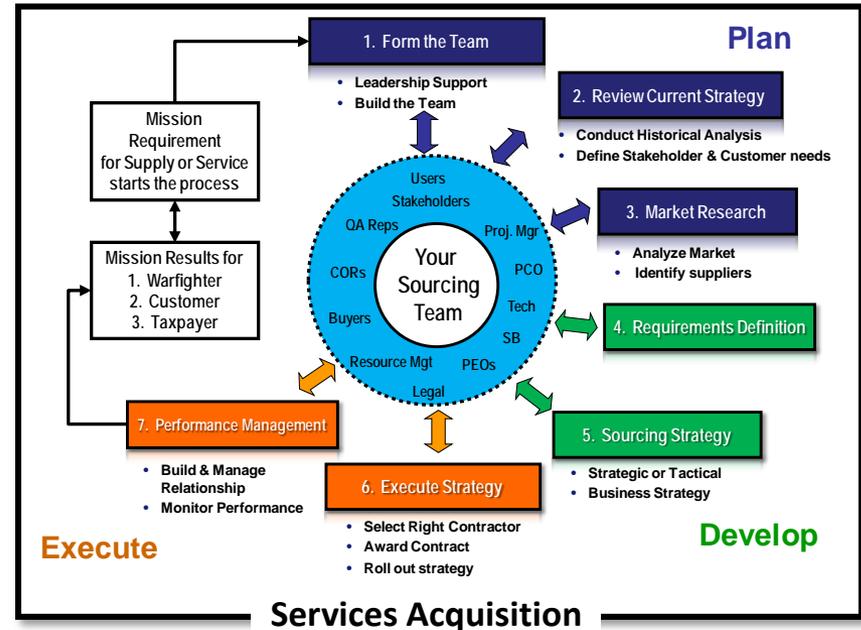
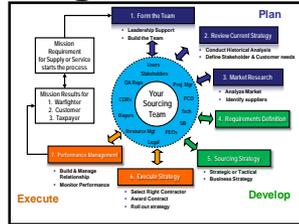
## John Kotter's "Leading Change"

1. Establish a Sense of Urgency
2. Create the Guiding Coalition
3. Develop a Vision and Strategy
4. Communicate the Change Vision
5. Empower Broad-Based Action
6. Generate Short-Term Wins
7. Consolidate Gains and Produce More Change
8. Anchor New Approaches in the Corporate Culture

# Workshops

## Workshops

- “Hands-on” and collaborative
- Either activity or event-based
- Spotlights major challenges ahead
- Ends products have Direct use



## Sampling of Workshop Types

- Services Acquisition Workshops
- Acquisition Program Transition Workshops
- Program Termination Workshops
- Stakeholder Management Workshops
- Risk Management Workshops
- Technology Transition Workshops
- Depot Activation Workshops
- Post Nunn-McCurdy Workshops

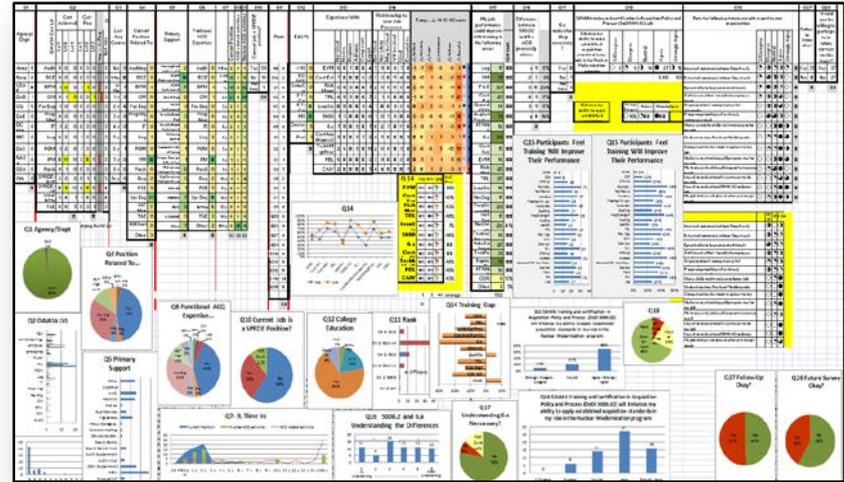


## Consulting

- Across the Spectrum of Programs
- Identifies Problems/Issues
- Uses Multiple Data Collection Methods
- Involves Intensive Analyses
- Results in Interventions that are Actionable and Outcome-Based



