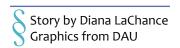


## More of what the workforce needs and less of what they don't





n an effort to better meet the immediate training needs of the Defense Acquisition Workforce, DAU launched a credentialing program to help get acquisition professionals the specific skills and training they need for their jobs. The program is part of DAU president Jim Woolsey's plan to shift the organization away from traditional, mandatory training in the classroom to focus more on online training and resources that are of more practical use on the job. Put simply, they plan to offer more of what the workforce needs, and less of what they don't.

DAU's credential program essentially breaks learning down into specialty areas where the information is presented in smaller, more accessible pieces and has a limited focus. They can be earned at any time in one's career and help acquisition professionals stay current with new trends and technologies, meet continuous learning requirements, supplement certification requirements, and gain specific skills to enhance work performance.

As DAU's Transformation Coordinator, Leslie Deneault has spent the last 18 months working on the credentialing program. She refers to credentials as "just-in-time" learning that has been specially curated to complement a professional career as needed.

"Because people get their certification training early in

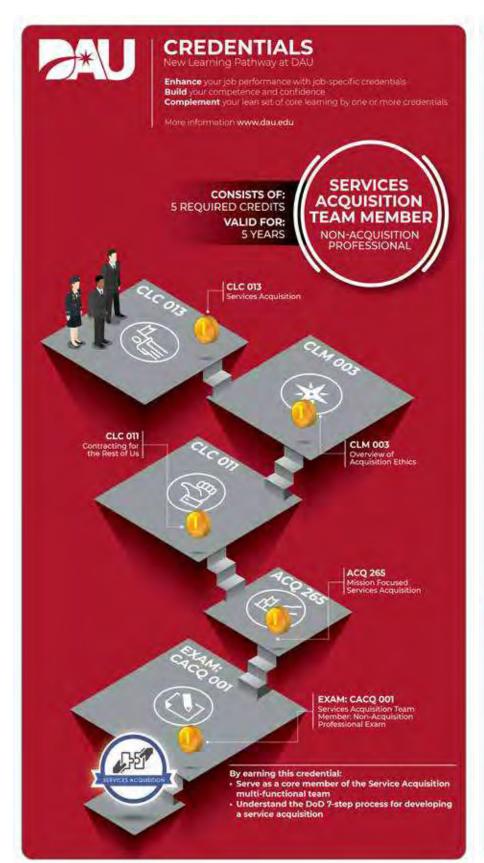
their career, by the time they need the information, the training can be forgotten or out of date," she said. "Credentials are designed to improve workforce skills in key acquisition functions or roles. A credential documents an individual's ability or skills to perform a role or function when they start a job or add skills as a job evolves."

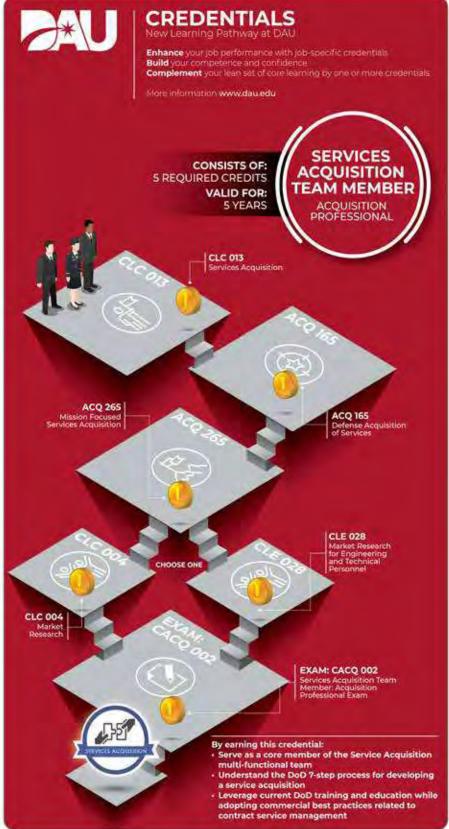
Credentials aren't unique to DAU learners.

Demand for them has been on the rise in recent years, with educational institutions and online learning platforms across the country offering hundreds of thousands of options in response. DAU even has a licensing agreement with Coursera to supplement some courses used in its credential program. What is unique, however, is what Deneault refers to as the "DoD acquisition flavor," which makes DAU credentials ideally suited to the needs of the Defense Acquisition Workforce.

As the DAU credential program grows, it will continue to complement, not duplicate, other public and private sector credentialing programs.

Take, for example, a six-course credential being developed by David Pearson, the director of DAU's Engineering and Technology Center. Learners will take the first five courses through Coursera to gain the necessary foundational knowledge and the sixth through DAU to understand how it applies in the DoD environment.





