



DEFENSE ACQUISITION UNIVERSITY

Learn. Perform. Succeed.



The Expanded International Acquisition Career Path (IACP)

January 28, 2015



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- **How and When it all Started**
- **What is New in International Acquisition**
- **Expanded International Acquisition Career Path (IACP)**
- **The Way Forward**



DAWIA

10 USC, Chap 87, Subchapter II

§ 1721. Designation of acquisition positions

(a) **Designation.**--The Secretary of Defense shall designate in regulations those positions in the Department of Defense that are acquisition positions for purposes of this chapter.

(b) **Required positions.**--In designating the positions under subsection (a), the Secretary shall include, at a minimum, all acquisition-related positions in the following areas:

- (1) Program management.
- (2) Systems planning, research, development, engineering, and testing.
- (3) Procurement, including contracting.
- (4) Industrial property management.
- (5) Logistics.
- (6) Quality control and assurance.
- (7) Manufacturing and production.
- (8) Business, cost estimating, financial management, and auditing.
- (9) Education, training, and career development.
- (10) Construction.

(11) Joint development and production with other government agencies and foreign countries.

(c) **Management headquarters activities.**--The Secretary also shall designate as acquisition positions under subsection (a) those acquisition-related positions which are in management headquarters activities and in management headquarters support activities. For purposes of this subsection, the terms "management headquarters activities" and "management headquarters support activities" have the meanings given those terms in Department of Defense Directive 5100.73, entitled "Department of Defense Management Headquarters and Headquarters Support Activities", dated November 12, 1996.

“Designate what will be ‘acquisition positions’ from considering certain skill areas”

(1)-(10) Resulted in identifying 13 career fields and a certification framework. DAU training developed for that framework.

(11) Joint development and production with other government agencies and foreign countries

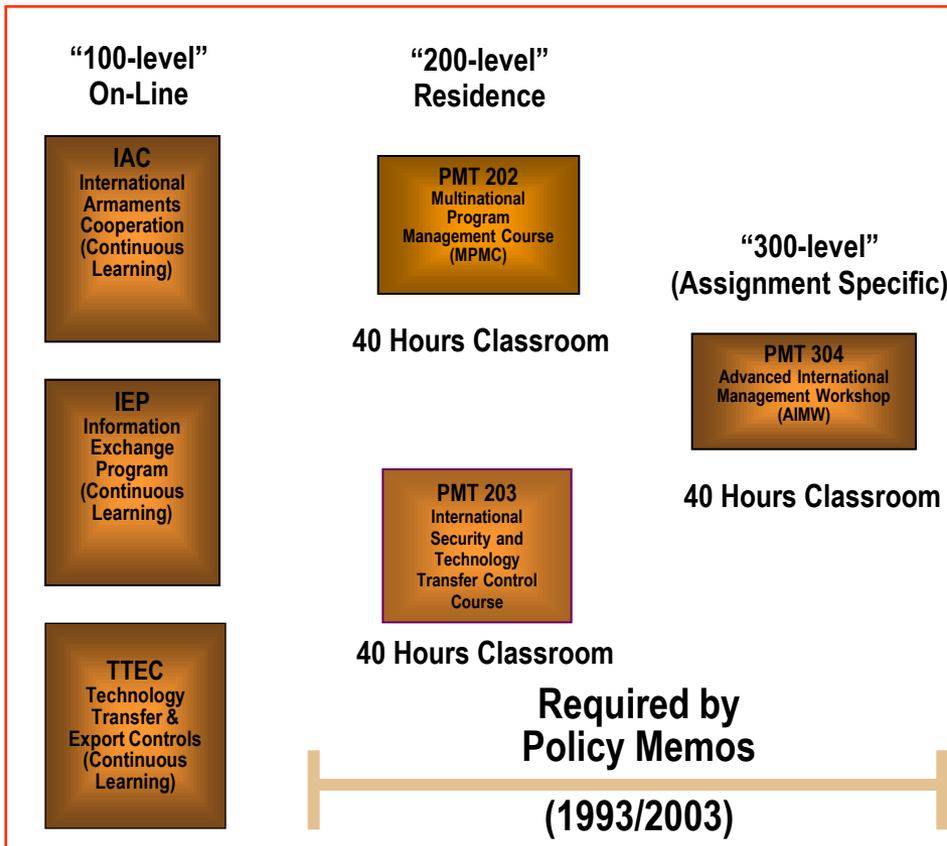
Positions were not designated as required across DoD



DAWIA plus 15 years

Fall 2005: USD(P) and USD (AT&L) IPT to respond to complaints/perceptions of DoD poor management of International acquisition programs and resulting negative relationships with our allies

