IDARM

INTERNATIONAL
DEFENSE
ACQUISITION
RESOURCE
MANAGEMENT
PROGRAM

NAVAL POSTGRADUATE SCHOOL

Short Courses
Workshops/ Seminars
Information Exchanges
Support & Assistance
MET/ In-Resident
The International Defense Acquisition Resource Management (IDARM) Program is internationally recognized as a premier source of education and training for defense acquisition, logistics, contracting, project management and negotiations. Established in 1997, the IDARM Program is intended to strengthen democratic relationships and international security cooperation through acquisition education, research, and professional service. Our goal is to provide the framework within which countries can develop and sustain efficient and effective defense acquisition systems.

The IDARM program offers a wide range of defense acquisition resource management programs to our partner nations. Program offerings are tailored to conform to the governmental structure and national acquisition processes in use in the host nation. Specific consideration is always given to how defense acquisition processes must support the national security strategy.
The IDARM program continues to provide invaluable knowledge which enables acquisition experts to better understand the complexities of defense acquisition resource management and decision making in today’s world."

- Jana Hierschova, Office of Defense Cooperation, Czech Republic

**OUR PRIMARY FOCUS PLACES EMPHASIS ON THE FOLLOWING TOPICS:**

- **Multiple Criteria Decision Making**
  - studying of methods and procedures designed to address the problem of balancing multiple, competing criteria for making decisions on what to buy.

- **Program Management**
  - leading, facilitating, and ensuring the strategic planning, implementation, coordination, integration and evaluation of a program or project.

- **Life Cycle Management**
  - managing systems from inception to disposal.

- **Interoperability**
  - procuring items that meet national and alliance objectives.

- **Transparency**
  - making decisions grounded in analysis and made available to the public.

- **Contracting**
  - purchasing, renting, leasing, or otherwise obtaining supplies or services to include identification of supplies and/or services required, solicitation of sources, preparation and award of contracts, and phases of contract management.

- **Negotiations**
  - planning and preparing for negotiations with an emphasis on negotiation of complex issues in a multi-cultural environment.
The IDARM Program’s focus is to strengthen the managerial competencies of the military and civilian leaders responsible for a nation’s defense acquisition processes through in-resident courses and mobile education teams.

IDARM models include: short courses, workshops, seminars, information exchanges, and support and assistance.

**Methodology**

**Short Courses**
Short courses, usually one to two weeks in length, are specifically tailored to the host nation’s defense acquisition resource management environment and stated requirements. Typical sources of funding include Expanded International Military Education and Training (E-IMET) program or a Foreign Military Sales (FMS)/Foreign Military Financing (FMF) training case.

**Workshops/ Seminars**
Workshops, usually three to four days in length, are customized to address specific topics in a focused approach. The subject matter can be a broad overview of interrelated subjects or an examination of specific components of the defense acquisition resource management system. Typical sources of funding include E-IMET program, or a FMS/FMF training case, Military to Military (M2M) or Warsaw Initiative Funding/Defense Institution Building (WIF-DIB).

**Information Exchanges**
Information Exchanges, usually one to two days in length, are initial contact dialogues in which the IDARM team and benefitting nation discuss and familiarize each other with current practices and opportunities for improvements. These exchanges can be a precursor to courses, workshops for support and assistance events.

The IDARM program can provide facilitation and consultative support to countries with targeted defense acquisition reform initiatives. Experts lead working groups to provide support and assistance to help enable a country to develop and implement an improved defense acquisition resource making and decision making system.

**Short Courses**
**Workshops/ Seminars**
**MET/ In-Resident**
**Support & Assistance**
**Information Exchanges**
## Program Offerings

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Note: MASL number is used for programming with an E-MET, or a FMS/ FMF training case. Please contact the IDARM Program Manager for details about programming with alternate sources of funding.

Resident courses can be offered in-country as Mobile Education Team (MET) courses using the standard MET Course Delivery MASL number P309131.

Note: Pages 26–28 of this program guide offers recommended topics for MET courses programmed under MASL number P309131.

“The courses are enlightening, the students are engaging, and everyone is eager to learn and share their professional experiences”

– IDARM Faculty Member
Resident Courses

The International Defense Acquisition Resource Management (IDARM) Program offers three resident courses at the US Naval Postgraduate School in Monterey, California:

- Principles of Defense Acquisition Management, MASL# P159200
- Principles of Defense Procurement and Contracting, MASL# P159202
- International Defense Acquisition Negotiations, MASL# P179069

Principles of Defense Acquisition Management
(MASL# P159200) is a two-week course conducted twice yearly in March and October. This course is designed for U.S. and international military officers and civilian equivalents of grades 04-06 who are engaged in a broad range of acquisition fields such as policy development, strategic planning, requirements definition, logistics, program management, procurement and contracting, budgeting and execution and systems engineering. The course provides a theoretical examination of defense acquisition and logistics combined with practical application in a variety of national settings.

