



# **A Multidimensional Approach to Acquisition Workforce Management**

**May 9, 2018**

***Joe Everling***

***Liz Rosa***

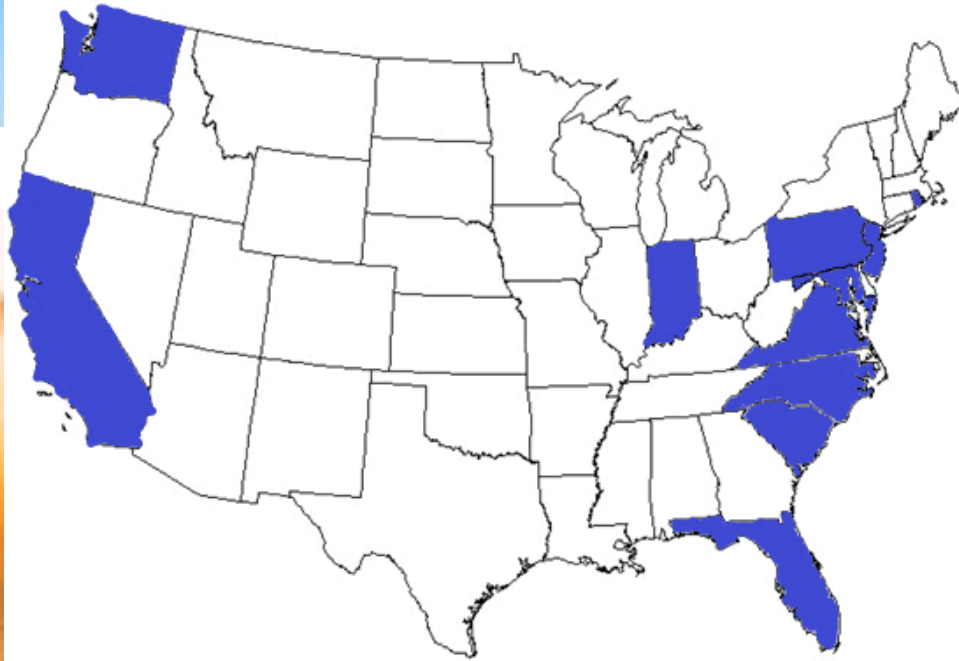
***Dr. Altyn Clark***

***Dr. David Ford***





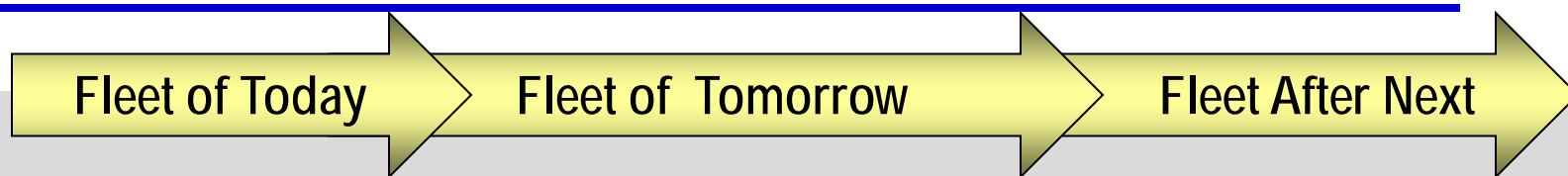
# Acquisition Workforce (AWF) Management is a Wicked Problem



***Every person matters, every day matters, every dollar matters as we meet warfighter needs for affordable, agile, lethal capability***



# Guiding Questions for AWF Leaders Frame the Wicked Problem



**Demand**

*What drives work?*

**Supply**

*Do we have the right rotation programs?*

*What kind/size of workforce needed?*

*Do we incentivize the right performance?*

**Products & Services**

*What are major products?*

*How does the money flow?*

**Workload Drivers**

*How do we know we're working on right things?*

*Where are skills needed?*

**Technology & Process Impact**

*What does technical excellence look like?*

*What levers can we use to improve AWF performance?*

**Added Value to Fleet**

*How do we evaluate AWF health and affordability?*

**“Productivity”**

*How do we keep people energized, engaged, connected?*

*How do we know we're getting better?*

***How do we deliver lethal capability faster, while developing the workforce for the future?***



# Three DACM Lines of Inquiry to Address the Wicked Problem

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1. DON governance structure to manage the AWF like a major program
2. Shared visibility in digital war rooms:  
AWF history, context, current health measures, future needs, and improvement levers
3. AWF system dynamics models to explore feedback loops and time delays