## Analyze Data



## Review Data



## Develop Unique Survey

Defense Acquisition University respectfully asks that you take a few minutes to respond to this short survey. The survey results will be used to tailor needed acquisition training and support services to enhance efficiencies in the application of regional and complete acquisition processes in support of the follow on IIRF Control Segment Sustainment Contract. All responses will be protected and presented in aggregate.

*Note: If you have been returned to this page after submitting your survey, remove this page for it will not include where answers are not recorded.*

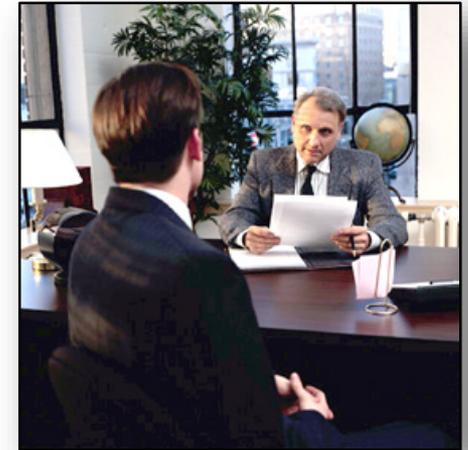
**Before we get started, we have some questions that will help us better understand the composition of the program staffing.**

1. Tell us about yourself. To which agency or department are you assigned?  
 Army Navy Air Force DoD DCMR Industry NASA CIA Other  
 If other, please specify: \_\_\_\_\_
2. What is your rank?  
 (Please enter in #)  
 If other, explain: \_\_\_\_\_
3. Indicate Defense Acquisition Workforce Improvement Act (DAWIA) certification levels you have achieved and the certification levels required in the corresponding functional areas.

	Certification Achieved			Certification Required for Area Practice		
	Level I	Level II	Level III	Level I	Level II	Level III
Acquiring	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business Cost Estimating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business Financial Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contracting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facilities Engineering	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Industrial/Contract Property Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information Technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Life Cycle Logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Production Quality and Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Procurement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SPRDC - Program Systems Engineer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SPRDC - Systems Engineering	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SPRDC - Systems Engineering	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Test & Evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*List other certifications, in addition to your DAWIA certification (DAWIA, DAWIA, DAWIA).*

## Conduct Interviews



# Team Training

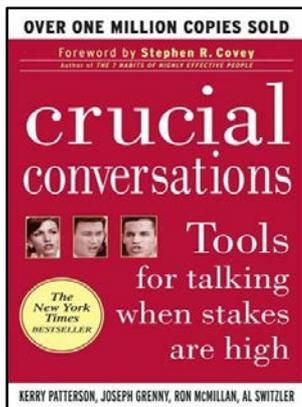
## Team Training



- Wide Variety of Topics
- Focused on Cohort Groups
- Can be Conducted On-Site at the Workplace
- Tailorable
- Outcome-Based

- Rapid Deployment Training
- Integrated Baseline Review/Milestone Prep
- Integrated Baseline Review Simulation
- RFP Development
- Stakeholder Relationships
- Cost / EVM
- Understanding (Managing) Industry
- Requirements Development Workshop
- Performance Based Services Acquisition
- Source Selection Simulator
- Targeted Training (Over 40 Courses)

### Targeted Training Example



“...I've had several of my team come mention to me **what a difference the crucial conversations course has made** both with work and their home life. **One of my more abrasive team members has significantly changed the way he's interfacing with the rest of the team, to the point of people asking what happened to him.** Even a couple of the folks who were reluctant about taking the course have acknowledged its value...another used the paraphrasing and contrasting techniques in a meeting last week that was beginning to get hostile, and he was able to change the tone of the meeting and get to a good resolution.”