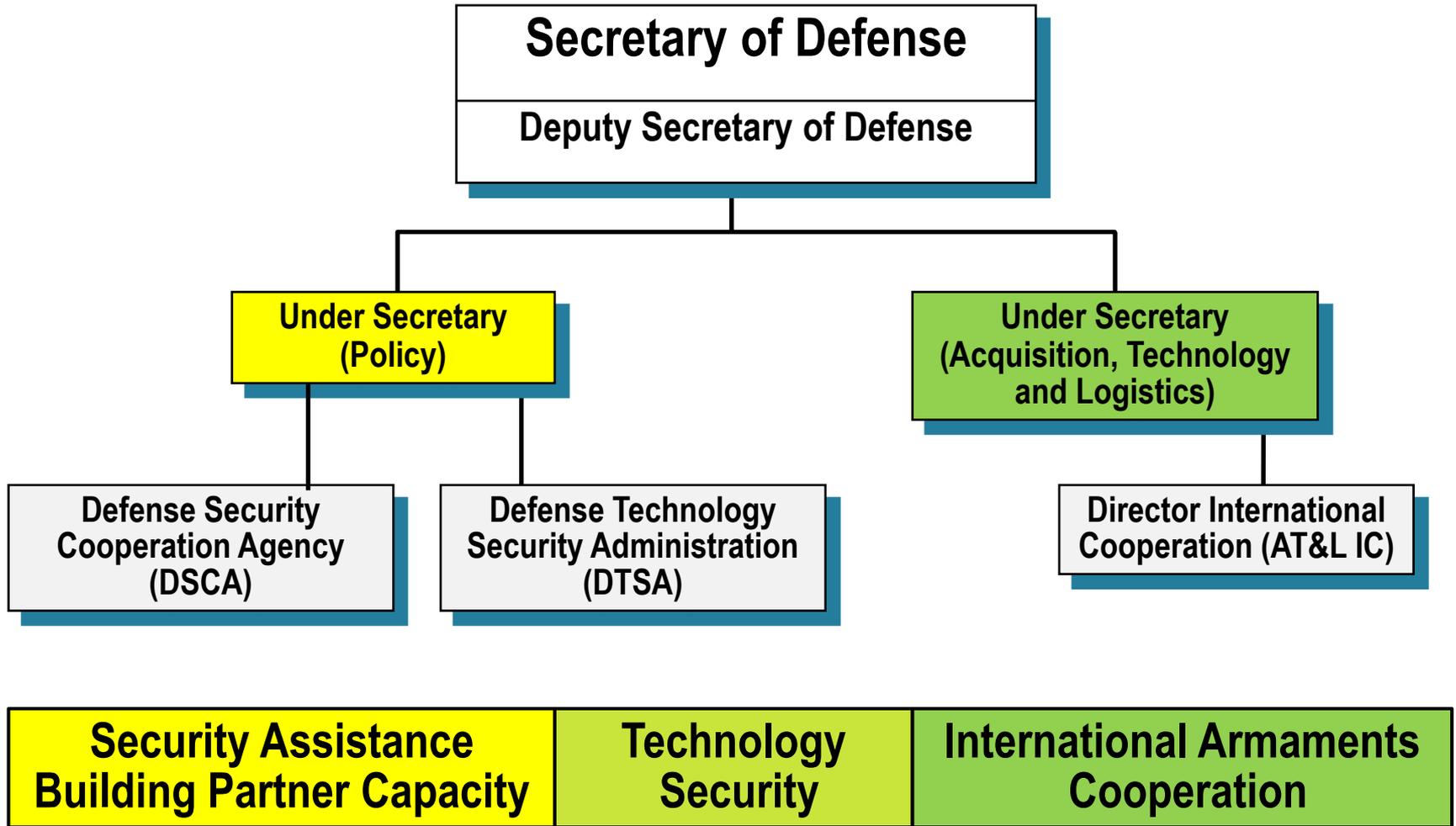
DAU Training



- **DAU International Courses were not part of the DAWIA certification framework**
- **Too narrowly focused on only Armaments Cooperation arena**
- **Not built on competencies**
- **Not a “track” – more a functionally connected collection of topic areas**
- **Categorized “Assignment Specific:” Most attendance due to individual and supervisor initiative vs. “managed”**



OSD Oversight Challenges

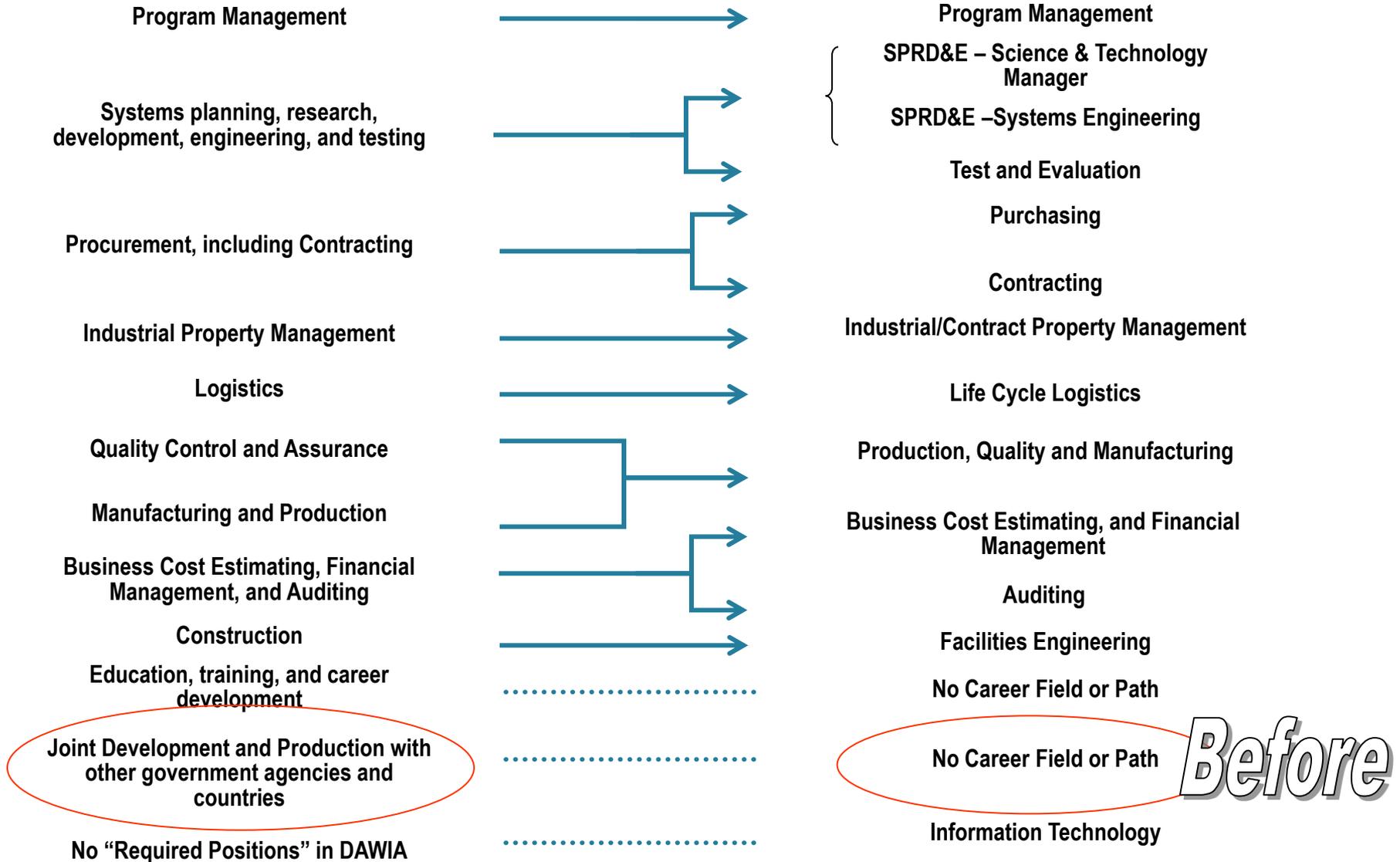




Career Field & Career Path Evolution

Required Positions* - DAWIA 1990

Career Fields & Paths – June 21, 2007



Before

* Title 10, Subtitle A Part II, Chapter 87, Subchapter II, 1721. Designation of Acquisition Positions