"We're the only people who can take these topics and talk about them with authority in our DoD acquisition environment," Pearson said.

As for deciding which credentials to develop and when to launch them, Deneault explained that it's "an extensive amount of work to plan and develop them."

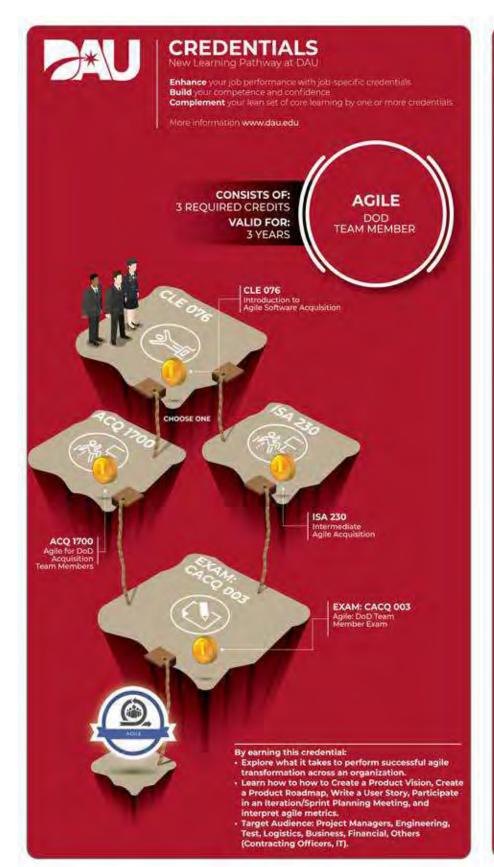
The process involves internal research that keeps the needs of the Defense Acquisition Workforce top of mind, in addition to regular consultation with senior leaders in the Office of the Secretary of Defence, the Military Services, and the 4th Estate.

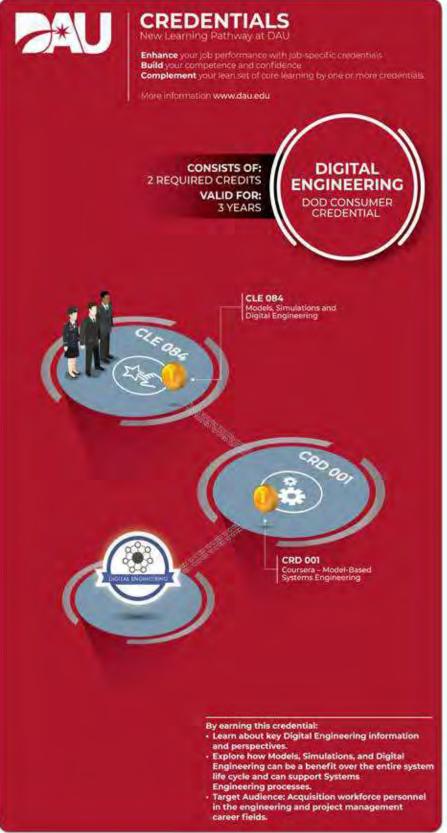
"We're asking them to tell us what credentials make

sense," Deneault said.

DAU's first four credentials launched last October. They include agile methods, digital engineering and two services acquisition credentials — one for Defense acquisition professionals and one for non-acquisition professionals. The most recent addition, a program protection credential, was launched in May, and is designed to bring learners up to speed on the processes the DoD is currently using to prevent exploitation by foreign adversaries.

Roy Wilson, a DAU professor of acquisition cybersecurity who developed the program protection credential, explained, "The DAWIA certification includes one module on program





protection that you might have finished 15 years ago, but the technologies and techniques we used then are very different from what we use today. So while DAWIA certification makes them competent, the credential keeps them current."

More than 6,000 learners have signed up for the existing five credentials. Deneault is currently in the process of adding them to Credential Engine, a non-profit platform that allows users to collect, search and compare credentials.

As for what's next, Tim Denman is already hard at work on a Cybersecurity for Program Managers credential in his capacity as DAU's cybersecurity learning director. "There is a lot of good cybersecurity training out there, but very little of it is directed toward the DoD acquisition environment — and even less toward the program manager," he said. "We felt like the program manager is the one who sets the tone and the culture, so this was a good place to start."

Deneault, meanwhile, plans to add two more before October: one for risk, issues and opportunities, and the other for data analytics. And there's no doubt the number will continue to rise as DAU transforms to better meet the needs of the Defense Acquisition Workforce — whenever and wherever needed.

To make suggestions on how DAU can further improve its credential program, please email perform@dau.edu.