# Leadership Development

## Leadership Development Courses/Hybrids

Appreciation Strategy Humility Listening  
Commitment Responsibility  
**Leadership**  
Honest Communication  
Values Purpose Determination  
Integrity Passion Principles

- Executive Leadership Intensive
- 360 surveys, interpretation & action planning
- Understand and build “Trust”
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- Leader As Coach



### Leverages the following DAU Courses:

- ACQ-450:** Leading in the Acquisition Environment
- ACQ 451:** Integrated Acquisition for Decision Makers
- ACQ 452:** Forging Stakeholder Relationships
- ACQ 453:** Leader as Coach

### Customer Impact

“Outstanding. Material applies to work and 'real' world--a great class to have and added skills and understanding on how to improve.”

“Superior course, one of the most relevant and useful courses I have ever taken at DAU.”

“Grand slam! I’ve had L & M training in one format or another since my early 20's as a Staff Sergeant in the Air Force, and continuing throughout my private sector career and federal employment...I feel lucky, this training experience has truly changed my perspective on effective leading.”

## Defense Acquisition Executive Overview Workshop (DAEOW)



- Focused on Principal's Interest Areas
- "Quick Learn" Venue
- Tailorable
- One-on-One or with Direct Reports

## Intended Audience

- General/Flag officers, Members of the Senior Executive Service (Career and Political), Congress (Members and Staff), and Other Executives
- Principals May Include a Limited Number of Direct Reports to Enhance the Value of the Learning and Dialog on Matters of Specific Importance to the Principal

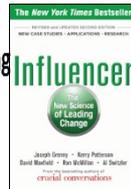


# Mission Assistance Portfolio

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Help Senior Leaders achieve their Extraordinary Futures

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### Consulting



Leverages Survey tools

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- Involves intensive analyses
- Actionable results

# Examples of MA Projects

- **Acquisition Program Transition Workshops (APTW)**
  - 3-Dimensional Expeditionary Long Range Radar (3DELRR) (In-Progress)
  - Integrated Pay and Performance System – Army (IPPS-A)
  - Integrated Pay and Performance System – Air Force (IPPS-AF)
  - Long Range Anti-Ship Missile (LRASM)
  - Air and Missile Defense Radar (AMDR)
  - Next Generation Jammer
  - Unmanned Combat Air System – Demonstrator (UCAS-D)
  - Medical Countermeasures (MCM)
  - KC-46 Tanker
  - FAB-T (Family of Advanced Beyond the Horizon Terminals)
  - PM Stryker
- **Other Workshops**
  - Stakeholder Management Workshop – USSOCOM/SORDAC
  - Strategic Planning - DISA Infrastructure Development Directorate
  - Strategic Planning – Army Medical Research and Materiel Command
  - Strategic Planning - ASN (EI&E)
  - EVM Workshop - F-22

# Additional Examples

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- Deep Dives/Special Projects
  - AT&L SE Mission Assurance-Pentagon (DAG Chapter 4 & Standards Committee)
  - PEO Submarines STDS (Surface Torpedo Defense System) Program Assessment
  - SSBN-X Technology Readiness Assessment
  - Global Hawk and CIRCM (Common Infrared Countermeasures) Reliability Assist
  - DHA/TMA West Region New Contract Assessment/Transition Assessment
  - Biometrics Rapid Deployment and COTS Modernization
  - Office of Naval Intelligence
  - DHS Customs and Border Protection. TSA

# DAU MISSION ASSISTANCE LEADERSHIP



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# FINAL THOUGHTS

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**DAU is Job-Centric**  
**We Are All About the Job!**



