



Defense Acquisition Workforce Improvement Efforts

Presented to the Sec 809 Panel

by

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**OUSD(AT&L)/HCI
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Overview



- **HCI Responsibilities**
- **AT&L AWF Responsibilities**
- **AWF Demographics**
- **Big Picture Accomplishments**
- **AWF Improvements Independent Study**
- **AWF Strategic Plan**

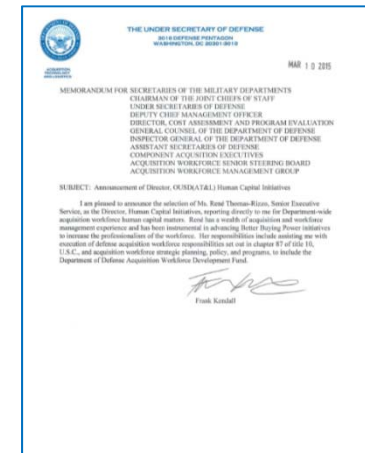


HCI Responsibilities



- **Director HCI reports directly to and assists USD(AT&L) on:**
 - The designated AT&L Senior Official for the:
 - Defense Acquisition Workforce Education, Training, and Career Development Program
 - AcqDemo Program
 - Defense Acquisition Workforce Development Fund
 - Department-wide acquisition workforce human capital matters
 - Acquisition workforce strategic planning, policy, and programs
 - Execution of USD(AT&L) defense acquisition workforce responsibilities established at 10 USC 1701 and 1702
 - Advancement of USD(AT&L) AWF initiatives
 - BBP - increase the professionalism of the workforce
 - Implementation of NDAA authorities/flexibilities
- **HCI Mission:** Recruit, hire, develop, and retain a diverse, agile, highly qualified, and motivated workforce of acquisition professionals to acquire and deliver world-class warfighting capabilities for our Soldiers, Sailors, Airmen, and Marines.

