

**DDARM**

**INTERNATIONAL  
DEFENSE  
ACQUISITION  
RESOURCE  
MANAGEMENT  
PROGRAM**

**NAVAL POSTGRADUATE SCHOOL**

**SHORT COURSES**

**WORKSHOPS/ SEMINARS**

**INFORMATION EXCHANGES**

**SUPPORT & ASSISTANCE**

**MET/ IN-RESIDENT**



## International Defense Acquisition Resource Management Program

Center for Civil-Military Relations

School of International Graduate Studies

Naval Postgraduate School

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## About the Program

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.

# Letter from the Program Manager

**KATHLEEN PEGGAR**

Thank you for your interest in the International Defense Acquisition Resource Management (IDARM) program at the US Naval Postgraduate School in Monterey, California. We are pleased to provide this guide as an introduction to our program offerings. These offerings, described in detail on the following pages, are designed to provide the opportunity to explore strategic issues which must be addressed in order to improve defense acquisition processes and the business practices in use in each acquisition program. We offer a number of well established courses on topics of broad interest to our allied and partner nations, and are also pleased to provide customized programs that are tailored to the host nation's specific context and requirements.

The majority of IDARM program offerings are delivered via Mobile Education Teams (METs) by two or more faculty members, depending on the subject matter to be covered and the length of the event. Offerings are developed in conjunction with U.S. Naval Postgraduate School faculty and subject matter experts.

The program also conducts four "In Resident" courses taught 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 and Contract Management - Spanish - MASL# P179623**

General course descriptions of these courses are included in this guide. The "back-to-back" scheduling of the "Principles of Defense Acquisition Management," "Principles of Defense Procurement and Contracting," and "International Defense Acquisition Negotiations" resident courses affords participants the option of attending one, two or all three of the courses. "Principles of Defense Acquisition and Contract Management" is a stand alone course conducted in Spanish.

The information provided in this guide will assist defense leaders and country team members in the identification of education and training focus areas which can be offered to their military and civilian acquisition officials.

We look forward to the opportunity to present IDARM program offerings to you in the future.

Sincerely,



Kathleen Pegg  
IDARM Program Manager

*"IDARM courses have always been of high quality. It is thanks to the excellent skills and competencies of the teachers, who are the best in their area of expertise, and to their long-term experience. The greatest advantage of the course is, in my opinion, its interactive approach, which combines the theory and hands-on tasks, procedures and experience in the covered topics."*

*- Deputy Minister of Defence, 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 their basis 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.

# Methodology

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.



## 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 Wales 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



- Afghanistan
- Albania
- Algeria
- Angola
- Antigua & Barbuda
- Argentina
- Armenia
- Azerbaijan
- Bangladesh
- Bosnia-Herzegovina
- Botswana
- Brazil
- Bulgaria
- Chile
- Colombia
- Costa Rica
- Croatia
- Czech Republic
- Democratic Republic of the Congo
- Dominican Republic
- Egypt
- Estonia
- Germany
- Georgia
- Guatemala
- Honduras
- Hungary
- India
- Indonesia
- Iraq
- Ivory Coast
- Jordan
- Kazakhstan
- Kosovo

- Estonia
- Germany
- Georgia
- Guatemala
- Honduras
- Hungary
- India
- Indonesia
- Iraq
- Ivory Coast
- Jordan
- Kazakhstan
- Kosovo

- Kuwait
- Latvia
- Lebanon
- Lithuania
- Luxembourg
- Macedonia
- Malawi
- Malaysia
- Moldova
- Montenegro
- Morocco

- Namibia
- Nigeria
- Norway
- Oman
- Pakistan
- Paraguay
- Peru
- Philippines
- Poland
- Qatar
- Romania

- Rwanda
- Saudi Arabia
- Serbia
- Sierra Leone
- Singapore
- Slovak Republic
- Slovenia
- South Africa
- South Korea
- Swaziland
- Taiwan

- Tajikistan
- Tanzania
- Thailand
- Trinidad-Tobago
- Turkey
- Uganda
- Ukraine
- Uruguay
- Uzbekistan
- Zambia

- Tajikistan
- Tanzania
- Thailand
- Trinidad-Tobago
- Turkey
- Uganda
- Ukraine
- Uruguay
- Uzbekistan
- Zambia

# Program Offerings

	Resident	MET	MASL#
Principles of Defense Acquisition Management	X	X	P159200
Principles of Defense Procurement and Contracting	X	X	P159202
International Defense Acquisition Negotiations	X	X	P179069
Principles of Defense Acquisition and Contract Management - SPANISH LANGUAGE	X	X	P179623
Project Management - Managing Complex Defense Projects		X	P309104
Contracting For Pre-Deployment & Deployment Operations		X	P309136
Strategies For Building and Sustaining Accountability in Defense Resource Management Systems		X	P309210
Logistics and Life Cycle Management		X	P309348
Ethics and Integrity in Defense Acquisition Decision Making		X	P319036
Mobile Education Team (MET) Needs Assessment		X	P309130
Mobile Education Team (MET) Course Delivery		X	P309131
Mobile Education Team (MET) Curriculum Development		X	P309132