Principles of Defense Procurement and Contracting
(MASL# P159202) is a two-week course conducted twice yearly in March and November. This course is scheduled to immediately follow the Principles of Defense Acquisition Management course. This course is designed for U.S. and international military officers and civilian equivalents of grades 04-06 who directly or indirectly contribute to procurement and contracting from a policy or operational perspective. Examples are materiel planners, requirements developers, end users, contract managers, analysts, tender evaluators, contract negotiators and source selection decision makers. The course examines tendering and contracting from an international perspective and examines different models, including the United States, European Union, and NATO.

International Defense Acquisition Negotiations
(MASL# P179069) is an eight day course scheduled annually to immediately follow the November Principles of Defense Procurement and Contracting course. This course is designed for U.S. and international military officers and civilian equivalents of grades 04-06, who directly or indirectly contribute to development of negotiation positions, conduct analysis of information or participate in negotiations. The course focuses on planning and preparing for negotiations with a special emphasis on the negotiation of complex issues in a multi-cultural environment.

The “back-to-back” scheduling of the resident courses affords attendees the option of attending one, two or all three of the courses.

We encourage early reservation of quotas since course attendance is limited to 20 participants. The resident courses are taught in English and require an ESL score of 80; waiver requests will be considered on a case by case basis. The resident courses are E-IMET approved. The Naval Education and Training Security Assistance Field Activity (NETSAFA) exercises overall quota control for these resident courses.

The resident courses can also be taught in-country as MET courses using MASL# P309131

Please visit our website www.nps.edu/IDARM for upcoming course dates.

“The course was very informative and beneficial for me to be more effective in my position.”

-IDARM Resident Course Participant
Programming:  
“Principles of Defense Acquisition Management” is offered as a two-week Expanded International Military Education and Training (E-IMET) approved in resident course at the Naval Postgraduate School, Monterey, California twice yearly. Quotas for MASL # P159200 should be requested through your NETSAFA Country Program Manager.

This offering can be exported and customized given a country’s specific requirements. E-IMET approved MASL# is P309131. Please contact the IDARM Program Manager for details about programming with sources of funding other than E-IMET, FMS, or FMF.

Overview:
This program offering provides a theoretical examination of the underlying concepts, fundamentals and philosophies of the defense acquisition management process. It addresses management characteristics and competencies, control policies and techniques, systems analysis methods, risk management and functional area concerns. Topics include: Multiple Objectives Criteria, Capabilities Based Requirements, Managing Risk, Systems Engineering, and Test and Evaluation. International best practices are discussed along with challenges associated with implementation. Participants will be assigned to small working groups to analyze a number of acquisition issues and solutions.

Learning Objectives:
• Provide participants with an understanding of the important concepts and challenges associated with defense acquisition and logistics decision making.
• Examine needs based requirements planning along with the relationship among national security and military strategies and the acquisition and logistics systems.
• Assist countries in their efforts to develop and institutionalize transparent, efficient, and effective defense acquisition and logistics systems.

Participants:
This offering is designed for US and international military officers and civilian equivalents of grades 04-06 who are engaged in a broad range of acquisition fields such as policy development, strategic planning, requirements definition, logistics, program management, procurement and contracting, budgeting and execution and systems engineering.

We shared our experiences, our work, and different approaches to defense acquisition through our analysis of case studies. I am deeply touched by the openness of the faculty to share their varied and valuable expertise.” – IDARM Resident Course Participant
Overview:
This program offering provides a practical examination of defense procurement and contracting issues. It includes a comparative analysis of the United States, European Union and NATO models of contracting. Participants examine the methodologies that ensure needs based requirements, work in groups to develop and issue requests for tender and apply reasoned decision making in supplier selection. Post award contract management is also discussed during the course. Topics include transparency, ethics, procurement planning, tendering methods, payment considerations, intellectual property rights, performance and delivery issues, source selection methods, receipt, and contract administration. Additionally, international best practices are examined along with the challenges associated with institutionalizing efficient and effective procurement systems.