USD(AT&L) Office of Human Capital Initiatives Charter





AT&L AWF Responsibilities

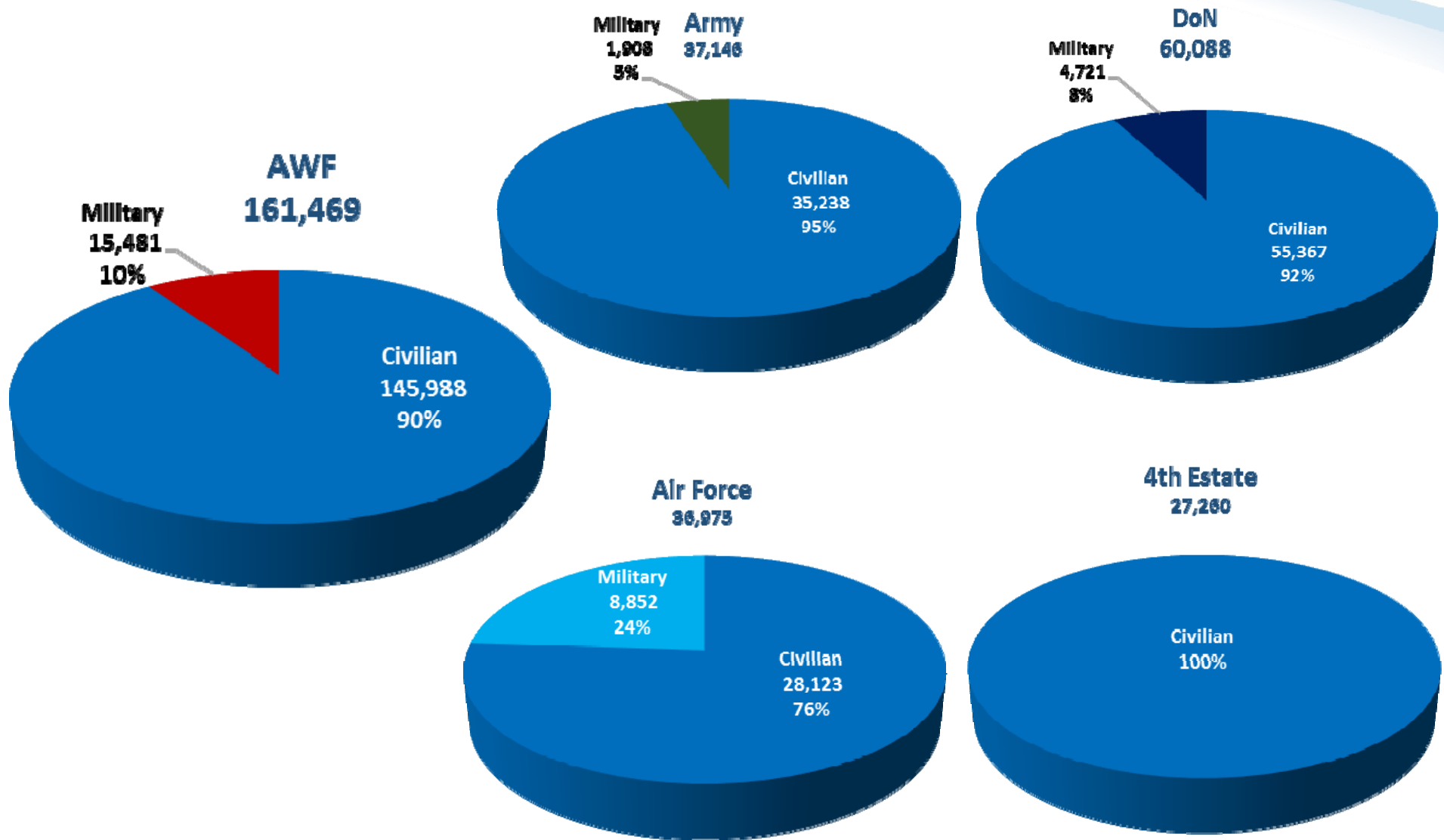


- **Title 10, Chapter 87 AWF Responsibilities**

- Sec 1701 Management Policies (Sec 1702 delegates to USD(AT&L))
 - (a) Policies and Procedures.— The Secretary of Defense shall establish policies and procedures for the effective management (including accession, education, training, and career development) of persons serving in acquisition positions in the Department of Defense.
 - (b) Uniform Implementation.— The Secretary shall ensure that, to the maximum extent practicable, acquisition workforce policies and procedures established in accordance with this chapter are uniform in their implementation throughout the Department of Defense.
- Selected other sections in Chapter 87
 - 1701A – Management for acquisition workforce excellence
 - 1705 – Defense Acquisition Workforce Development Fund
 - 1706 – Government Performance of Certain Acquisition Functions (KLPs)
 - 1721 – Designation of Acquisition Positions
 - 1722 – Career Development
 - 1733 – Critical Acquisition Positions
 - 1762 – Demonstration Project (AcqDemo)