USD/AT&L Results

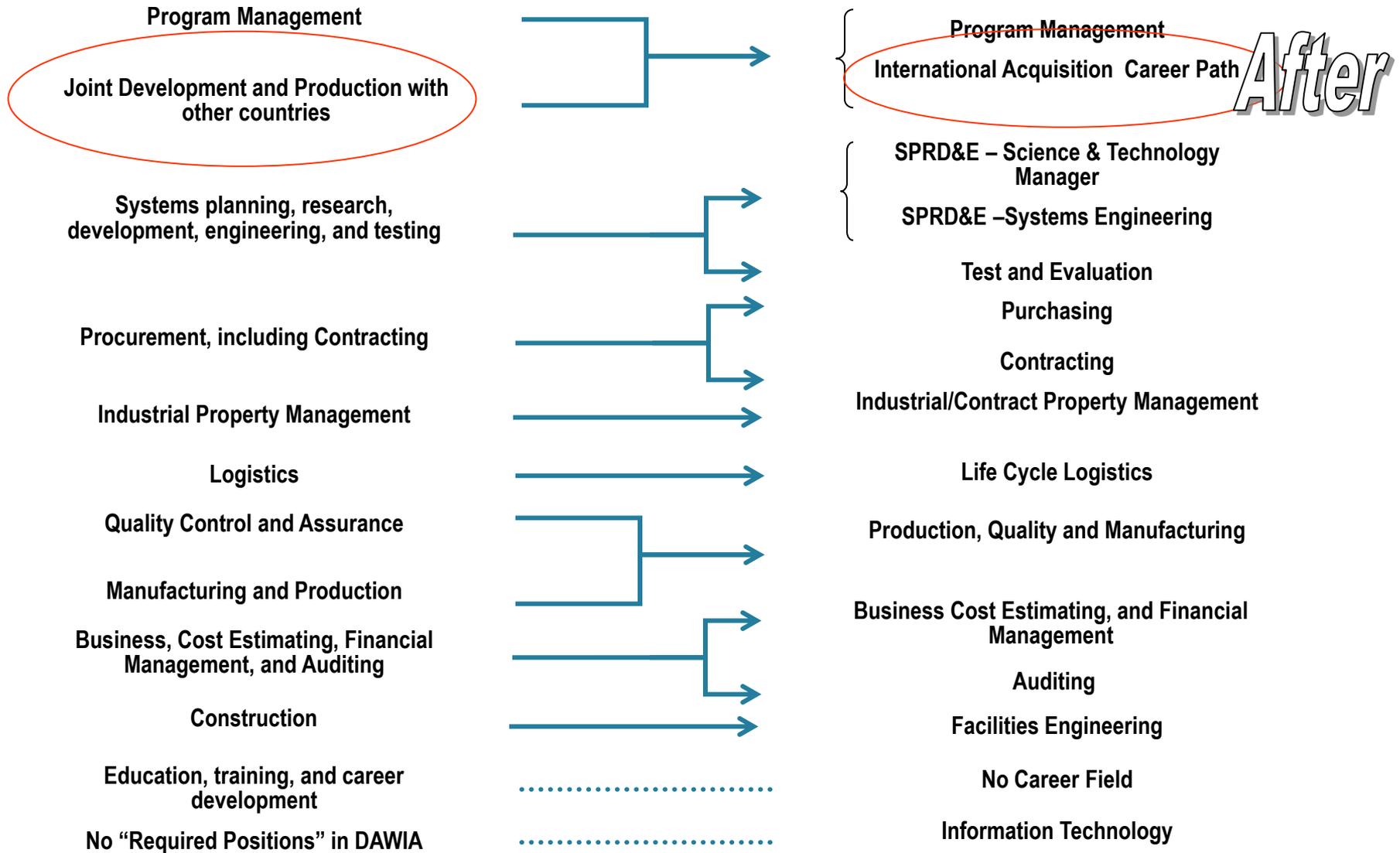
- **Need additional disclosure training for acquisition workforce**
 - Training needed at all levels of certification
 - On-line course to help all levels of certification
 - Courses must be available, managed, and mandatory
- **Implement an International Acquisition Career Field or Path**
 - Joint Development and Production with Other Government Agencies and Foreign Countries never became career field, as required by DAWIA
- **Ensure better collaboration between DAU and DISAM**
 - Similar curriculum in some cases, but different student populations



Career Field & Career Path Evolution

Required Positions* - DAWIA 1990

Career Fields & Paths – June 22, 2007



* Title 10, Subtitle A Part II, Chapter 87, Subchapter II, 1721. Designation of Acquisition Positions



So - to this point:

- Created by USD(AT&L) Krieg in 2007 to enhance knowledge of international acquisition policies and procedures across the DoD Acquisition Workforce (DAW)
- Initially focused on coding IACP billets and training personnel in the Program Management (PM) career field

Objective: *Provide required IA&E training to DAW members and other DoD/USG personnel via DAU courses and learning assets*

What's New in International Acquisition



Objectives - are NOT new

Political

Strengthen alliances and other relationships with friendly countries; encourage willingness to act collectively; promote international legitimacy in coalition operations

Industrial

Bolster domestic and allied defense industrial base

Technical

Ensure access to the best global technologies; help minimize capabilities gap with allies/coalition partners

Economical

Share (reduce) costs for new system development; and for short and long-term support of fielded systems

Operational

Achieve interoperability that facilitates combined operations, reduces operational hazards and minimizes OPSEC compromises



Emphasis Grows also Seeing International Programs Through an Affordability Lens



International Programs

- Access to leading technology
- Access to foreign test facilities
- Use of foreign-funded modifications
- Shared risk
- Shared costs (leverage Other People's Money)
- Technology development
- RDT&E
- Production non-recurring
- Sustaining engineering
- Modification/upgrade non-recurring
- Training and sustainment infrastructure
- Economies of scale
- Lower G&A rates
- Maintain production lines
- Interoperability

*Used by permission.
Created by Prof Craig Mallory
Defense Acquisition University*



Share of International Arms Exports (%)

	2009-2013	Top 3 Customers
USA	29	Australia, South Korea, UAE
Russia	27	India, China, Algeria
Germany	7	USA, Greece, Italy
China	6	Pakistan, Bangladesh, Myanmar
France	5	China, Morocco, Singapore
UK	4	Saudi Arabia, U.S., India
Spain	3	Norway, Austria, Venezuela
Ukraine	3	China, Pakistan, Russia
Italy	3	India, UAE, USA
Israel	2	India, Turkey, Columbia

Source: SIPRI Arms Transfer Database



Defense Companies Global Focus (data excludes China)

Rank	Company	Arms Sales, (\$M)	Defense Sales % of Total Sales
1	Lockheed Martin (USA)	35,490	78
2	Boeing (USA)	30,700	35
3	BAE Systems (UK)	26,820	94
4	Raytheon (USA)	21,950	93
5	Northrop Grumman (USA)	20,200	82
6	General Dynamics (USA)	18,660	60
7	EADS (trans-European)*	15,740	20
8	United Technologies (USA)	10,560	19
9	Finmeccanica (Italy)	12,530	50
10	Thales (France)	10,370	55

* EADS was renamed Airbus Group in January 2014

www.sipri.org

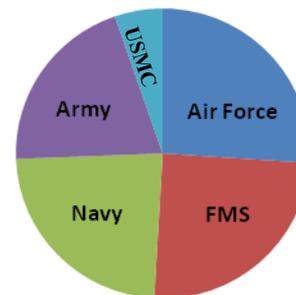


The Scale of Foreign Military Sales (FMS)

FMS and Service Procurement: 5 Year Average

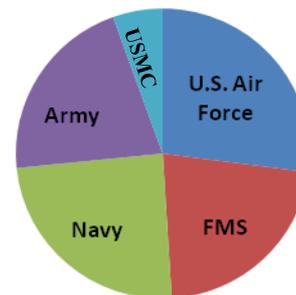
- Average annual procurement budget over last 5 years (FY09-13):

- #1. \$41.6 Billion USAF
- #2. **\$39.7 Billion FMS**
- #3 \$37.5 Billion U.S. Navy
- #4 \$32.4 Billion U.S. Army
- #5 \$8.4 Billion USMC



- If we remove the FY12 Saudi Arabia F-15 sale and recalculate:

- #1. \$41.6 Billion USAF
- #2 \$37.5 Billion U.S. Navy
- #3 **\$33.7 Billion FMS**
- #4 \$32.4 Billion U.S. Army
- #5 \$8.4 Billion USMC





Honorable Frank Kendall

IDEAA Seminar – April 2014

“International Cooperation should be an integral facet of most acquisition programs. Through international cooperation we can increase interoperability with partners and allies, reduce our own costs through economies of scale in production and through partner contributions to development, enhance integrated military capability of coalition forces, and build the relationships we need to implement our strategic goals. International cooperation should always be carefully considered in program planning.”