***Applying longitudinal systems thinking to the PEOPLE within the DON Acquisition Enterprise***



# **Embracing Structure and Discipline to Manage Challenges in the Department of Navy Acquisition Workforce**

**May 2018**

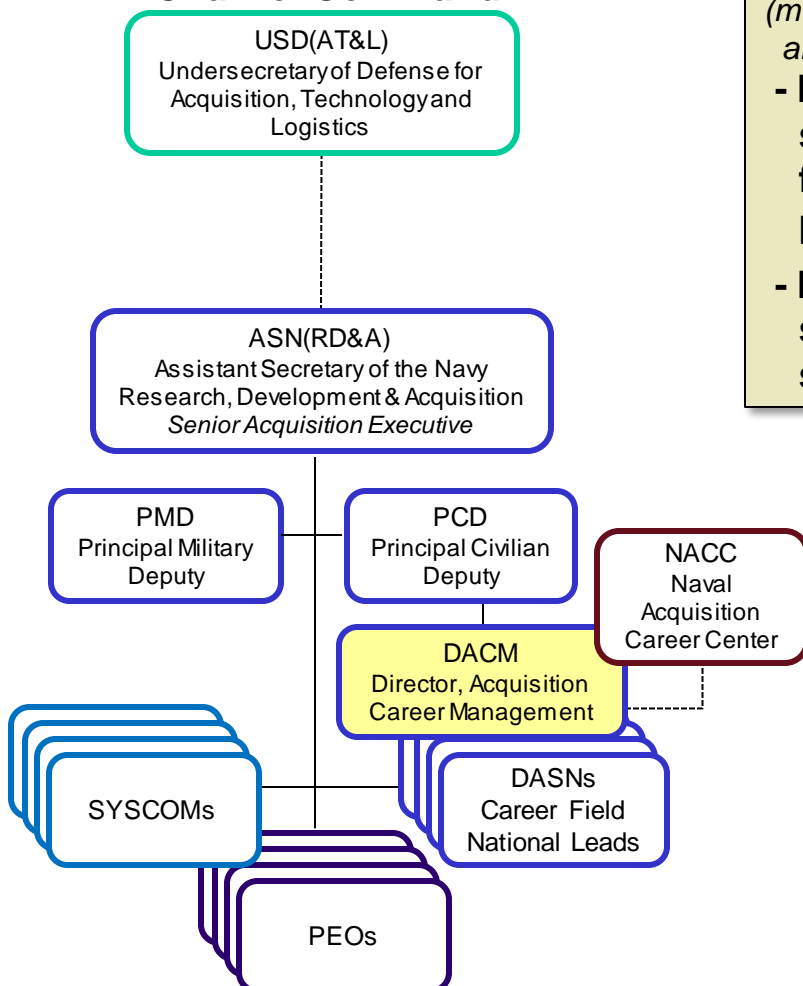
***Liz Rosa***





# The Naval Acquisition Workforce is Itself a Major Acquisition Program

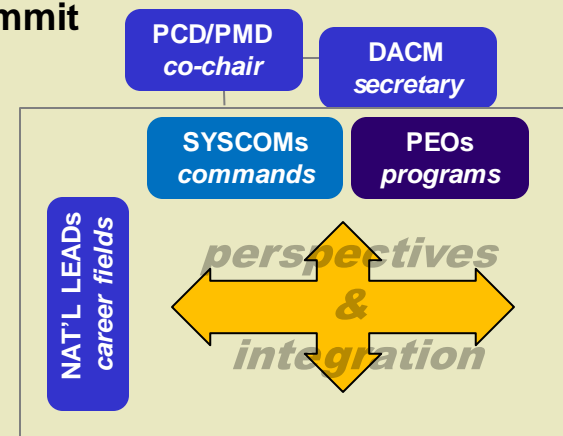
## Acquisition Chain of Command



## Acquisition Workforce Summit

*(meets every other QTR,  
alternating wACC)*

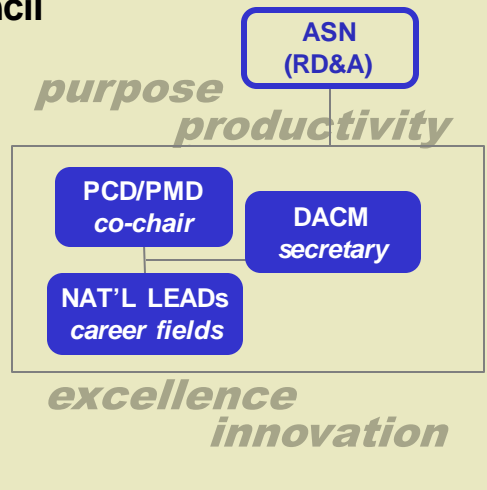
- Full spectrum of AWF stakeholders: career fields, commands, programs
- Forum for enterprise strategy & problem solving



## Acquisition Career Council

*(meets every other QTR,  
alternating wSummit)*

- Advisory Council to ASN(RD&A)
- Chartered to enhance the quality of AWF
  - Attract quality personnel
  - Improve skills & knowledge
  - Professional standards