Note: MASL number is used for programming with an E-IMET, 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 28-30 of this program guide offer 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 four resident courses at the U.S. 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 and Contract Management, MASL# P179623 (SPANISH)

## 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 O4-O6 who are engaged in a broad range of acquisition fields such as policy development, strategic planning, requirements definition, logistics planning and implementation, and program management. 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 O4-O6 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 pre- and post award contracting processes in place in the U.S. and a variety of other countries.

## International Defense Acquisition Negotiations

(MASL# P179069) is an eight day course conducted twice yearly in April and November, scheduled to immediately follow the Principles of Defense Procurement and Contracting course. This course is designed for U.S. and international military officers and civilian equivalents of grades O4-O6, 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 aforementioned resident courses are taught in English and require an ECL score of 80; waiver requests will be considered on a case by case basis.*

## Principles of Defense Acquisition and Contract Management (Spanish)

(MASL# P179623) is a two-week course conducted annually. This course is designed specifically for Spanish speaking international military officers and civilian equivalents of grades O4-O6 who are engaged in a broad range of defense acquisition (e.g., policy development, strategic planning, requirements definition, logistics, program management) and/or contract management fields (e.g., materiel planners, requirements developers, end users, contract managers, analysts, tender evaluators, contract negotiators, and source selection decision makers). The course provides a theoretical examination of defense acquisition and contract management combined with practical application within the Latin American context.

We encourage early reservation of quotas since course attendance is limited to 25 participants. 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](http://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*



# Program Descriptions

*“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*



# PRINCIPLES OF DEFENSE ACQUISITION MANAGEMENT

## **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. 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.

## **Topics:**

Topics include program management, capabilities based requirements, risk management, logistics, life cycle cost management, and strategies for building and sustaining accountability in defense acquisition decision making.

## **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 O4-O6 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.

## **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.

# PRINCIPLES OF DEFENSE

## **Overview:**

This program offering provides a practical examination of defense procurement and contracting issues. It includes a comparative analysis of the United States and other 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. Additionally, international best practices are examined along with the challenges associated with institutionalizing efficient and effective procurement systems.

## **Topics:**

Topics include transparency, ethics, procurement policy, acquisition planning, source selection methods, contracting for services, payment considerations, performance and delivery issues, contract administration and closeout.

## **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.

# PROCUREMENT & CONTRACTING

## **Participants:**

This offering is designed for U.S. and international military officers and civilian equivalents of grades O4-O6 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.

## **Programming:**

“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*



# INTERNATIONAL DEFENSE ACQUISITION 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 twice 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 focuses on planning and preparing for negotiations with a special emphasis on negotiation of complex issues in international armament contracts. 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:**

Topics include fact finding techniques, selection of negotiators, strategies and tactics for effective negotiations, ethics, 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 negotiating 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 negotiating position and best alternatives to a negotiating 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 O4-O6, who directly or indirectly contribute to development of negotiation positions, conduct analysis of information or participate in negotiations.



# PRINCIPLES OF DEFENSE ACQUISITION

# AND CONTRACT MANAGEMENT

## ***Overview:***

This Spanish language program offering provides a practical examination of defense acquisition and contract management with an emphasis on acquisition planning, contract management, negotiation of defense contracts, and building and sustaining accountability in defense acquisition decision making. The course addresses the importance of managing risk throughout the defense acquisition life cycle with a focus on the pre-contract award phase during week one and the post-contract award phase during week two. International best practices and global trends are discussed with a tailored focus on specific challenges and opportunities within the Latin American context. At the end of this course, participants will have developed a better understanding of the fundamental concepts and challenges associated with national and global defense acquisition and contract management.

## ***Topics:***

Topics include evolution and current state of defense acquisition and contract management policies and management practices in a defense environment characterized by civilian control of the military, acquisition planning, risk management, performance based logistics, requirements evaluation and definition, competition and sourcing, disagreements and complaints, contract negotiations, post-award contract management considerations, cyber security, and transparency, fraud, and ethics.

## ***Learning Objectives:***

- Provide participants with an understanding of the fundamental concepts and challenges associated with defense acquisition and contract management decision making.
- Examine capabilities based requirements planning along with the relationship among national security and military strategies and the defense acquisition, procurement and contracting systems.
- Examine competition and sourcing methodologies with a focus on the characteristics of efficient and effective acquisition and contract management policies.
- Assist countries in their efforts to develop and institutionalize transparent, efficient and effective defense acquisition and contract management systems.