Proposed JCIDS Change

“For capability requirements documents advocating creation of international acquisition programs with allies/partner nations, Sponsors will consider to the greatest extent possible, foreign disclosure review and document structuring to facilitate releasability, in whole or in part, to the nations concerned.”

“Other system attributes may include physical and operational security needs, including technology security, foreign disclosure, defense exportability features, and anti-tamper.”

DRAFT JCIDS Manual April 2014

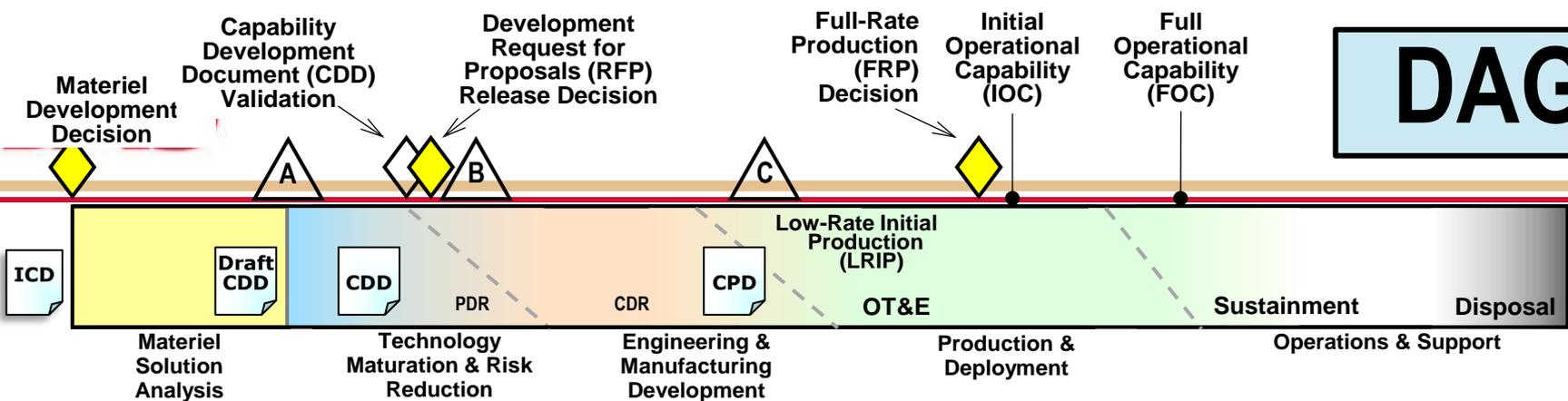


Acquisition Strategy

“[Program Management [PM] is responsible for **integrating [IA&E] considerations into the program’s Acquisition Strategy at each major milestone or decision point.** [PM] will consider the potential demand and likelihood of cooperative development or production, Direct Commercial Sales, or Foreign Military Sales early in the acquisition planning process; and consider U.S. export control laws, regulations, and DoD policy for international transfers when formulating and implementing the acquisition strategy ... **Where appropriate, [PMs] will pursue cooperative opportunities and international involvement throughout the acquisition life cycle** to enhance international cooperation and improve interoperability ...”
(**emphasis added**)

5000.02 (Enclosure 2, paragraph 7.a.)

DAG



International Acquisition and Exportability (IA&E) Considerations



IA&E Activities

<ul style="list-style-type: none"> Cooperative opportunity analysis Requirements harmonization IA&E assessment Information exchange 	<ul style="list-style-type: none"> Cooperative R&D Cooperative prototypes TSFD coordination DEF/Exportability feasibility studies 	<ul style="list-style-type: none"> Cooperative EMD Cooperative T&E TSFD approvals DEF/Exportable designs/prototypes 	<ul style="list-style-type: none"> Cooperative production Defense sales Coproduction Hybrid programs Exportable version production 	<ul style="list-style-type: none"> Cooperative logistics Security Assistance logistics Disposal Exportable version depot & spares
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Documentation and Programs

<ul style="list-style-type: none"> Acquisition Strategy Draft CDD Initial PPP RDT&E IEP 	<ul style="list-style-type: none"> RDT&E MOU Program-specific MOU Comprehensive PPP TRR ICR&D program CWP 	<ul style="list-style-type: none"> Program-specific MOU FCT program PPP & TRR implementation DDL issuance PSI issuance 	<ul style="list-style-type: none"> Program-specific MOU FMS LOAs DCS export authorizations PPP & TRR updates DDL updates PSI updates 	<ul style="list-style-type: none"> Program-specific MOU ACSAs FMS LOAs DCS follow-on support exports EDA program
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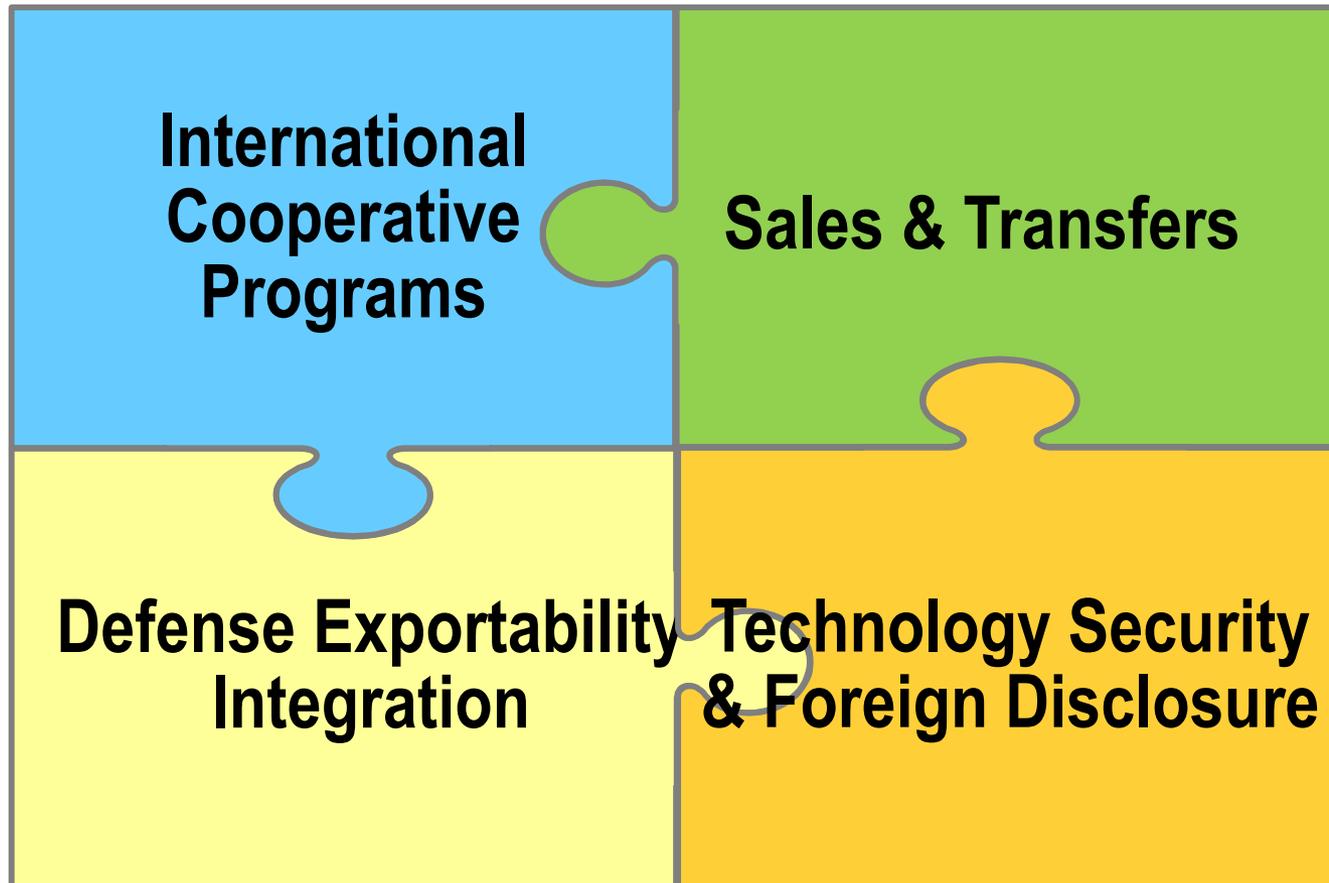
- Acquisition and Cross-Servicing Arrangement (ACSA)
- Coalition Warfare Program (CWP)
- Delegation of Disclosure Letter (DDL)
- Direct Commercial Sales (DCS)
- Excess Defense Articles (EDA)
- Foreign Comparative Testing (FCT)
- Foreign Military Sales (FMS)
- Defense Exportability Features (DEF)