**We Support Practitioners**

# Summary & Questions??



**DAU is Job-Centric**  
**We Are All About the Job!**

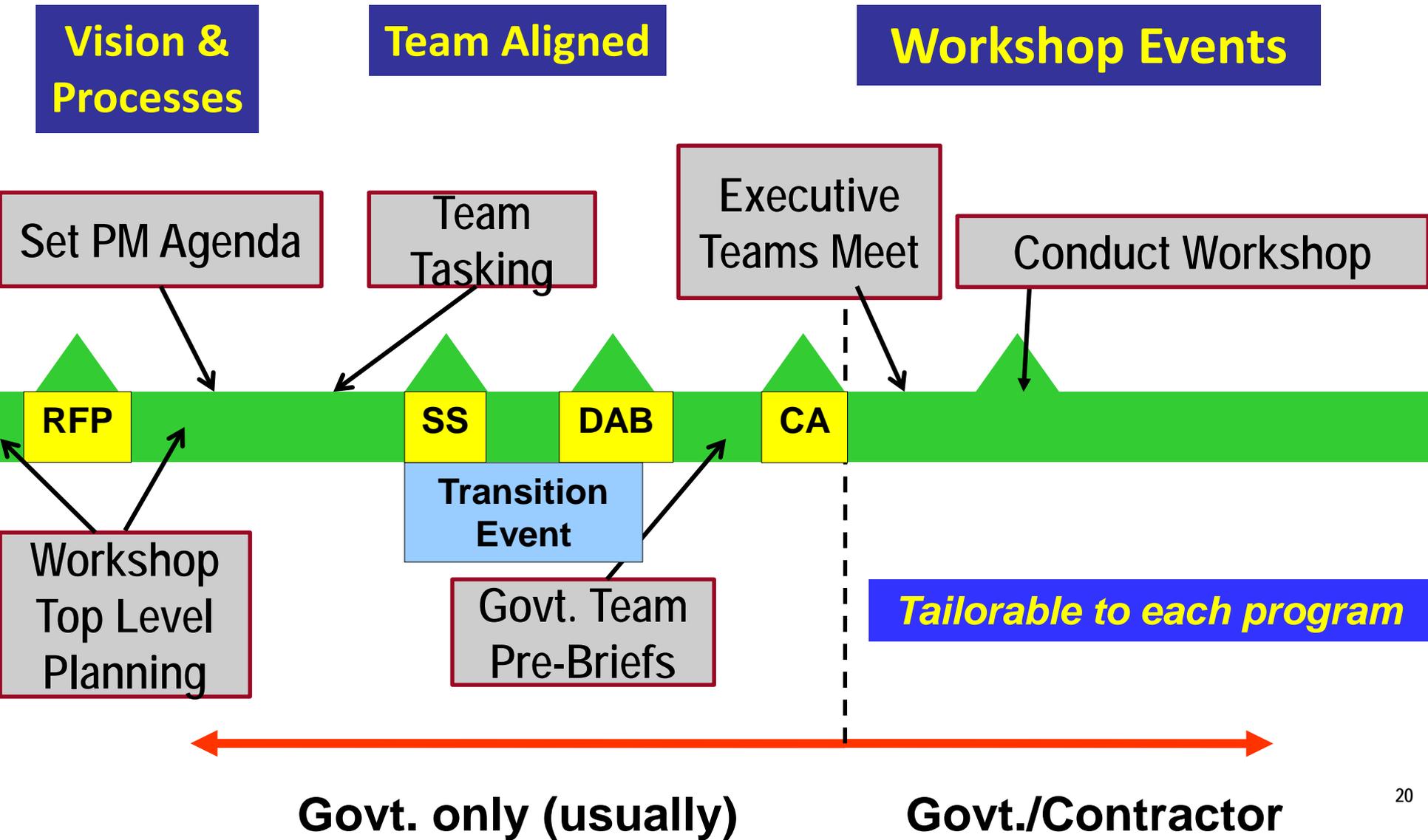


**Backups**

**We Support Practitioners**



# APTW **Notional** Planning Timeline/Events



# Beyond the Classroom

## Strategic Planning

- Establishes organizational goals,

## Workshops

- “Hands-on” and collaborative

## Executive Coaching

Helps Senior Leaders achieve their Extraordinary Futures

	A	B	C	D	E	F	G	H	I	J	K	L
2	Roles of Responsibility, Accountability, Support, Consulted, Informed (RASCI) Matrix											
3	Name	Betty Warner	Mike Willis	Donna Mills	Woody Allen	Lynn Anderson	Gary Bushi	Steve McQueen	Don Johnson	Rachel McAdams	David Cassidy	Diane Lane
4	Role	AS IPT	Integrated Government Scheduler	MMCS IPT Leader	CS team, Air Integrati on IPTL;	Acquisition Program Plans & Controls	Public Affairs Office	PM	DPM	Program Integration Team Lead	Company Program Integration Lead	Configurati on/Data Manger
5	Program Management							R	A			
6	Weekly Activity Report (WAR)	S	I	S	S	R	S		R	R	R	I
7	Monthly Program Report (MPR)	S		S		C	S	S	R	R, S	R	
8	Command Staffing	A		S		R	S		R		R	I
9	Program Review (PR)	S		S			S	R	S	R	R	