## ***Participants:***

This offering is designed specifically for Spanish speaking international military officers and civilian equivalents of grades O4-O6 who are engaged in a broad range of defense acquisition (e.g., policy development, strategic planning, requirements definition, logistics, program management) and/or contract management fields (e.g., materiel planners, requirements developers, end users, contract managers, analysts, tender evaluators, contract negotiators, and source selection decision makers).

Countries are encouraged to nominate more than one participant. Early programming is encouraged as the course quota is capped at 25 participants.

## ***Programming:***

“Principles of Defense Acquisition and Contract 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 once yearly. Quotas for MASL # P179623 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.

**NOTE: This course is taught in Spanish with simultaneous interpretation, and course materials will be provided in English and Spanish.**



# PROJECT MANAGEMENT— MANAGING COMPLEX 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.

*Emphasis is placed on cost control, schedule management, project scope of work, and integrated product teams.*

## **Overview:**

This program offering is designed to examine the complexities, tools and techniques for understanding and managing complexity in armaments projects. Emphasis is placed on cost control, schedule management, project scope of work, and integrated product teams. Participants will be assigned to small working groups to undertake a number of defense project management related tasks. International best practices are examined along with the challenges associated with managing complex defense projects.

## **Topics:**

Topics include risk management, key considerations in managing defense projects, project phases and milestones, and contracts as 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 participant 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 O4-O6 who participate in project teams or manage defense projects.

# 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, an increasing reliance on contractors, and the emergence and evolution of new threats.

## **Topics:**

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.

## **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.

## **Participants:**

This offering is designed for international military officers and civilian equivalents of grades O4-O6 who directly or indirectly contribute to procurement and contracting in a contingency environment, from a policy or operational perspective.



# STRATEGIES FOR BUILDING AND SUSTAINING ACCOUNTABILITY IN DEFENSE RESOURCE MANAGEMENT SYSTEMS

## **Programming:**

“Strategies for Building and Sustaining Accountability in Defense Resource Management Systems” is exported and customized given a country’s specific requirements. E-IMET approved MASL# is P309210. Please contact the IDARM Program Manager for details about programming with sources of funding other than E-IMET, FMS, or FMF.

## **Participants:**

This offering is designed for international military officers and civilian equivalents of grades O4-O6 who are involved in procurement or other decision making 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:**

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.

# LOGISTICS AND LIFE CYCLE 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:**

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 an 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.

## **Programming:**

“Logistics and Life Cycle Management” is exported and customized given a country’s specific requirements. E-IMET approved MASL# is P309348. Please contact the IDARM Program Manager for details about programming with sources of funding other than E-IMET, FMS, or FMF.

## **Participants:**

This offering is designed for international military officers and civilian equivalents of grades O4-O6 who participate in logistics and life cycle management of projects.



# ETHICS AND INTEGRITY IN DEFENSE ACQUISITION DECISION MAKING

## ***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.*

## ***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:***

Topics include: characteristics of ethical decision making systems, ethical culture, leadership, and compliance, global impact and implications for ethics and integrity.

## ***Learning Objectives:***

- Examine organizational frameworks for ethical defense resource management and decision making through the procurement process.
- Understand the importance of establishing lines of authority that ensure policies, procedures, and processes are in place and enforced.
- Discuss tools for setting standards of conduct for individual and organizational accountability.

## ***Participants:***

This offering is designed for international military officers and civilian equivalents of grades O4-O6 who are involved in defense acquisition decision making systems.



# Mobile Education Team (MET)

# Recommended Topics

## Principles of Defense Systems Acquisition Management

- 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 the item(s) that best fill their capability needs.

## 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.
- Case studies include logistics life-cycle cost, reliability and readiness analysis for major weapon systems.

## 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.

## Mobile Education Team (MET)

### Recommended Topics

*Continued...*

#### Risk Management in Defense Acquisition Projects

- Examines the components and characteristics of effective risk management, with an emphasis placed on the tools and techniques needed to implement change in this area.
- Topics include methods for identifying and analyzing risk, risk mitigation planning, risk tracking and reporting, roles and responsibilities in organizing for risk management, and change management.
- Case studies are used to explore the principles of risk management in acquisition and program management.

#### Systems Engineering and Test and Evaluation (T&E) Management

- Examines fundamental concepts of systems engineering management and test and evaluation methodologies, including planning concepts and procedures.
- Defines commonly used terms in the tester's lexicon, and establishes the context for SE and 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.
- Emphasis is placed on developing a comprehensive approach to planning, defining, validating requirements and technical specifications, and to effective management of the systems engineering process.



*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.*

*For more information on IDARM and the programs available, please visit:*

*<http://www.nps.edu/idarm>*



# INTERNATIONAL DEFENSE ACQUISITION RESOURCE MANAGEMENT PROGRAM

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