- Information Exchange Program (IEP)
- International Cooperative R&D (ICR&D)
- Letter of Offer and Acceptance (LOA)
- Memorandum of Understanding (MOU)
- Program Protection Plan (PPP)
- Program Security Instruction (PSI)
- Technology Release Roadmap (TRR)



International Acquisition & Exportability (IA&E)

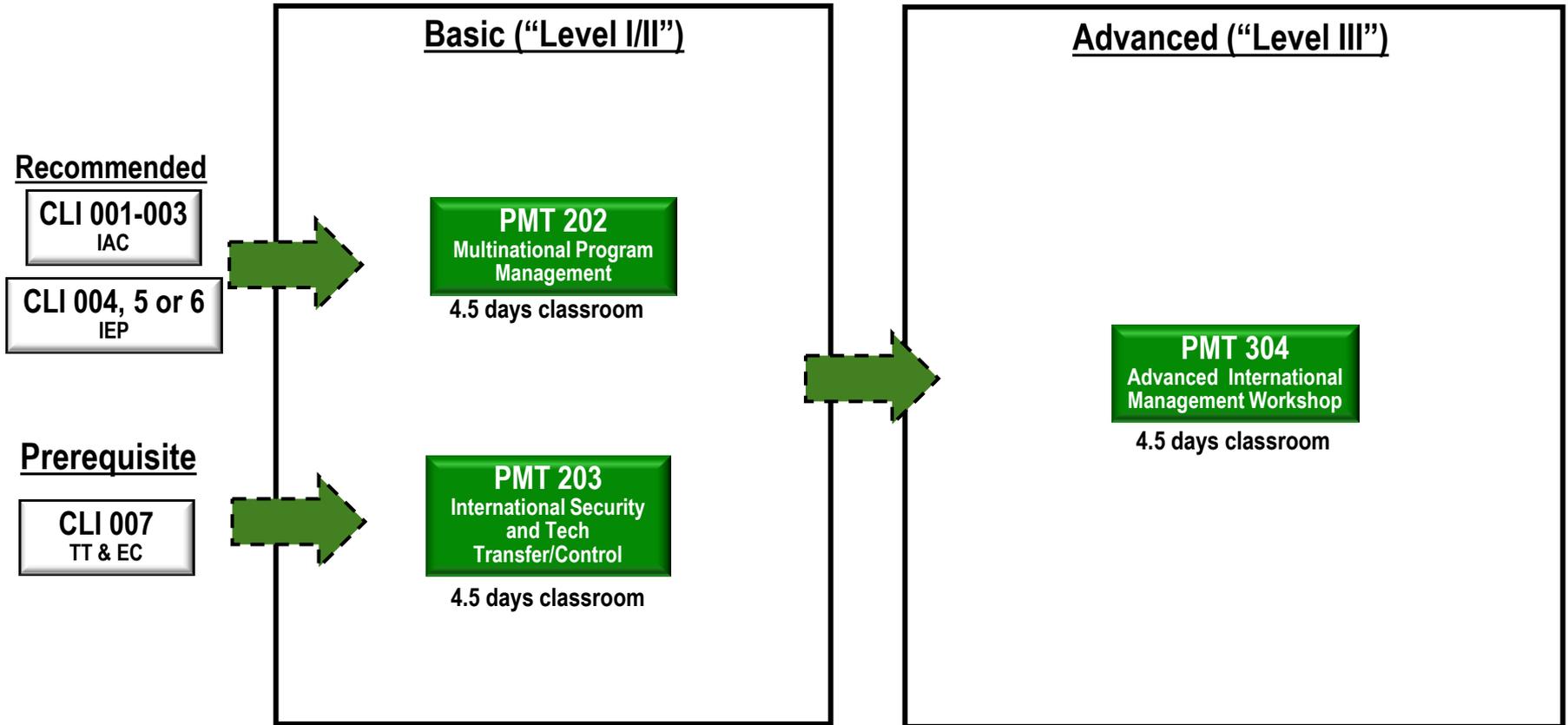
New term used in DoDI 5000.02



Expanded International Acquisition Career Path (IACP)



Original International Curriculum



Expanded IACP Implementation

- Requires DoD Component identification and coding of positions performing & supporting DAW IA&E activities:
 - Initially only Program Management career field positions required identification/coding
 - Expanded by USD(AT&L) Kendall in Sep 2014 to allow coding of positions in any DAWIA career field
- Creates mandatory training requirement for personnel in IACP coded positions
- DACMs responsible for expanded IACP coding effort
- Int'l Acquisition FIPT and DAU currently assessing optimal “delivery methods” to meet expanded IACP training requirements for all pertinent DAWIA career fields





Int'l Acq Position Coding

- **Duties that involve implementing or providing support to international programs or projects**
 - **Associated with an Acquisition Strategy with an international system or cooperative opportunity identified**
 - **Associated with an existing AT&L cooperative international agreement or upon submission or approval of a Summary Statement of Intent for a potential AT&L international agreement**
 - **Associated with an approved FMS Letter of Offer and Acceptance for purposes of international sale, lease, or logistics support of U.S. major defense equipment**
 - **Designated an international program/project or high-potential future foreign sales program (FMS or DCS) by the USD(AT&L) or Component Acquisition Executive, or as further delegated**

September 2014 Revised Position Category Description (PCD)