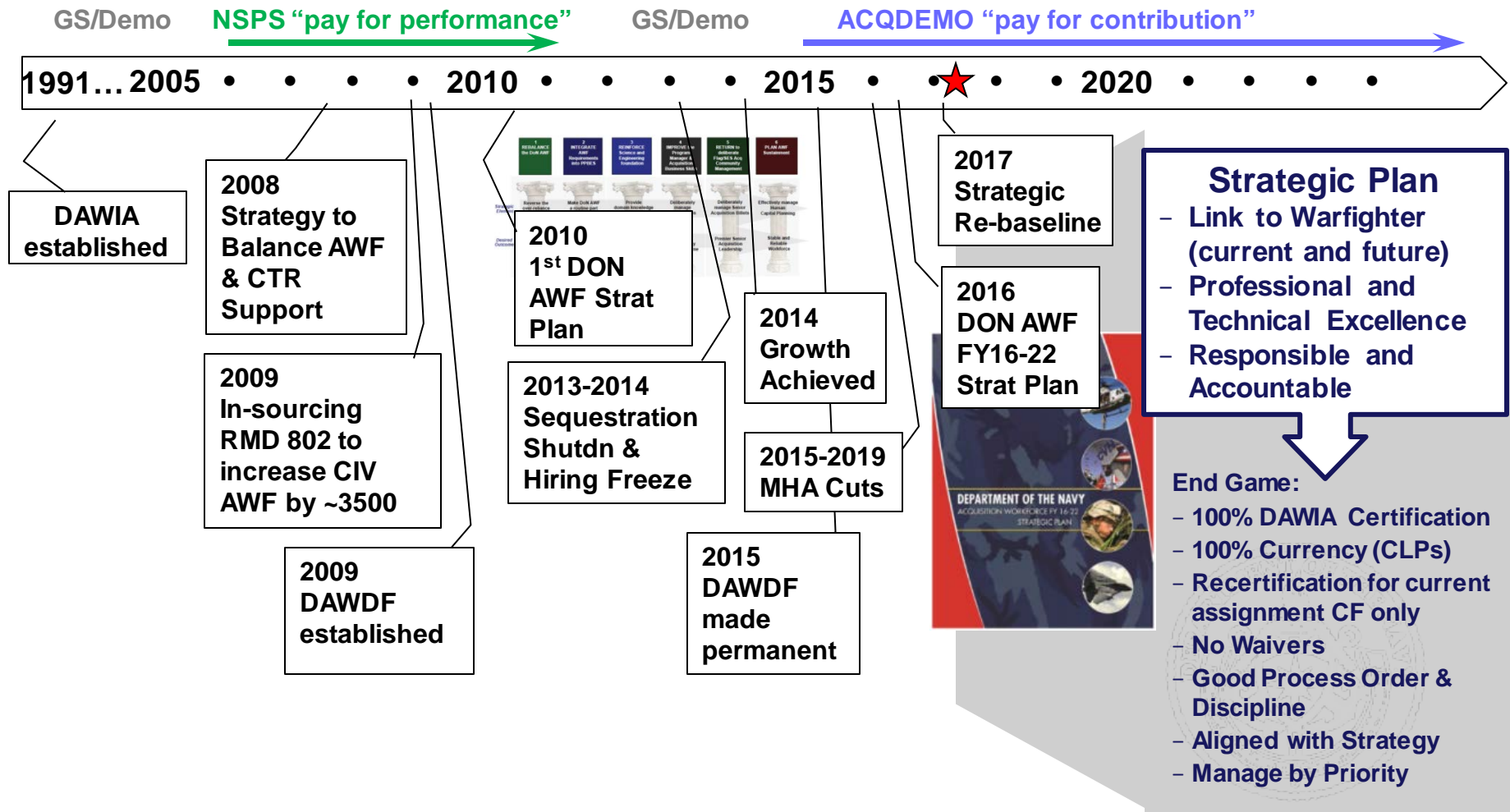


**Right people. Right skills. Right place. Right time.**





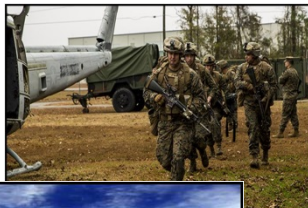
# AWF History and Vision



***Rapidly changing threats demand an AWF that can change rapidly  
And that is technically excellent and accountable.***



# DON Acquisition Workforce Strategic Plan



## GOAL 1:

### Energize the Workforce

Connect people to the Product and Mission. There is not a more noble mission than to support the men and women who are protecting and serving our nation. The Acquisition Workforce is grounded in the values of integrity, trust, diversity, teamwork, dedicated service, and excellence and is dedicated to that mission.

## GOAL 2:

### Focus on Professional and Technical Excellence

Deliberately manage and match capability needs with professional and technical excellence.

## GOAL 3:

### Reinforce Responsibility and Accountability

All work is performed through people. The values of integrity, trust, diversity, teamwork, dedicated service, and excellence are the foundation of our culture that must be sustained to ensure responsibility and accountability.

## AWF VALUES

*Integrity, Trust, Diversity, Teamwork, Dedicated service, Excellence*





# AWF Career Navigators, Roadmaps, Paths

## DRAFT - Career Navigator Framework – DRAFT – Updated 11/16/17

<b>Life Event</b>	(e.g. Married, Move to new area, Buy house, civic responsibilities, Children, School events, Recreation, Travel, Death of Loved One)																													
	Entry				Journeyman												Expert								Senior Leader					
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
	Level of Responsibility and Influence Increases																													
<b>Results &amp; Awards</b>	(e.g. Valued Team Member, Successful Project Leader, LOAs, Performance Awards)				(e.g. Cross Functional Team implemented new pay system, Team Leader for \$20M Cost Reduction IPT, Successful Source Selection LOAs, AEA and Performance Awards, Meritorious Award)												(e.g. Mentoring and Leading High Performance teams that earn recognition from Fleet and DON)													
<b>Experience</b>	Demonstrate Executive Leadership, Program Execution, Technical Management, Business Management																													
<b>Industry</b>	(e.g. Industry job, assignment in SECDEF Fellows Program)																													
<b>RDA Level</b>	(e.g. Rotation in DASN, 3 year assignment in DASN)																													
<b>Broadening</b>	(e.g. SYSCOM Development Program, Assignment or rotation in SYSCOM/PEO outside of normal job duties)																													
<b>Within Domain/ SYSCOM</b>	(e.g. Work in a Warfare Center, rotation or assignment in SYSCOM, assignment in a Domain such as Ships, Subs, C4I,...) )																													
<b>Certification</b>	DAWIA Level				DAWIA Level II								DAWIA Level III								KLP Requirements									
<b>Mentoring</b>	1 <sup>st</sup> Line Supervisor + 1				2 Mentors								SES Mentor and Become Mentor for others								Mentoring Others									
<b>Training</b>	(e.g. Introductory and Broadening Courses – IWS courses, Weapon System Safety, EVM, Finance, Contracting, Engineering)																													
<b>Technical</b>	(e.g. SYSCOM Boot Camp, Capitol Hill Workshop, Public Speaking, Technical Writing )																													
<b>Professional</b>																														
<b>Personal Development</b>	<b>Personal Mastery – Lead Self</b> Communication Professionalism Stress Management Critical Thinking Decision Making Customer Service Flexibility				<b>Interpersonal Mastery – Lead Teams/Projects/People</b> Technology Management Creativity & Innovation Conflict Management Problem Solving Team Building Accountability								<b>Organizational Mastery – Lead Organizations/Programs</b> Technical Credibility Resource Management Human Capital Mgt. Developing Others/Mentoring Entrepreneurship Resilience								<b>Motivational Mastery – Lead the Institution</b> Vision Partnering Political Savvy Strategic Thinking External Awareness Influencing/Negotiating									
<b>Education</b>	Associate's/Bachelor's				Master's												Master's/Doctorate/Executive Education													
<b>Character</b>	Take Federal Employee Oath: Exemplify Standards of Conduct, Moral Character, Honor, Courage, Commitment, Integrity, ...																													