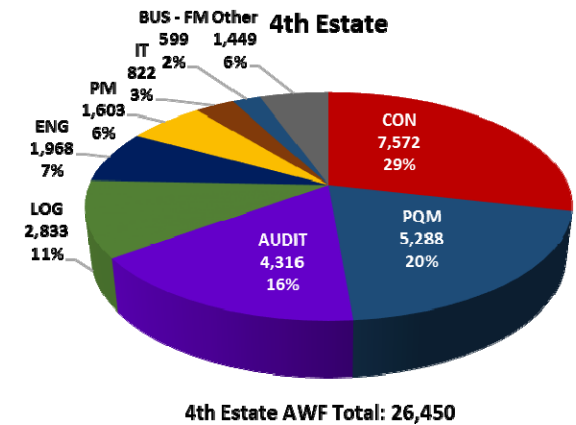
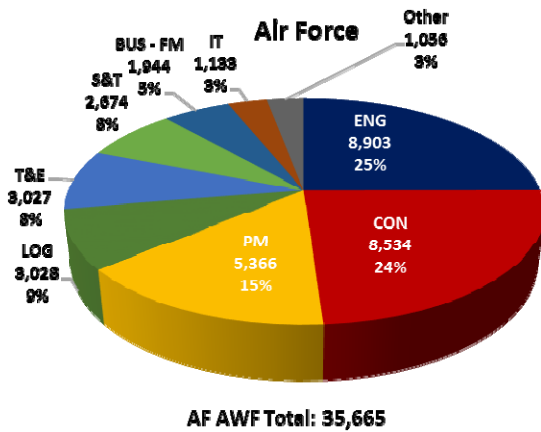
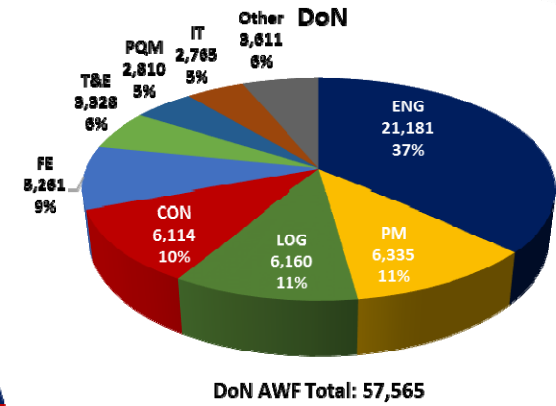
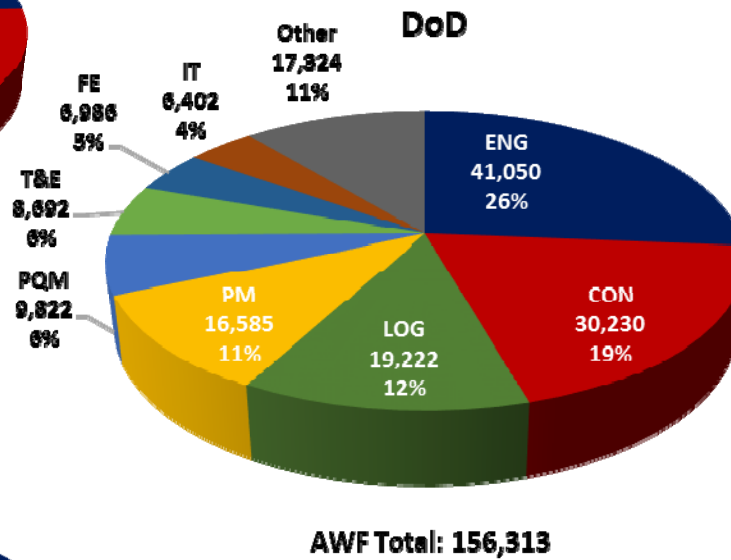
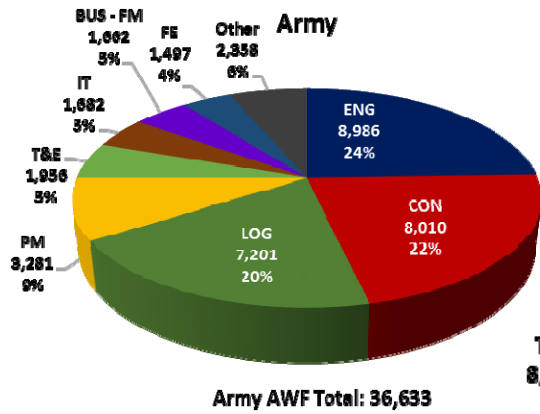