DAU Curriculum Continues to be Reinvented

Even broader competencies were developed and approved

- **All continuous learning modules updated**
 - CLI 001-003 International Armaments Cooperation
 - CLI 004-006 Information Exchange Programs
 - CLI 007 Technology Transfer and Export Control
- **Old courses retired**
 - PMT 202 Multinational Program Management Course
 - PMT 203 International Security and Technology Transfer/Control
- **New courses developed**
 - ACQ 120 Fundamentals of International Acquisition (Oct 13)
 - ACQ 130 Fundamentals of Technology Transfer/Security (Oct 13)
 - ACQ 230 International Acquisition Integration (Oct 14)
 - PMT 313 Advanced Technology Security/Control Workshop (Jul 11)
- **New “300-level” course (ACQ 380) planned to field FY16**



AWQI PM Career Field qualification standards prepared



Certification and Core Plus Development Guides

Program Management Level II

Type of Assignment	Representative Activities
Weapon Systems	<ul style="list-style-type: none"> Structures and guides systems engineering activities. Establishes a risk/opportunity program; structures and conducts technical reviews. Works with contracting personnel. Maintains configuration control. Leads IPTs in support of developing and delivering a weapon system, C2/network-centric system, or space system.
Services	<ul style="list-style-type: none"> Structures incentives tied to desired outcomes for service contracts, prepares plans for identifying risks, provides contract tracking and oversight. Performs most acquisition planning tasks as established in Attachment 1 to AT&T's Acquisition Management Memo of Oct. 2, 2008.
Business Mgt Systems/IT	Leads IPTs, identifies and manages enterprise-level business systems and issues that applies performance measures within the acquisition community and program office context that directly impact program performance.
International Acquisition	Participates in successful cooperative development, production partnership, or system modification/transfer during pre-system acquisition or system acquisition with allied and friendly nations, either cooperative or non-cooperative in nature.

Core Certification Standards (required for certification)	
Acquisition Training	<ul style="list-style-type: none"> ACQ 201A Intermediate Systems Acquisition, Part A ACQ 201B Intermediate Systems Acquisition, Part B (R)
Functional Training	<ul style="list-style-type: none"> PMT 251 Program Management Tools Course, Part A PMT 257 Program Management Tools Course, Part B CON 110 Mission-Support Planning or CON 115 Contracting Fundamentals and either of the following completed on or after 15, 20 SAM 101 Basic Software Acquisition Management or IRM 101 Basic Information Systems Management
Education	Formal education not required for certification
Experience	2 years of acquisition experience; at least 1 year of this experience must be in program management

Unique Position Training Standards
EFFECTIVE 1 Oct 2010 International Acquisition (see note 11) PMT 257 International Program Management (R) PMT 251 International Security and Technology Transfer/Control (R)

Core Plus Development (desired training, education, and experience)	Type of Assignment			
	Wpn Sys	Services	Bus Mgt/IT	Intern Acq
BCF 215 Operating and Support Cost Analysis (R)	✓	✓	✓	
CLE 004 Introduction to Leadership Enterprise Core	✓	✓	✓	
CLE 006 Enterprise Integration Overview			✓	
CLE 022 Program Manager Introduction to Anti-	✓			
CLI 004 Information Program (IEP), D				✓
CLL 002 Defense Logistics Support to the	✓	✓		
CLL 004 Maintenance P	✓	✓		
Commercial-Off-The-Shelf Acquisition for Program Managers	✓	✓	✓	
1 Improve Statement of Work	✓	✓		
102 Fundamentals of System Sustainment Management	✓	✓		
1 Production, Quality, and Manufacturing Fundamentals	✓	✓		
Education				
Master's degree, preferably in a major in engineering, systems management, business administration, or a related field				
Experience				
2 additional years of acquisition experience, preferably in a systems program office or similar organization				

Notes:
 1 The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.
 2 "(R)" following a course title indicates the course is delivered as resident based instruction.
 5 When preparing your IDP, you and your supervisor should consider the training, education, and experience listed in the Core Plus Development Guide at this and the lower level(s) if not already completed.
 11 Workforce members assigned to the position(s) listed in the Unique Position Training Standards section MUST meet these training standard(s) within 24 months of assignment.



Int'l Acq – Draft DAU iCatalog

(Similar to “Certification and Core Plus Development Guide”)

Type of Duty	Representative Activities
International Cooperative Programs (ICP)	Managing or supporting planning or executing cooperative programs with international partners conducted under the terms of an international agreement to include projects or programs ranging from cooperative science and technology to major system development and production.
Defense Sales and Transfers	Managing or supporting planning or executing of foreign military sales, building partner capacity, and/or hybrid direct commercial sales programs.
Acquisition Strategy Development	Analyzing cooperative opportunities, conducting analyses of alternatives, and integrating international acquisition and exportability considerations into a program’s acquisition strategy.
Technology Security and Foreign Disclosure (TSFD)	Supporting development or implementation of exportability-related technology security, foreign disclosure, or export control policies and positions.



Int'l Acq – Draft DAU iCatalog (cont.)

Core Training Standards

Acquisition Training

- ACQ 101 Fundamentals of Systems Acquisition Management
- ACQ 202 Intermediate Systems Acquisition, Part A

Functional Training

- ACQ 120 Fundamentals of International Acquisition
- ACQ 130 Fundamentals of Technology Security/Transfer
- ACQ 230 International Acquisition Integration

**Required for
All Personnel
In Coded
Positions**

Unique Position Training Standards

ICP Duties

- PMT 304 Advanced International Management Workshop

TSFD Duties

- PMT 313 Advanced Technology Security/Control Workshop

Level III Positions

- ACQ 380 International Acquisition Management **New in FY16**

Types of Duties

- Internal Cooperative Programs (ICPs)
- Defense Sales and Transfers
- Acquisition Strategy Development
- Technology Security & Foreign Disclosure (TSFD)



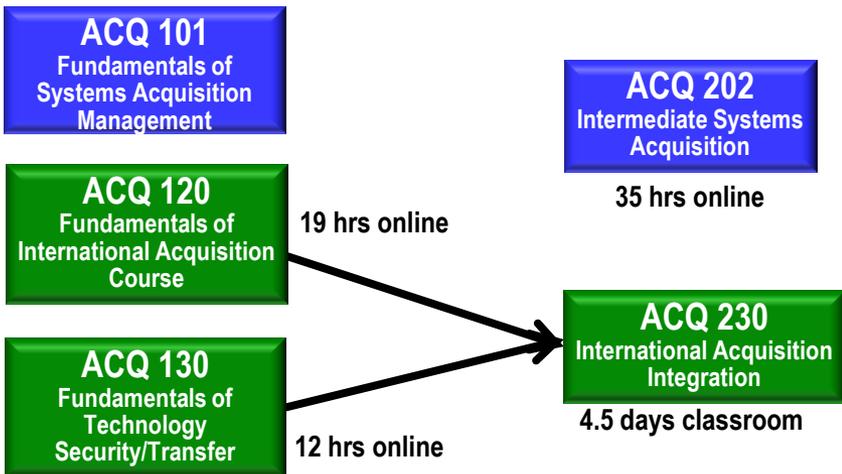
Int'l Acq – Draft DAU iCatalog (cont.)