**Career Planning that Spans Career Fields and SYSCOMs.**



# **Adding Agility to DON Acquisition Workforce Management in Digital Collaboration Centers**

**May 2018**

***Dr. Altyn Clark***





# AWF Digital Collaboration Center



**Data-Driven, Collaborative & Explorative Conversation to Promote**  
**1. Visibility    2. Predictability    3. Improvement**

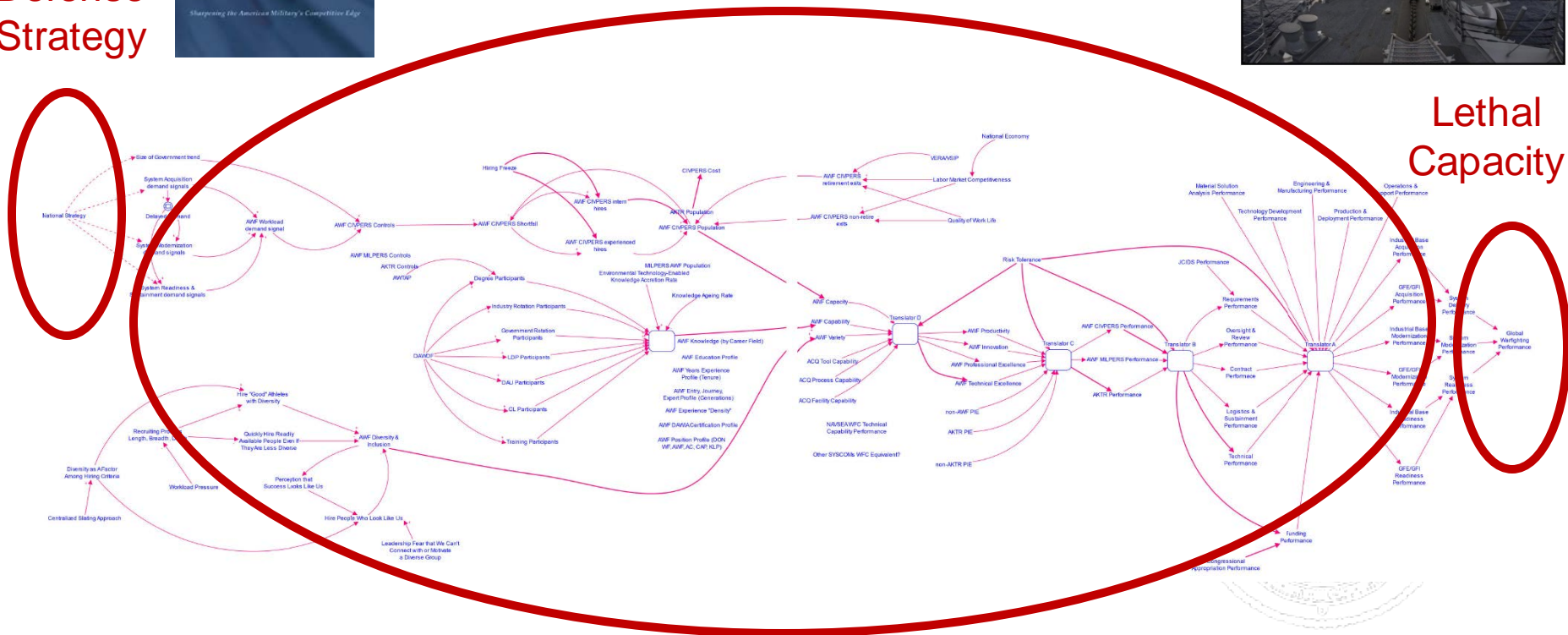




*Summary of the*  
2 0 1 8  
**National Defense Strategy**  
*of*  
The United States of America

*Sharpening the American Military's Competitive Edge*

A large U.S. Navy ship, likely a destroyer, is shown from a rear-quarter perspective, sailing on the ocean. The ship's complex superstructure, including radar masts and gun mounts, is prominent. In the distance, another smaller ship is visible on the horizon under a cloudy sky.



***The path from National Defense Strategy to lethal capacity aboard ship is the hardest technical endeavor humans have undertaken***