10	Program Operating Guide (POG)	S	C			R			R		A	S
11	ASN RDA Bullets	S				R		R	S	R		I
12	Program Update to AIR-00	S				S			S			
13	Program Update to OPNAV N2/6	S							S			
14	Congressional Staffer Briefs	S						R	A			
15	Continuity of Operations Plan (COOP)	S				C			R			
16	Security Documentation and Processes	S	I	C		I	C		R		S	I
17	Program Business Review	S		S		I	S	R	S		S	
18	Executive Review Board (ERB) Brief	S				S		R	S	S	S	I
19	Annual Program Office Review	S				S			R	S	S	
20	Business Financial Management											
21	Spend Plan	A		S		C	S	S	R		S	
22	Financial Databases	I					I				S	
23	Planning Databases	I					I				S	
24	Field Activity Funding Documents	A				C		I	R		S	
25	Procurement Documents	A		S		C	S	I	R		S	

## Intensive Consulting



- Program Focused
- Problem ID
- Detailed Analyses
- Recommended Interventions
- Outcome-based

Pre-Event Survey

## BBPi Rapid Deployment Training

- Target Affordability
- Incentivize Productivity
- Promote Competition
- Improve Tradecraft
- Reduce Bureaucracy



### action planning

- Understand and build “Trust”
- Forging stakeholder relationships
- Leader As Coach



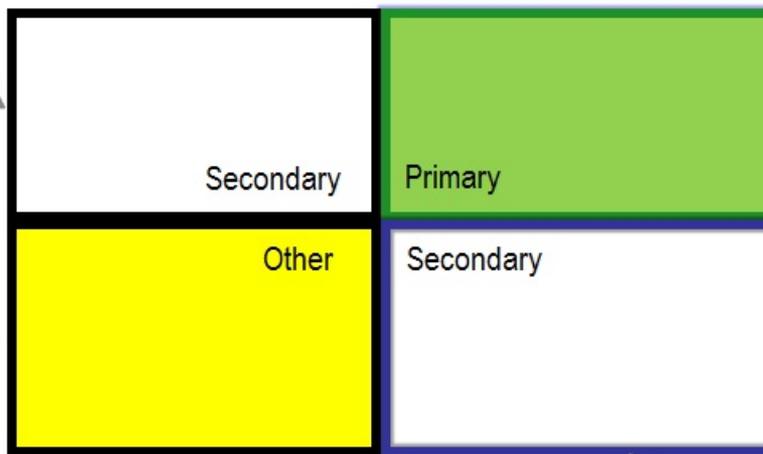
- Preparatory
- Serves as a “dry run” opportunity