Core Plus Development Guide		Type of Duties			
Desired Training		ICP	Def Sales	Acq Strat	TSFD
CLC 027	Buy American Act	✓	✓	✓	✓
CLC 052	Contracting with Canada	✓	✓	✓	✓
CLC 125	Berry Amendment	✓	✓	✓	✓
CLE 022	Program Manager Introduction to Anti-Tamper	✓	✓	✓	✓
CLE 068	Intellectual Property and Data Rights	✓	✓	✓	✓
CLI 001	International Armaments Cooperation (IAC), Part 1	✓			
CLI 002	International Armaments Cooperation (IAC), Part 2	✓			
CLI 003	International Armaments Cooperation (IAC), Part 3	✓			
CLI 004	Information Exchange Program (IEP), DoD Generic	✓			
CLI 005	RDT&E (IEP) Army-Specific	✓			
CLI 006	RDT&E (IEP) Navy-Specific	✓			
CLI 007	Technology Transfer and Export Control	✓	✓	✓	✓

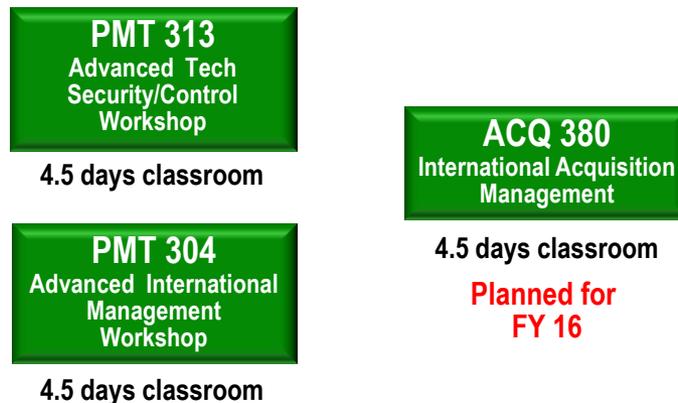


Expanded IACP Impact on DSMC's International Courses

Basic and Intermediate (Level I/II)



Advanced (Level III)



Core Plus Development Guide

Type of Duties

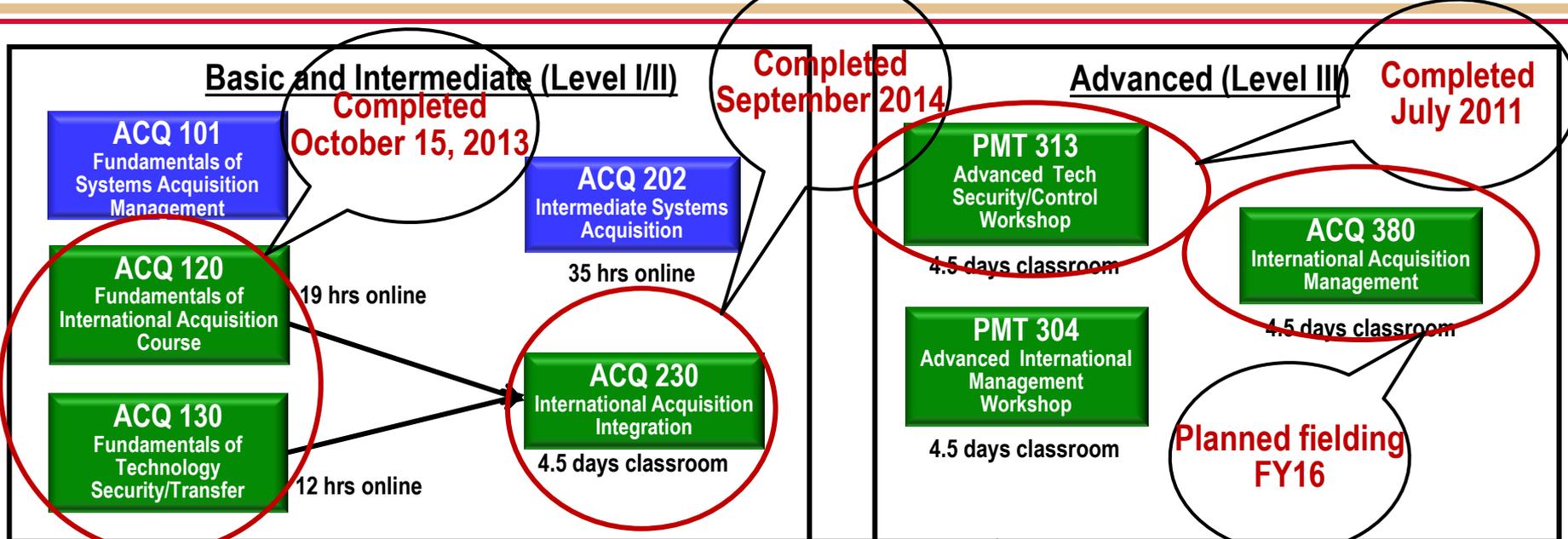
Desired Training

ICP	Def Sales	Acq Strat	TSFD
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Desired Training	ICP	Def Sales	Acq Strat	TSFD
CLC 027 Buy American Act	✓	✓	✓	✓
CLC 052 Contracting with Canada	✓	✓	✓	✓
CLC 125 Berry Amendment	✓	✓	✓	✓
CLE 022 Program Manager Introduction to Anti-Tamper	✓	✓	✓	✓
CLE 068 Intellectual Property and Data Rights	✓	✓	✓	✓
CLI 001/002/003 International Armaments Cooperation (IAC), Part 1/2/3	✓			
CLI 004 Information Exchange Program (IEP), DoD Generic	✓			
CLI 005/006 RDT&E (IEP) Army-Specific/RDT&E (IEP) Navy-Specific	✓			
CLI 007 Technology Transfer and Export Control	✓	✓	✓	✓



Expanded IACP Impact on DSMC's International Courses



Core Plus Development Guide		Type of Duties			
Desired Training		ICP	Def Sales	Acq Strat	TSFD
CLC 027	Buy American Act	✓	✓	✓	✓
CLC 052	Contracting with Canada	✓	✓	✓	✓
CLC 125	Berry Amendment	✓	✓	✓	✓
CLE 022	Program Manager Introduction to Anti-Tamper	✓	✓	✓	✓
CLE 068	Intellectual Property and Data Rights	✓	✓	✓	✓
CLI 001/002/003	International Armaments Cooperation (IAC), Part 1/2/3	✓			
CLI 004	Information Exchange Program (IEP), DoD Generic	✓			
CLI 005/006	RDT&E (IEP) Army-Specific/RDT&E (IEP) Navy-Specific	✓			
CLI 007	Technology Transfer and Export Control	✓	✓	✓	✓



The Way Forward

- **Jan – Mar 2015:**
 - DACMs begin initial IACP coding effort and report results (Mar FIPT Mtg)
 - DACMs take action to mitigate low FY 2015 DAU int'l course fill rates
 - DAU begins ACQ 380 development/assesses IACP impact on other DAU courses
- **Apr – Jun 2015:**
 - “Gap Analysis” conducted by FIPT members; problems resolved (Jun FIPT Mtg)
 - DAU int'l course fill rates for ACQ 230, PMT 304, PMT 313 improve (desired)
- **Jul – Dec 2015:**
 - DACMs complete IACP coding effort
 - DAU Student Info System (SIS) mod adds course reqmts for IACP positions
- **CY 2016:**
 - DAU conducts first ACQ 380 course/completes IACP changes in other DAU courses