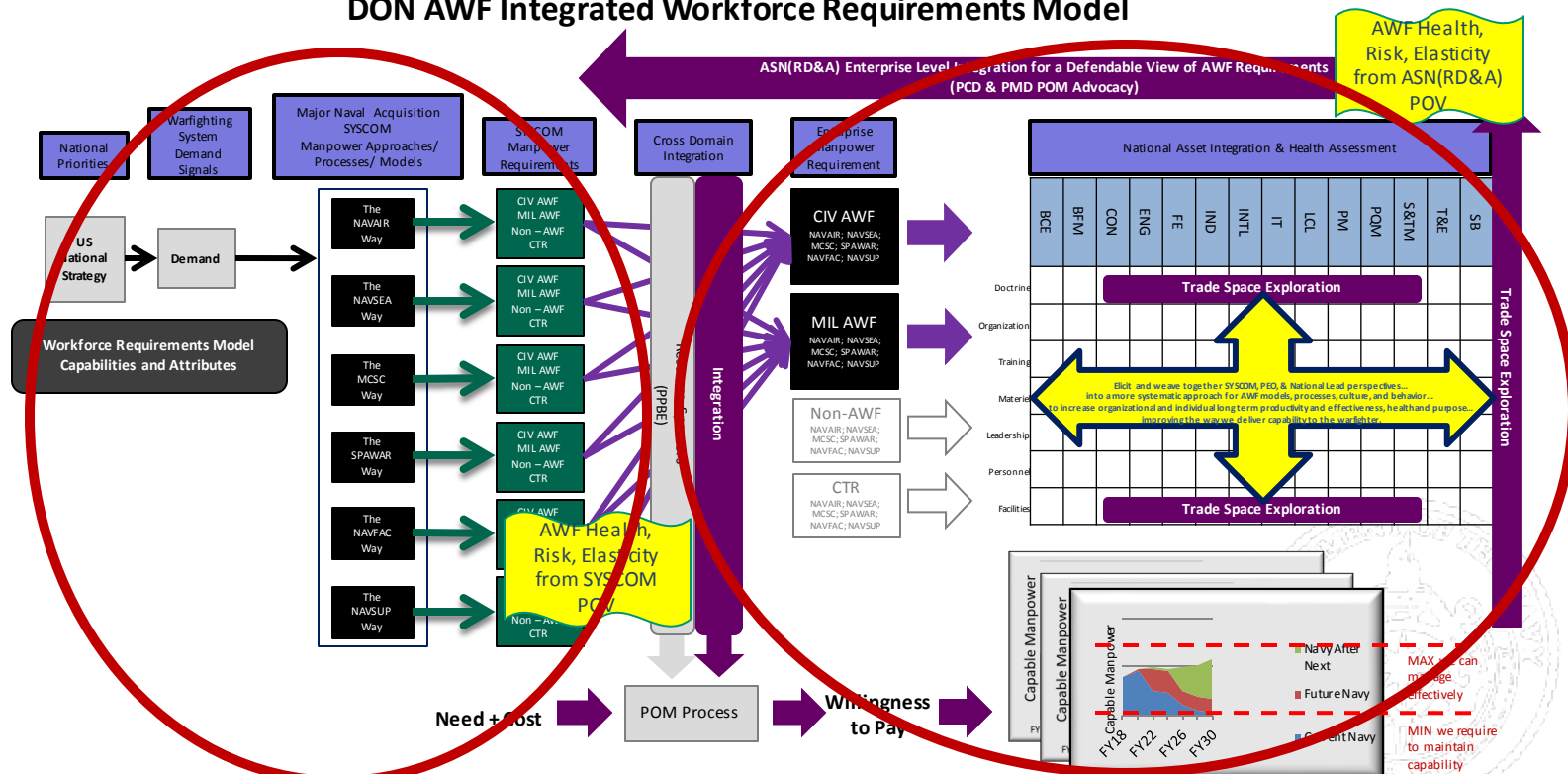


# AWF Integration Challenges

SYSCOM Manpower Planning  
Is Adequate—Could Improve

Integration Across SYSCOMs and Across Career  
Fields for a Defendable Enterprise View is Harder

## DON AWF Integrated Workforce Requirements Model



**What AWF composition is needed to maintain Current Navy?**  
**Acquire Next Navy to address 10 year threats?**  
**Prepare future technologies for Navy after Next?**





# AWF Affordability



***AWF Affordability is a Function of  
Need, Cost, Willingness to Pay***



# AWF Health Measurement



Future  
Workforce  
Planning



Staffing  
(Market, Recruit,  
Hire, Onboard)



Career and  
Leadership  
Development



Education,  
Training,  
Certification, and  
Experience



Acquisition  
Workforce  
Health



Individual and  
Team  
Performance



Motivation,  
Energy, and  
Engagement

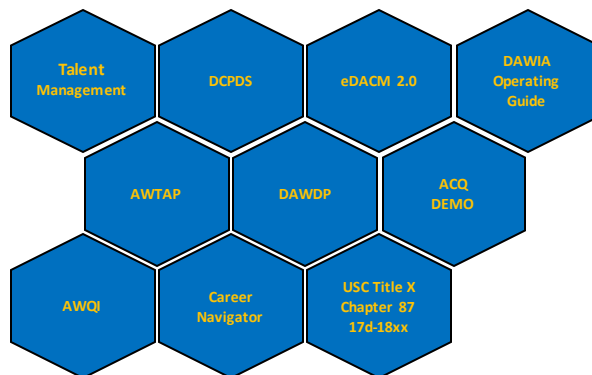
*Measuring all phases of the human capital management cycle, in the context of contribution to warfighting capability*





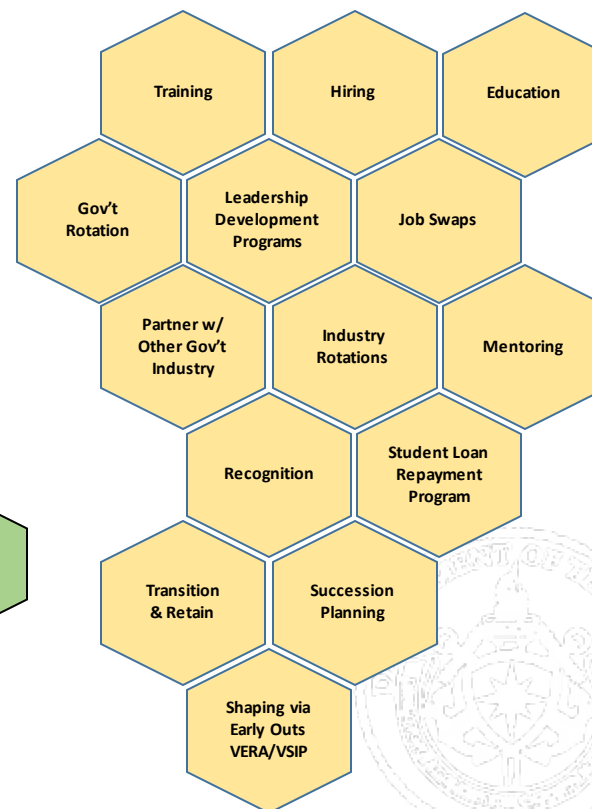
# AWF Investment Decisions

## Strategic Methods & Options Tool Levers



## Strategic Methods & Options Workload Levers

## Strategic Methods & Options People Levers



***System Dynamics Models Help Explore  
Which Levers Have Most Impact***



# Modeling the Department of Navy Acquisition Workforce with System Dynamics

David Ford, Ph.D.  
Associate Research Professor  
Naval Postgraduate School

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Chief Solutions Officer  
Transformation Systems, Inc.