Strategic Planning

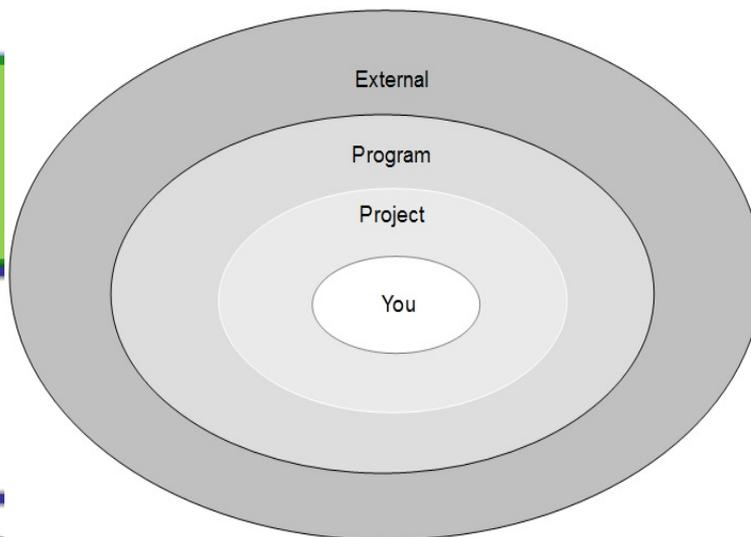
Workshops

Executive Coaching

## Power Grid



## Stakeholders



Helps Senior Leaders achieve their extraordinary futures

Consulting

Program Focused  
 Item ID  
 Detailed Analyses  
 Recommended  
 Interventions  
 Home-based

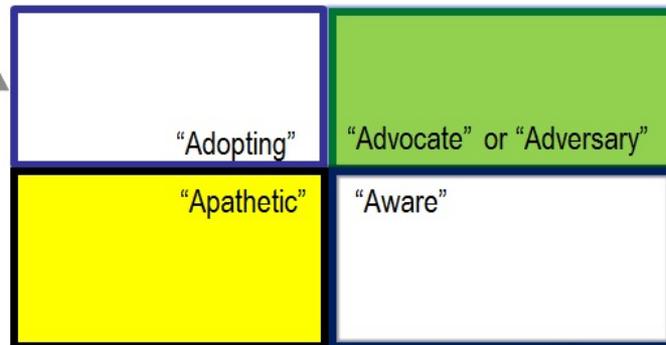
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## Pre-Miles