AWF Demographics – Military and Civilian





AWF Demographics - Components by Career Field

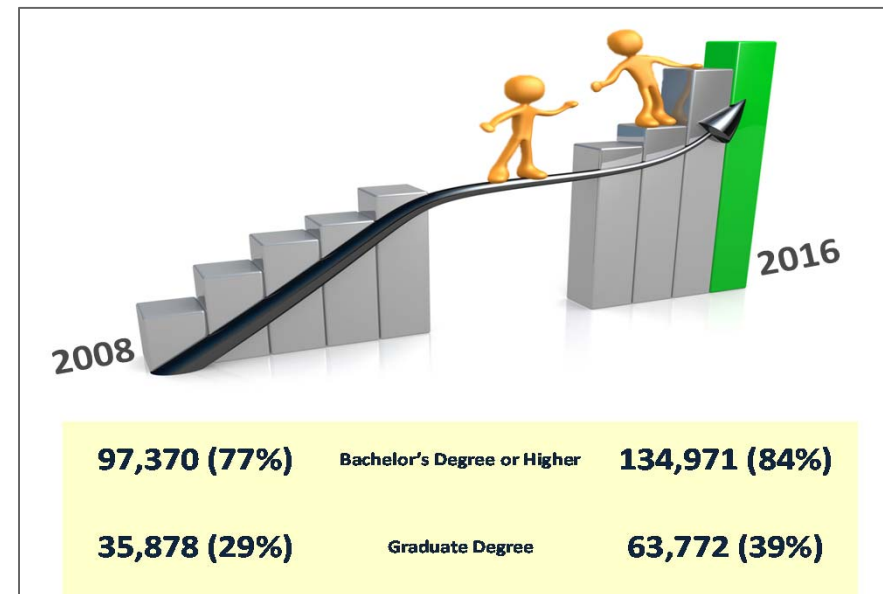