# Challenges in Policy Analysis

## Forecasting impacts of AWF policies is difficult:

- The system consists of diverse parts
- The diverse parts interact in ways that create causal feedback... $A \rightarrow B \rightarrow C \rightarrow D \rightarrow A$
- Processes take time, creating delays
- The system evolves in uncertain ways
- A model that can capture these features is needed to explore and simulate the impacts of policies on the workforce



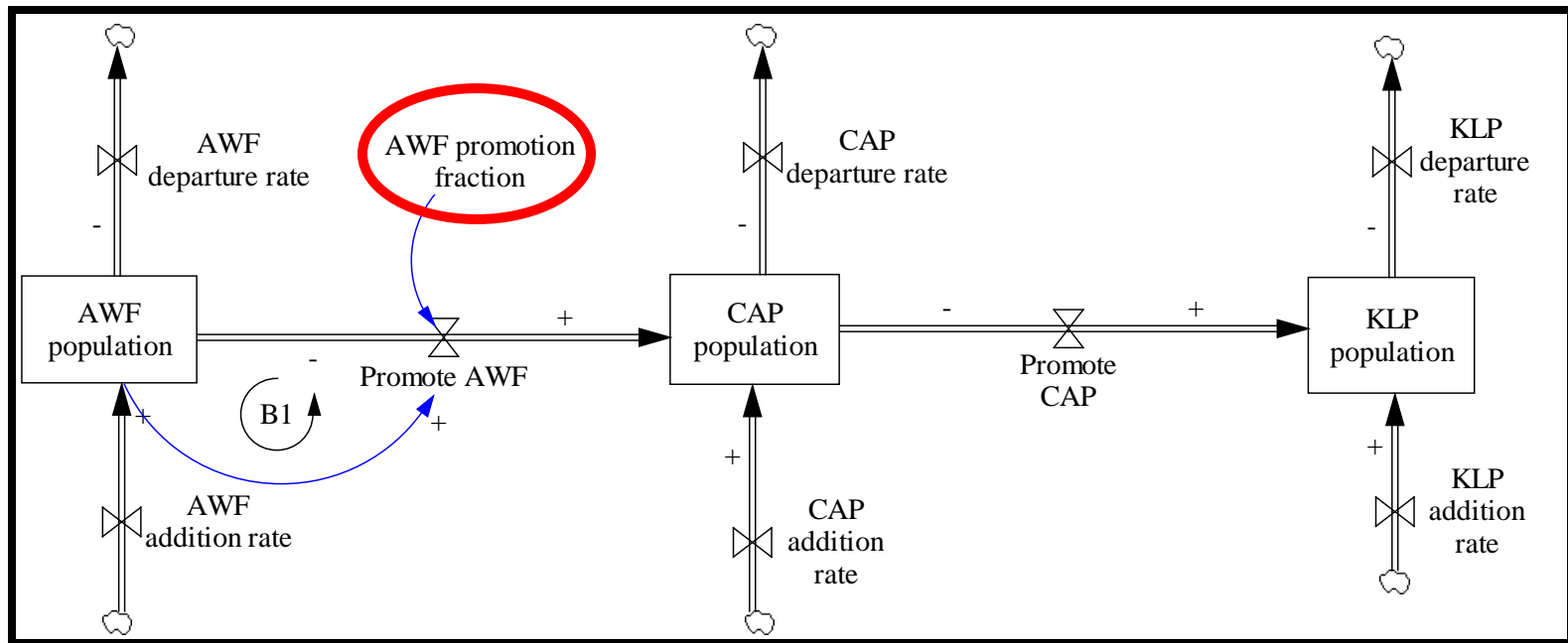


# Model Structure People

Delayed (6 mo.) hiring  
in response to surplus  
backlogs



- Acquisition workforce (AWF) workforce
- Critical Acquisition Positions (CAP) workforce
- Key Leadership Positions (KLP) workforce