Backup Charts



Int'l Acquisition Courses

<u>Number</u>	<u>Name</u>	<u>Prerequisites</u>
ACQ 120 (on-line)	Fundamentals of International Acquisition	ACQ 101
ACQ 130 (on-line)	Fundamentals of Technology Security/Transfer	ACQ 101
ACQ 230 (new in FY15)	International Acquisition Integration	ACQ 120*, ACQ 130*, ACQ 202
PMT 304	Advanced International Management Workshop	ACQ 230 or PMT 202 + PMT 203 (through FY16)
PMT 313	Advanced International Security & Technology Transfer/Control Workshop	ACQ 230 or PMT 202 + PMT 203 (through FY16)

* PMT 202/PMT 203 are acceptable for meeting the ACQ 120/ACQ 130 prerequisite requirements until October 1, 2015 as “predecessor” courses



Final DoDI 5000.02 IA&E Provisions

- **PM - Acquisition Strategy (Encl (2) para 6.a.(1)):**

“The strategy must reflect the Program Manager’s understanding of the business environment; [*cost, schedule, technical, etc.*] ... **opportunities in the domestic and international markets; foreign disclosure, exportability, technology transfer, and security requirements**; and the plan to support successful delivery of the capability at an affordable life-cycle price, on a realistic schedule.” (**emphasis added**)
- **Intended Practical Impact:**
 - PMs and IPTs develop and update “International Involvement” section of their Acquisition Strategies to provide a solid foundation for multi-dimensional ‘International Business Plans’
 - PEOs, DoD Components and key OSD/Defense Agencies help shape programs’ IA&E plans and support their implementation



Final DoDI 5000.02 IA&E Provisions

- **SE – Program Protection (Encl (3) para 13):**
 - “... **Program protection also supports international partnership building and cooperative opportunities objectives** by enabling the export of capabilities without compromising underlying U.S. technology advantages.” ... **Program managers will describe in their PPP** the program’s critical program information and mission-critical functions and components ... [including] **planning for exportability and potential foreign involvement**. Countermeasures should include anti-tamper, exportability features, security ... and other mitigations ...” (**emphasis added**)
- **Intended Practical Impact:**
 - Focus PMs, System Engineers, and IPTs on development/update of SEPs and PPPs to ensure consistency with their Acquisition Strategies and multi-dimensional ‘International Business Plans’
 - Help shape the SE aspects of our programs’ PPPs to ensure IA&E objectives are implemented, as appropriate, in system design and upgrade activities



International **Affairs** Certification

- The *Department of Defense International Affairs, Certification Program Guidelines* dated 28 April 2008, set forth standardized certification guidelines for the International Affairs Certification Program (IACP)
- Workforce members are required to meet the mandatory standards of education, training, and experience in order to achieve each of three levels of certification
- Certification is not required for filling IA positions, but it does readily identify those individuals who have completed specific training, education, and experience thresholds
- Certification is available to military and civilian personnel (contractors and other non-USG employees cannot be certified through this program)

<https://www6.idss.ida.org/IndexMain3.aspx>



“The Other IACP”

AT&L Directed

International Acquisition Career Path

- Attached to PM Career Field
- Requirement: Statutory basis
- Initiation: Positions coded by DACM
- Criteria: Core Plus Development Guides
- Recognition of Completion: Up to DACM

DSCA Directed

International Affairs Certification Program

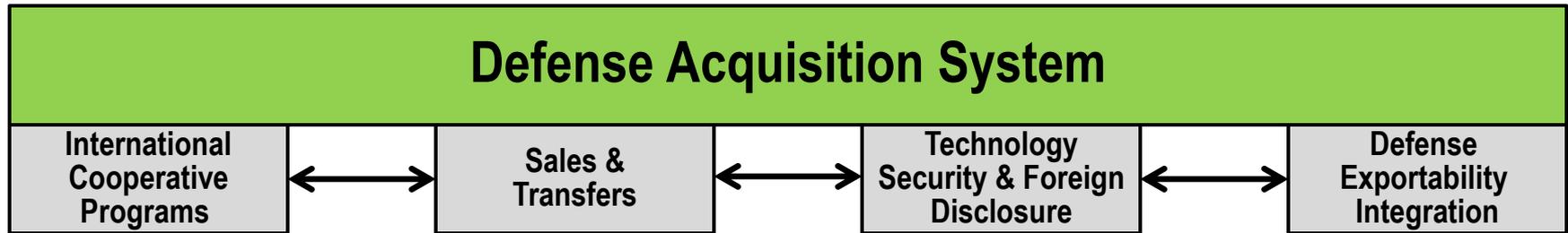
- Many functional areas
- Requirement: DSCA Directive 5012, April 2008
- Initiation: On-line application
- Criteria: DSCA website
- Recognition of Completion: Certificates (Level I, II, III)



ACQ 230

International Acquisition Integration

- Integration of international competencies across all phases of the Defense Acquisition System



- Focus on application using student centered learning approach
- Dealing internally with USG organizations and externally with foreign personnel & governments
- Practical Exercises (PEs) for each acquisition phase (PM, systems engineering, logistics, business, and contracting aspects)
- Other mini-PEs on stakeholder perspectives, cross-cultural communications, and ethical considerations
- Ending Critical Incident Exercise



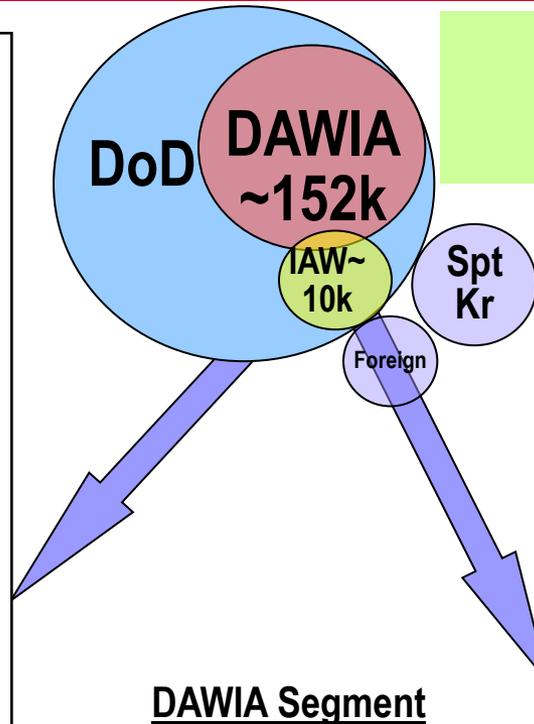
International Acquisition Workforce Magnitude

Security Assistance

SCO Personnel	681
Regional Centers	384
Field Agencies	801
DSCA Activities	230
DSCA HQ	280
COCOMS/MAJCOMS	28
Army	1561
Navy	717
Air Force	2006

Work Years 6688

Or approximately 10,000 People



Non-DoD IAW Elements Include:

- Foreign Exchange and Liaison Officers
- Cooperative Program Personnel
- Numerous Support Contractors

Armaments Cooperation

SCO Personnel	50
Field Agencies	360
COCOMS/MAJCOMS	40
Army	20
Navy	25
Air Force	25

520 People

Dedicated: PM, Contracting, BCF, Logistics
 Part time: PQM, SPRDE, T&E, S&T

Non-DAWIA

Operations, Plans, Intel, Ops Logistics, Policy

Estimated 30% are DAWIA Workforce ~ 3-4000 People