Learning Objectives:
• Provide participants with an understanding of the fundamental concepts and challenges associated with national and global defense contracting and procurement.
• Examine requirements definition and tendering and sourcing methodologies with a focus on the characteristics of efficient and effective contract and procurement systems.
• Assist countries in their efforts to develop and institutionalize transparent, efficient and effective contract and procurement systems.

Participants: Programming:
This offering is designed for U.S. and international military officers and civilian equivalents of grades 04-06 who directly or indirectly contribute to procurement and contracting from a policy or operational perspective. Examples are materiel planners, requirements developers, end users, contract managers, analysts, tender evaluators, contract negotiators and source selection decision makers.

“Principles of Defense Procurement and Contracting” is offered as a two-week Expanded International Military Education and Training (E-IMET) approved in resident course at the Naval Postgraduate School, Monterey, California twice yearly. Quotas for MASL # P159202 should be requested through your NETSAFA Country Program Manager.

This offering can be exported and customized given a country’s specific requirements. E-IMET approved MASL# is P309131. Please contact the IDARM Program Manager for details about programming with sources of funding other than E-IMET, FMS, or FMF.

“My goal was to understand the differences between other countries procurement and contracting policies and I achieved just that. I go back to my country with much more confidence and knowledge.”
– IDARM Resident Course Participant
Overview:
This program offering focuses on planning and preparing for negotiations with a special emphasis on negotiation of complex issues in a multi-cultural environment. Extensive in class negotiations are conducted. Participants learn their negotiating style preference and how and when to adapt their negotiation styles given the behavior and goals of the parties. Topics include fact finding techniques, selection of negotiators, strategies and tactics for effective negotiations, ethics, analytical methodologies, relationship building in negotiations, developing negotiation arguments and counterarguments, developing negotiation positions, timing and pace, cultural considerations, communication and language barriers, identifying best alternatives to a negotiation position, completing the negotiation, drafting and signing negotiations agreements and enforcing negotiation agreements.

Learning Objectives:
• Develop an understanding of cross cultural negotiations
Examine analytical techniques and fact finding methodologies as aids to developing a negotiation position and best alternatives to a negotiation position.
• Understand and apply various negotiation strategies and tactics and understand their situational use.

Participants:
This offering is designed for U.S. and international military officers and civilian equivalents of grades 04-06, who directly or indirectly contribute to development of negotiation positions, conduct analysis of information or participate in negotiations.

Programming:
“International Defense Acquisition Negotiations” is offered as an eight day Expanded International Military Education and Training (E-IMET) approved in resident course at the Naval Postgraduate School, Monterey, California once yearly. Quotas for MASL #P179069 should be requested through your NETSAFA Country Program Manager.

This offering can be exported and customized given a country’s specific requirements. E-IMET approved MASL# is P309131. Please contact the IDARM Program Manager for details about programming with sources of funding other than E-IMET, FMS, or FMF.
**Overview:**
This program offering is designed to examine the complexities, tools and techniques for developing and managing complexity in armaments projects. Emphasis is placed on cost control, schedule management, project scope of work, and integrated product teams. Topics include: Risk Management, Key Considerations, Phases, and Milestones, and Contracts as Projects. Participants will be assigned to small working groups to undertake a number of defense assessment related tasks. International best practices are examined along with the challenges associated with managing complex defense projects.

**Learning Objectives:**
- Provide project managers and project team members with the tools and techniques necessary to successfully manage complex projects.
- Examine and apply, in detail, the elements of project management to engage understanding of various areas integral to the project’s success.
- Understand and utilize financial and other necessary resource management tools.

**Participants:**
This offering is designed for international military officers and civilian equivalents of grades 04-06 who participate in project teams or manage defense projects.

**Programming:**
“Project Management – Managing Complex Defense Projects” is exported and customized given a country’s specific requirements. E-IMET approved MASL# is P309104. Please contact the IDARM Program Manager for details about programming with sources of funding other than E-IMET, FMS, or FMF.

**Overview:**
This program offering is designed to provide a practical examination of defense procurement and contracting issues in an insecure environment characterized by mid to high intensity conflict. Participants consider the challenges of procurement and contracting for widely dispersed operations in a joint or coalition environment, given rapidly changing organizations, and increasing reliance on contractors and the emergence and evolution of new threats. Topics include types of contingencies, deliberate and crisis action planning, funding of contingency efforts, contractual instruments, and contract administration and closeout.

**Learning Objectives:**
- Examine the fundamental concepts and challenges associated with contingency contracting.
- Provide participants with an understanding of the complexities associated with planning and negotiating contracts in “conflict areas.”
- Assist countries in their efforts to develop and institutionalize efficient and effective contingency contracting practices.