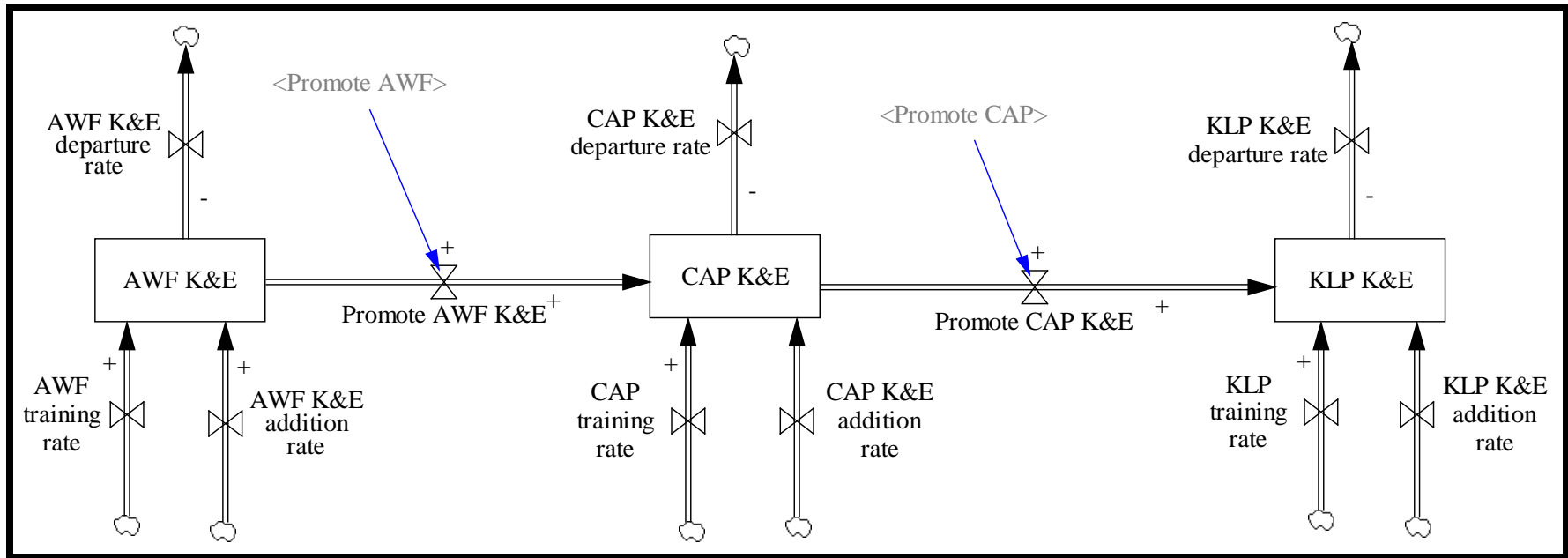


**Model of People in an Acquisition Workforce Model**



# Model Structure

## Acquisition Knowledge and Experience



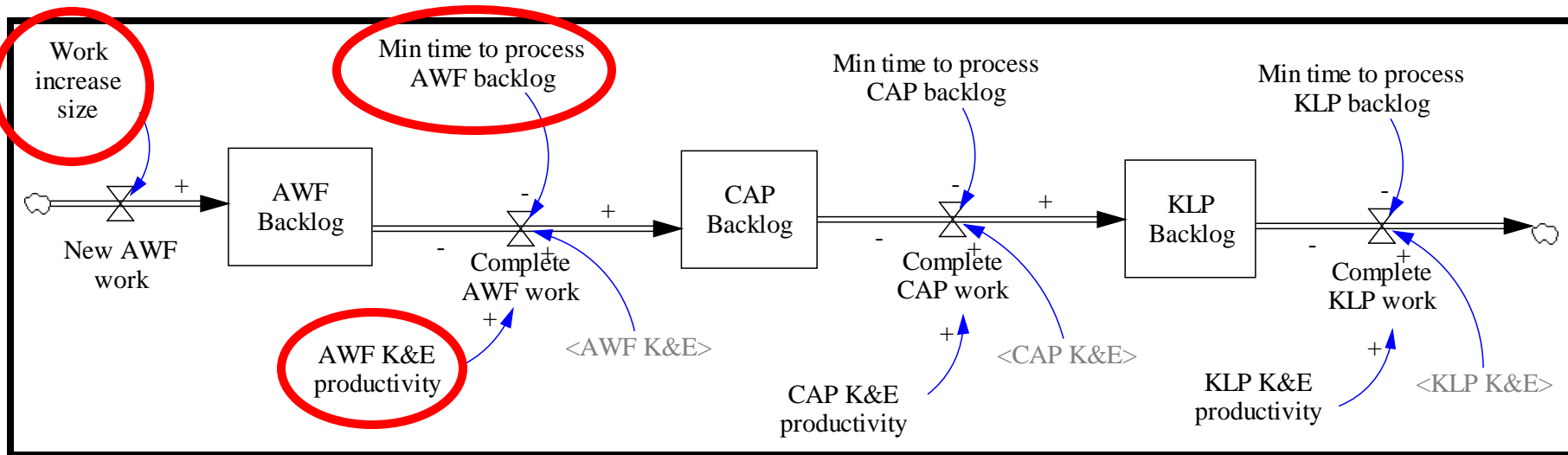
### Acquisition Knowledge and Experience in an Acquisition Workforce Model

K&E lost due to forgetting and obsolescence based on the half-life of the K&E.