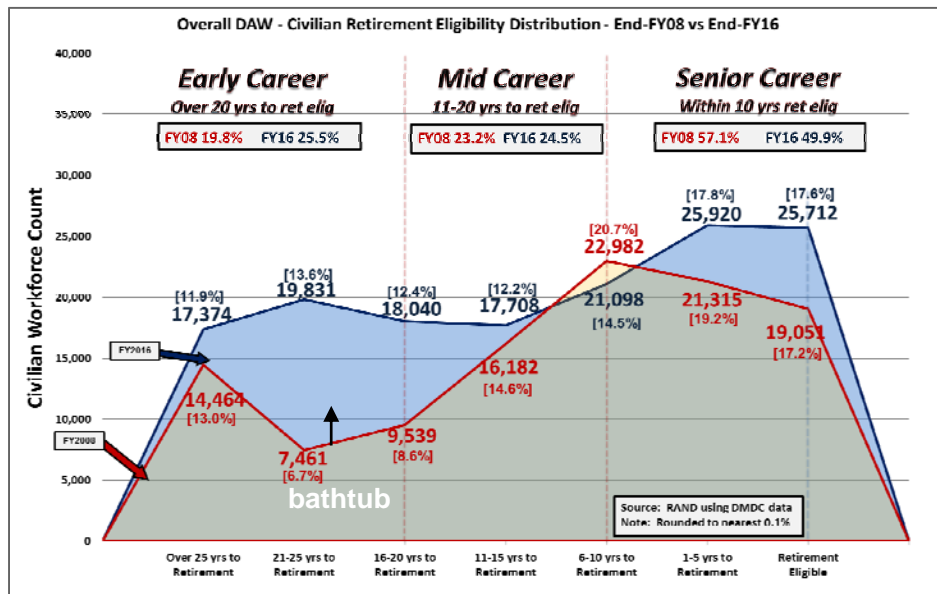
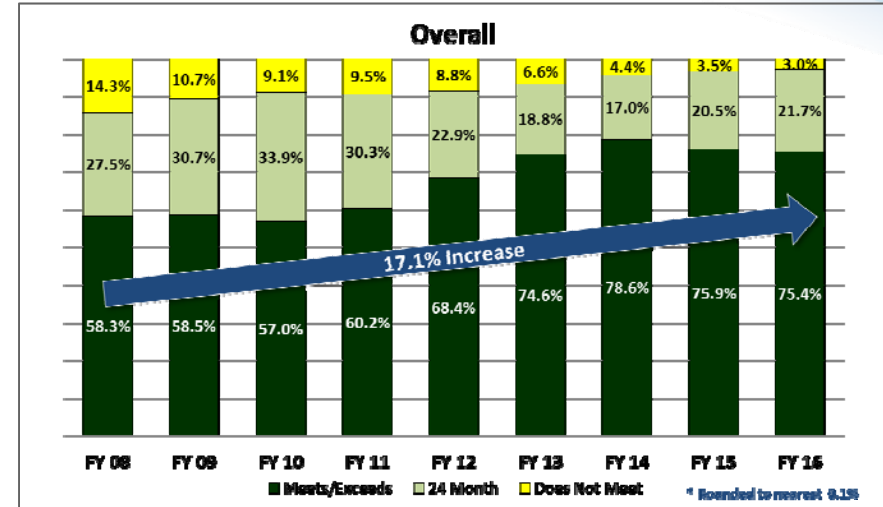
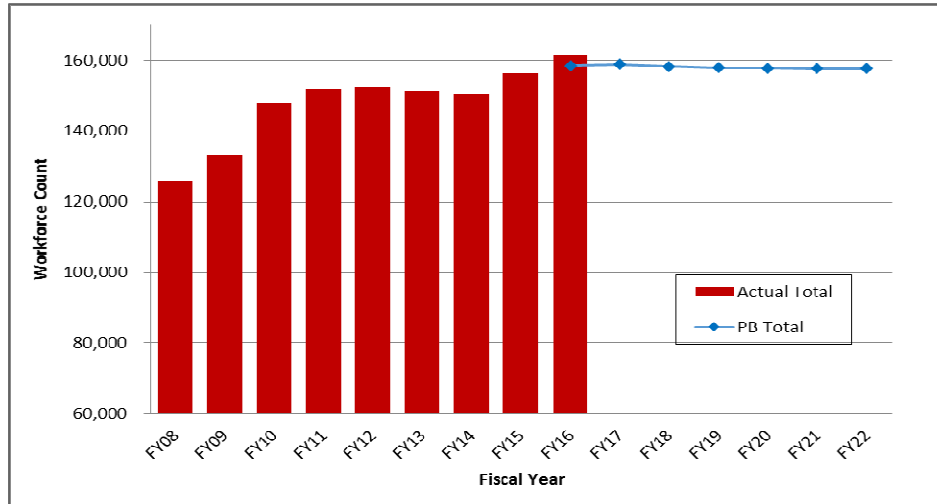