**Participants:**
This offering is designed for international military officers and civilian equivalents of grades 04-06 who directly or indirectly contribute to procurement and contracting in a contingency environment, from a policy or operational perspective.

**Contracting for Pre-Deployment and Deployment Operations**

**Overview:**
This program offering is designed to provide a practical examination of defense procurement and contracting issues in an insecure environment characterized by mid to high intensity conflict. Participants consider the challenges of procurement and contracting for widely dispersed operations in a joint or coalition environment, given rapidly changing organizations, and increasing reliance on contractors and the emergence and evolution of new threats. Topics include types of contingencies, deliberate and crisis action planning, funding of contingency efforts, contractual instruments, and contract administration and closeout.

**Learning Objectives:**
- Examine the fundamental concepts and challenges associated with contingency contracting.
- Provide participants with an understanding of the complexities associated with planning and negotiating contracts in “conflict areas.”
- Assist countries in their efforts to develop and institutionalize efficient and effective contingency contracting practices.

**Participants:**
This offering is designed for international military officers and civilian equivalents of grades 04-06 who directly or indirectly contribute to procurement and contracting in a contingency environment, from a policy or operational perspective.

**Programming:**
“Contracting for Pre-Deployment and Deployment Operations” is exported and customized given a country’s specific requirements. E-IMET approved MASL# is P309136. Please contact the IDARM Program Manager for details about programming with sources of funding other than E-IMET, FMS, or FMF.
Strategies for Building and Sustaining Accountability in Defense Resource Management Systems

Overview:
This program offering is designed to examine the characteristics and conditions for successful defense acquisition resource management and decision making and offers some suggestions for improving accountability and transparency in existing national level systems. Topics include characteristics of transparent systems, individual and organizational assessments of accountability, transparency in the budget process and global impact and implications for transparency and accountability.

Learning Objectives:
• Provide an understanding of accountability as the means to establish clear lines of responsibility in resource management and decision making processes
• Examine the idea of transparency in principle and in practice.
• Collectively identify innovative ways to overcome the challenges associated with accountability in national defense acquisition decision making.

Participants:
This offering is designed for international military officers and civilian equivalents of grades 04-06 who are involved in procurement or other decision making systems.

Logistics and Lifecycle Management

Overview:
This program offering is designed to examine the components and characteristics of effective logistics systems. Emphasis is placed on identification of the life cycle phases and the important considerations in developing cost models that predict the likely total ownership cost of major weapon system projects. Topics include: life cycle phases, logistics planning, logistics program implementation, life cycle management experiences, identification of critical parameters, and life cycle cost.

Learning Objectives:
• Examine the fundamental concepts and framework for structuring and effective logistics management system.
• Understand the tools and techniques necessary to develop reasonable life cycle cost models for armament projects.
• Discuss the periods and phase of the acquisition life cycle which include key decision points, such as identification of project goals, project products, business budget, and technical considerations.

Participants:
This offering is designed for international military officers and civilian equivalents of grades 04-06 who participate in logistics and life cycle management of projects.
Overview:
This program offering is designed to examine ethics and integrity in defense acquisition decision making and the fundamental characteristics of a fair and transparent public procurement system. Emphasis is placed on creating and sustaining an organizational culture that is grounded in appropriate individual ethical behavior and designing transparent systems that deter and detect unethical behavior. The importance of sound and enforceable legislation and policy is examined throughout the event. Topics include: characteristics of ethical decision making systems, ethical culture, leadership, and compliance, global impact and implications for ethics and integrity.

Learning Objectives:
• Creating the organizational framework for ethical defense resource management and decision making through the procurement process.
• Establishing lines of authority that ensure policies, procedures, and processes are in place, understood and enforced.
• Setting standards of conduct for individual and organizational accountability.

Participants:
This offering is designed for international military officers and civilian equivalents of grades 04–06 who are involved in defense acquisition decision making systems.

Programming:
“Ethics and Integrity in Defense Acquisition Decision Making” is exported and customized given a country’s specific requirements. E-IMET approved MASL# is P319036. Please contact the IDARM Program Manager for details about programming with sources of funding other than E-IMET, FMS, or FMF.