# Model Structure

## Acquisition Work



**Model of Acquisition Work in the Acquisition Workforce Model**



# AWF Performance Measures

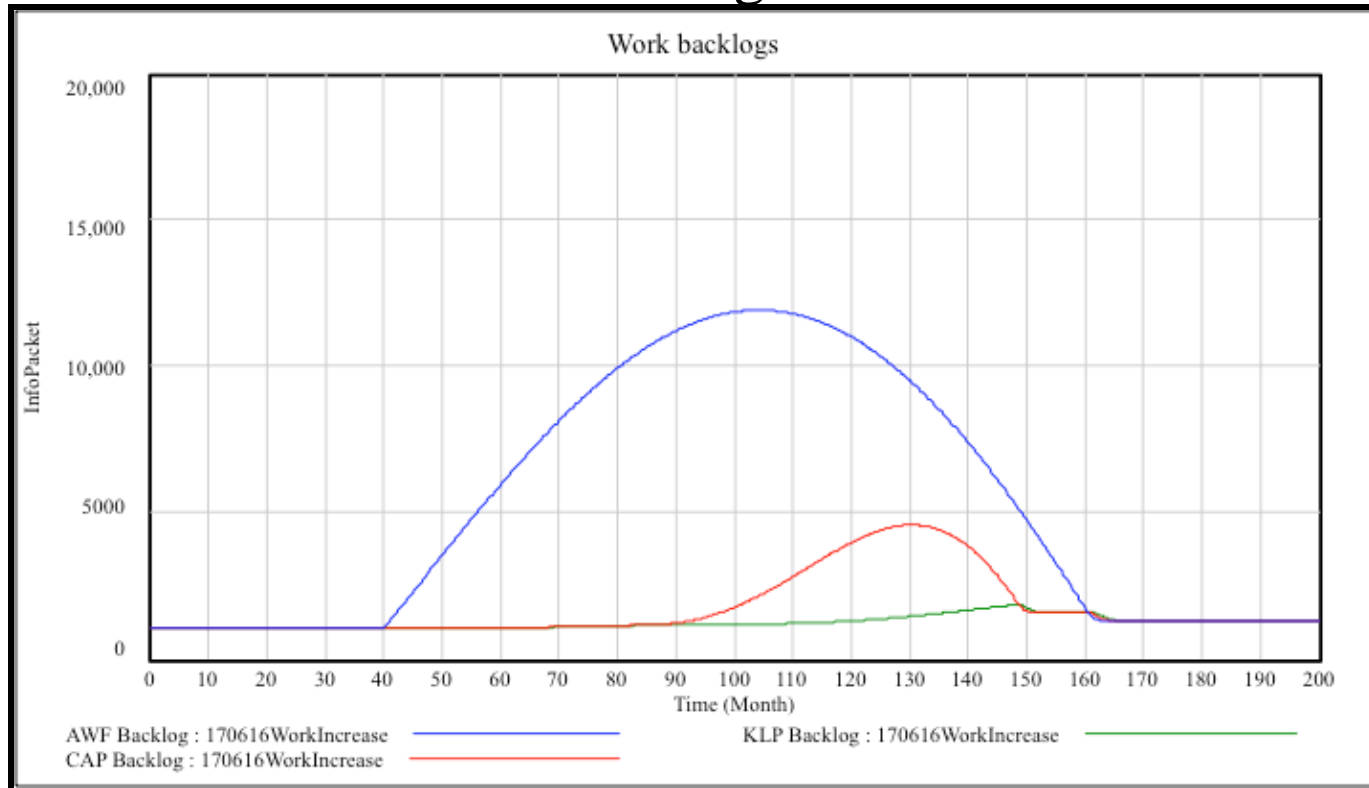


- AWF size (AWF, CAP, KLP, total)
- Work backlogs (AWF, CAP, KLP, total)
- Average time in backlog (AWF, CAP, KLP, total)
- Annual workforce cost



# Illustration of Model Use

- Work inflow of work to AWF backlog increase by 25% at month 40 and remain at the higher level.

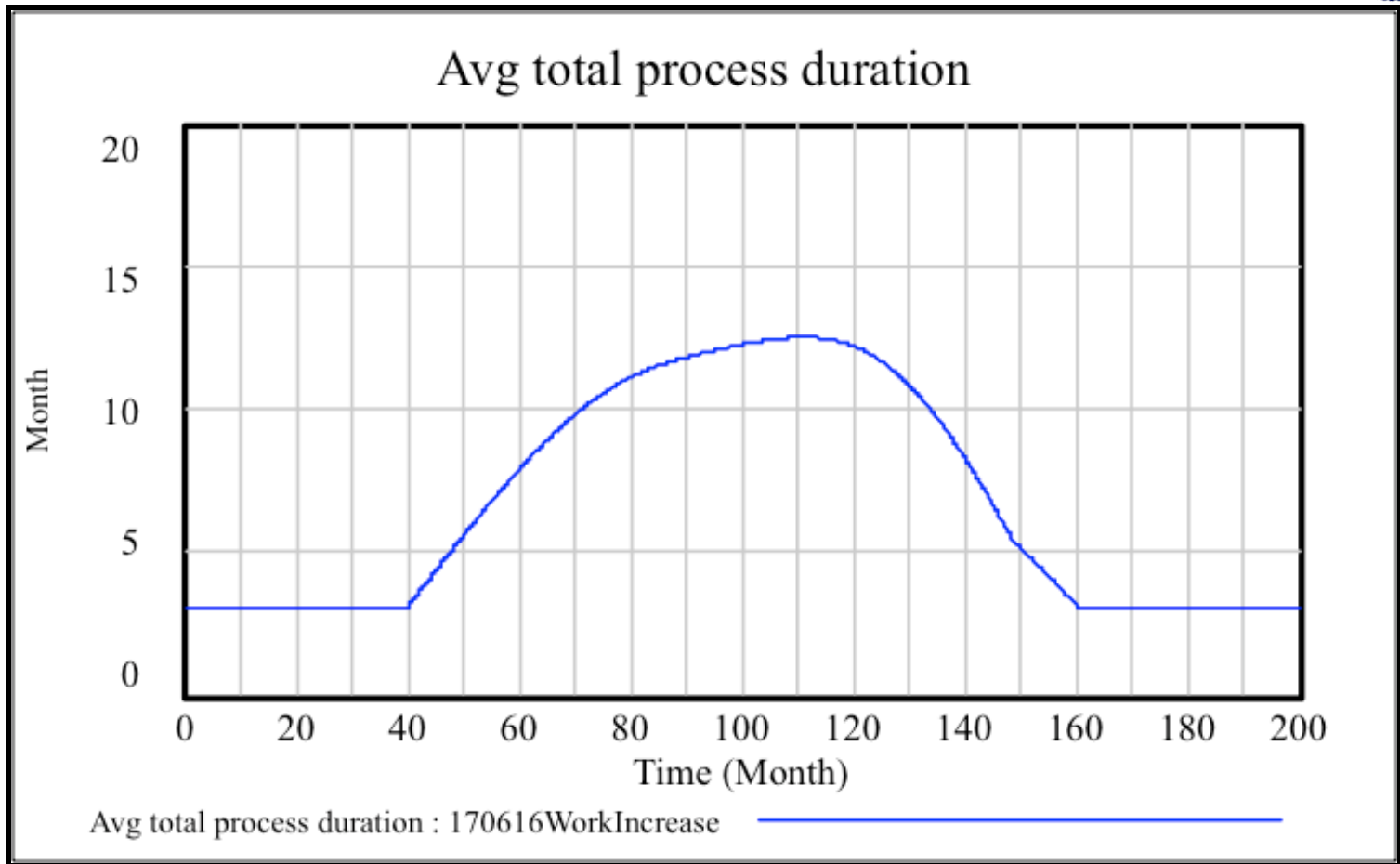


**Work Backlogs in Response to increase in Acquisition Work**





# Illustration of Model Use



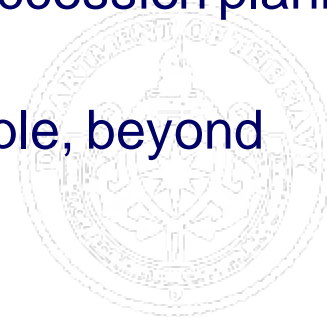
**Acquisition Delays in Response to increase in Acquisition Work**



# For Further Study

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- Measuring Program and AWF outputs & outcomes
- Judicious application of system dynamics models
- Workload forecasting models tied to the 30-year shipbuilding plan
- Talent management systems and toolsets
- Digital war rooms with shared data display across multiple geographies
- Half-life of knowledge and the refresh rate required to maintain currency
- Defining the characteristics of a fully developed professional in all career fields
- Better defining the pool of candidates available for succession planning purposes
- Better understanding the qualities needed in key people, beyond technical training





# Questions?

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