Commitment



Engagement

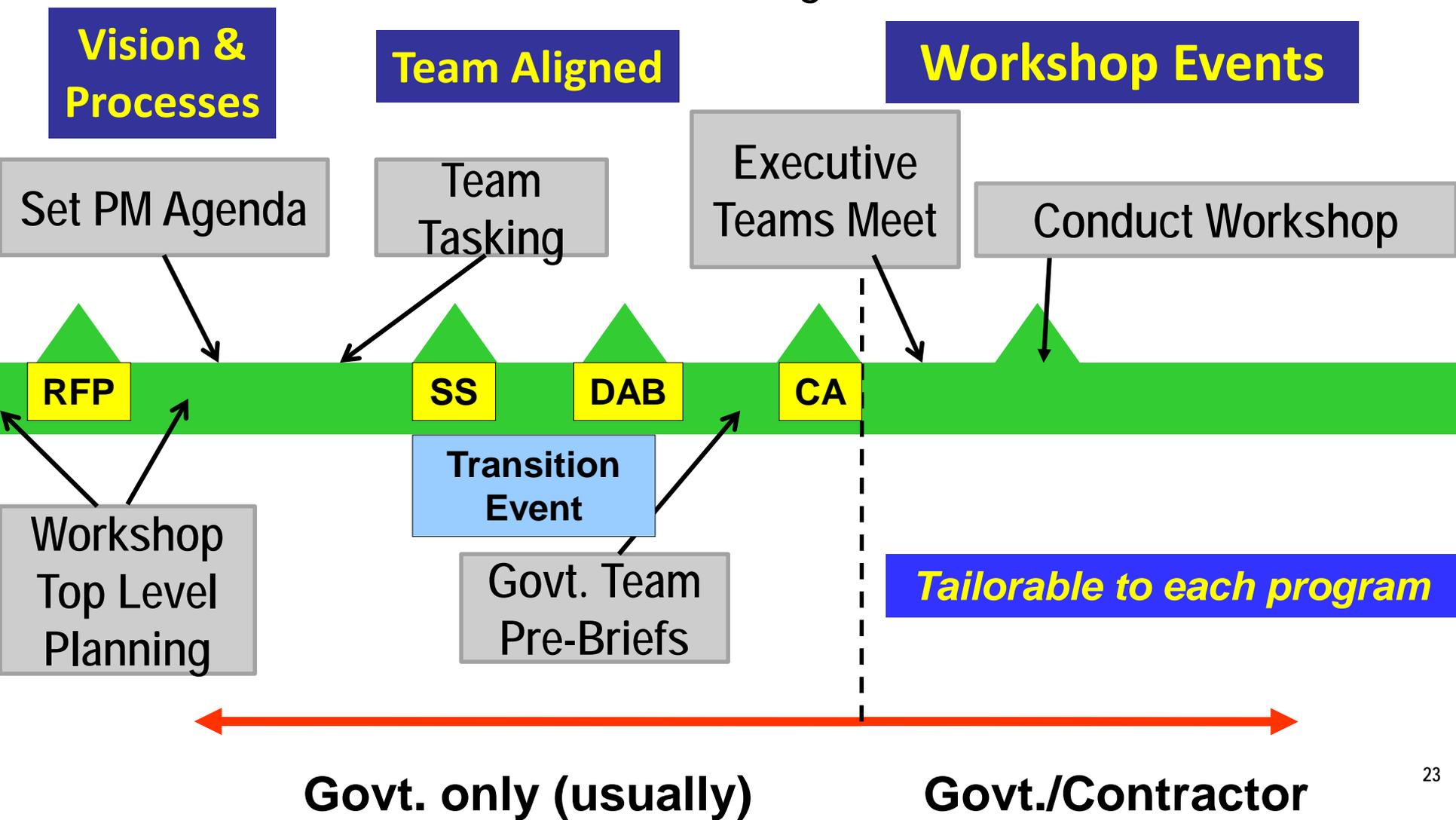
ment Training





# Acquisition Program Transition Workshop

## APTW **Notional** Planning Timeline/Events





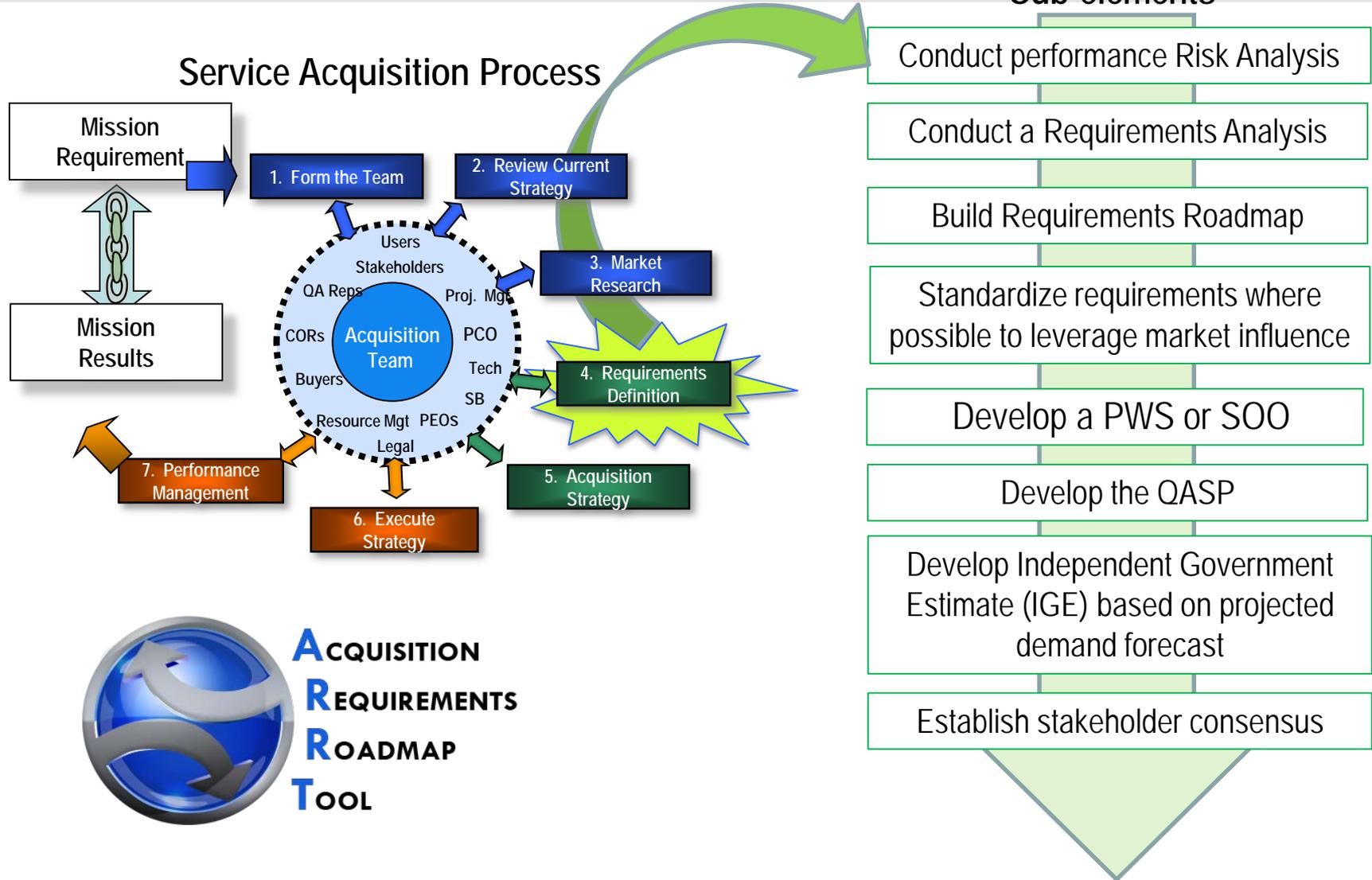
# Acquisition Program Transition Workshop

*Example: Contents Below Focused on major contract award*

- Basic Purpose.
  - To achieve early/better alignment of Government & Industry Teams, particularly at the Team level (AT&L DTM 1 April 2011)
- Common Goals.
  - Common Interpretation of Contract Requirements/Provisions
  - Alignment of Government & Industry Processes
  - Contract vs Program Risk Elements
  - IPT Structure, CONOPS, Accountability
- Outcomes.
  - IBR Roadmap/PDR or CDR Roadmap (Major Goals) Planning
  - Agreement on Program Management Review Scope & Processes
  - Joint Understanding of Program Scope & Configuration Management
  - Resolution of Issues/Interpretation of Differences
  - Commitment to Timely Communications and Transparency

# Service Acquisition Workshops

## Requirement Definition Sub-elements



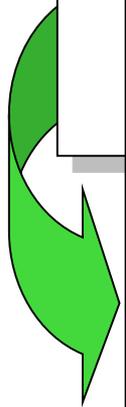


# Requirements Roadmap provides PWS/QASP Development Structure

## Requirements Roadmap Worksheet

Acquisition Vision  
Desired Outcomes

- A...
- B...
- C...



Desired Outcome	Performance			Inspection				Incentive
	Objective	Standard	AQL	Who	Data Source	Calculation	Method	Type
A...	A -1	← Alignment →						
	A -2							
	A -3	A -3 a						
		A -3 b						
B...	B -1							
	B -2							



# Roadmap provides linkage for PWS, QASP and Acquisition Approach

Acquisition Vision  
Stakeholder Desired Outcomes

- A.....
- B.....
- C.....

Developed in Steps 1, 2 & 3

Requirements Roadmap Worksheet				
Objective	Standards	AQL	Inspection	Incentive

Developed in Step 4

Performance Work Statement or SOW

Quality Assurance Surveillance Plan

Business Strategy Evaluation Factors for Section M

Developed in Step 5