Characteristics of ethical decision making systems, ethical culture, leadership and more are the focus.
Mobile Education Team (MET)

Principles of Defense Systems Acquisition

- Provides students with an understanding of the underlying concepts, fundamentals and philosophies of the systems acquisition process and the practical application of program management methods within this process.
- Examines the aspects of planning, organizing, staffing, directing and controlling within the program structure.
- Students gain a knowledge and understanding of major systems management control processes and tools, application of project management control systems, and the use of computer-based management information systems with emphasis on real world, practical systems for performance, cost and schedule control.
- Key functional areas are explored including project management, the system acquisition life cycle, systems engineering, contracting, funding and budgeting, logistics support, and legal issues.
- Case studies involving program management problem solving and decision making in the defense acquisition environment are used.

Capabilities-Based Requirements

- This topic updates the old threat-based requirements process with the more modern approach to requirements generation based on capability needs at the strategic level, and introduces a new method of deriving requirements based on capabilities rather than detailed technical specifications.
- Examines requirements as they are used to initiate, manage, justify, criticize, or establish the budget for all acquisitions, procurements, and systems development.
- Topics include the requirements generation process, from top-level mission needs through detailed specifications in the Statement of Work (SOW), the role of requirements in the Systems Engineering process, and how to write requirements statements correctly.
- Discussions will cover the specific details of customer/contractor communications through requirements documents, and how the government can be assured of procuring exactly the item(s) that fill their capability needs.

Recommended Topics

Supply Chain Management

- Provides students with an understanding of supply chain management processes which influence the efficiency and effectiveness of their military services’ logistics support functions and equipment/force readiness.
- Examines global external support/distribution chains (including alliance, host nation support, other services, international coalition partners and private corporations) and transportation logistics which provide required support to deployed forces.
- Case studies are used to focus team attention on how an individual country’s defense supply chain operates within their internal national defense establishment and private sector provider network.

Logistics Engineering

- Examines the concept of integrated logistics support in the design and maintenance of weapon systems.
- Discusses operational requirements, system maintenance concept, functional analysis, life-cycle costs, logistics support analysis, systems design, test and evaluation, production, spare/repair parts management.
- Examines logistics information technology, inventory management culture and commercial-sector best practices for military.

Advanced Contracting Principles (Pre-Award)

- Provides an in-depth examination of the development and implementation of acquisition strategies and acquisition plans.
- Examines pricing theory and strategies, cost methods, cost and price analysis, and cost principles.
- Analytical tools for cost and price analysis are discussed and exercised.
- Examines contracting for services and Research and Development (R&D) contracting.
- Addresses sourcing and competition issues in an international environment.
- Examines transparency throughout the contracting process.
- Cases are used to illustrate methods for addressing contracting problems and challenges.

Advanced Contract Management (Post-Award)

- Provides an in-depth examination of the processes involved in managing contracts after they have been awarded.
- Topics include complaints, disputes and appeals, use of alternative disputes resolution, intellectual and technical data rights, post-award pricing and negotiations, terminations, contract modifications, quality assurance, contract financing, contractor performance monitoring and surveillance, and contractor performance evaluation.
- Cases are used to illustrate methods for addressing contracting problems and challenges.
- Case studies include logistics life-cycle cost, reliability and readiness analysis for major weapon systems.
Mobile Education Team (MET) recommended Topics

**Software Acquisition Management**
- Provides students with a total program integration approach to managing the software aspects of defense systems.
- Discussions include an Open Systems approach, Commercial Off-The-Shelf (COTS)-based systems, Government Off-The-Shelf (GOTS)-based systems, requirements development, requirements management, software testing, software maintenance, and software risk management.
- Examines software process metrics models such as the Software Capability Maturity Model (CMM) and the Software Process Improvement Capability (SPICE) model.
- Case studies are used to explore the principles of acquisition and program management as they apply to defense software development efforts, with special emphasis on software management metrics (quality and process).

**Test and Evaluation (T&E) Management**
- Examines developmental test and evaluation (DT&E), operational test and evaluation (OT&E) and joint test and evaluation (JT&E), including planning concepts and procedures frequently used in test and evaluation programs.
- Defines commonly used terms in the tester’s lexicon, and establishes the context for T&E in the procurement of defense systems (including hardware and software systems).
- Topics include the role of test and evaluation in systems engineering and acquisition management, DT and OT test planning documents, Test and Evaluation Master Plan (TEMP), modeling and simulation considerations.
- Discussion will address the value of test and evaluation as a method of requirements verification.

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IDARM program offerings are developed and taught by NPS faculty and subject matter experts. As a fully accredited graduate institution, the Naval Postgraduate School attracts faculty with the broad range of educational backgrounds, professional experience and research interests required to respond to the diverse and changing defense acquisition management education challenges associated with the international security environment.
INTERNATIONAL DEFENSE ACQUISITION RESOURCE MANAGEMENT PROGRAM

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