Big Picture Accomplishments



- AWF Rebuilt, Shaped, Improved Quality - Continuous Improvement

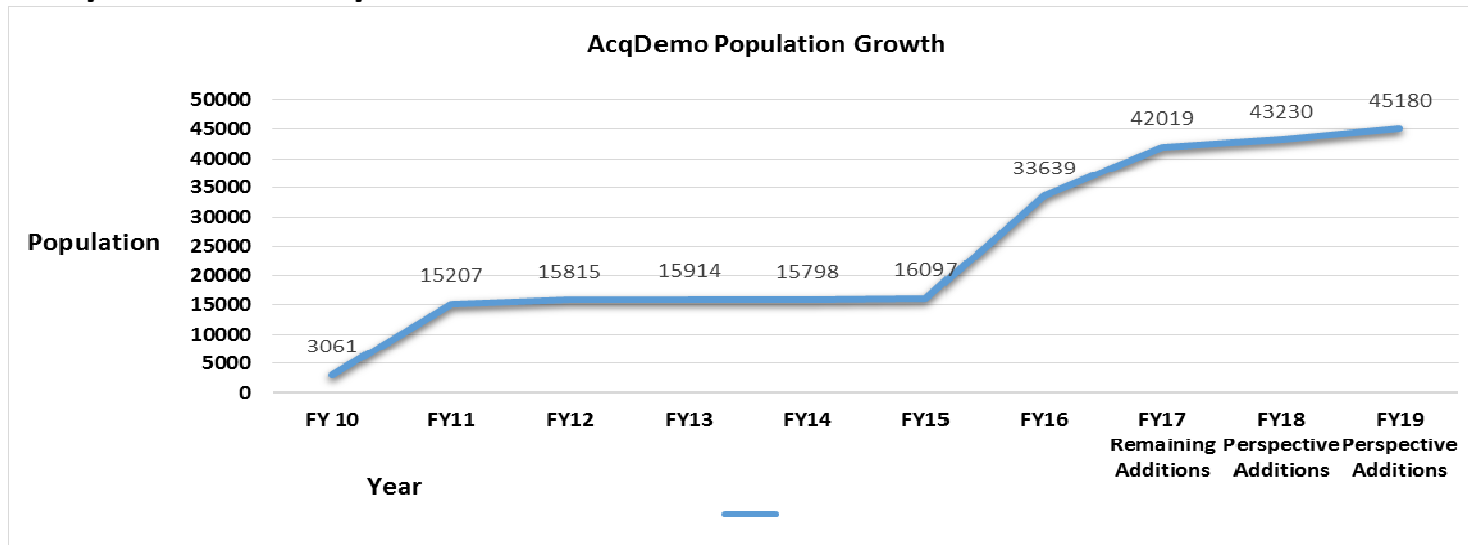




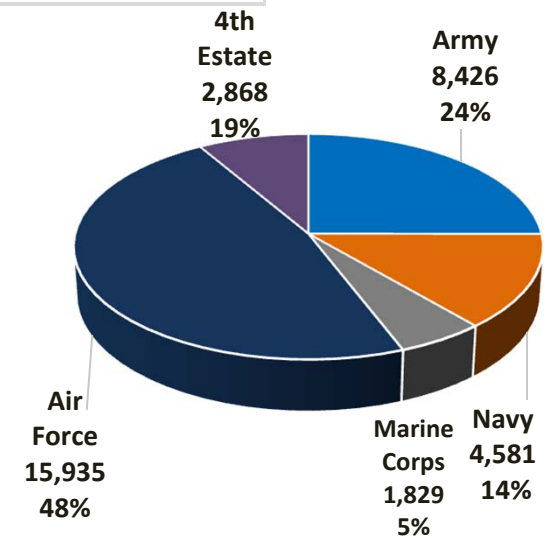
AcqDemo



AcqDemo Participation



- **NDA 2017 places AcqDemo under Secretary of Defense authority**
- **Federal Register Notice (FRN) re-write underway; updating the 1999 version**
 - Incorporates six amendments, reduces factors from 6 to 3, and incorporates many “best practice” personnel features
- **FY18 legis initiative - seek AcqDemo Permanency**





Acquisition Workforce Improvement Independent Study (CNA)

Independent Study of Implementation of Defense Acquisition Workforce Improvement Efforts

Charles H. Porter, James E. Thomsen, Robert T. Marlow,
Thomas M. Geraghty, and Alan J. Marcus

December 2016

The estimated cost of this report or study for the Department of Defense is approximately \$505,000 for the 2016 Fiscal Year. This includes \$495,000 in expenses and \$9,700 in DoD labor.
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NDAAs Requirement

- **Independent Study of Implementation of Defense Acquisition Workforce Improvement Efforts**
 - Statutory requirement: NDAAs FY16, Section 845
 - Objective: Study DoD strategic planning related to the Department's efforts to recruit, develop, and retain its acquisition workforce (AWF)



Study Observations

- **Strong, persistent commitment from top leadership over an 8-yr period (SECDEF, USD(AT&L), CAEs/SAEs, and Director, HCI)**
 - Increased the AWF by more than 30,000 personnel since 2008
 - Reversed decline in AWF capacity from the '90s
 - Reshaped AWF by increasing number of early/mid-career personnel
- **Significant efforts undertaken on the training, education, and development of the AWF, including the following examples:**
 - DAWIA certification increased from 58.3 percent (FY08) to 75.9 percent (FY15)
 - Competency assessments were accomplished for most AWF career fields
 - Emphasis increased on hiring personnel with college degrees
- **All major Component AWFs, except the Army, grew between FY2008 and FY2015**
- **The level of detail on AWF gains and losses (now maintained by the Components and tracked by HCI) provides an excellent resource for data analytics regarding where AWF personnel transition from and to**
- **DAWDF is an essential component of DOD's AWF life cycle efforts, supporting accessions, training, career broadening, and retention efforts**



Study Recommendations



Data Collection and Analysis

- Track DAWIA certified personnel who are not currently working in acquisition
- Standardize experience requirements and establish database for personnel certified for operational requirements development
- Separately track Navy and Marine Corps
- Compile and analyze data by career field for both DoD total and Component level
- Report contractor levels in direct support of AWF in annual reporting requirements and PB23 budgets
- Evaluate mid-career gains/losses to understand existing permeability and gain further insight
- Implement structure to track and plan for AWF professional development opportunities

Risk Assessment

- AT&L request CAE risk assessments and expand to all Components
- WMG work with Components to establish risk-analysis process



Study Recommendations



Integration and standardization across communities

- Integrate Comptroller into Acquisition and HR summits
- Issue USD(AT&L)/USD(P&R) guidance for standardized implementation processes

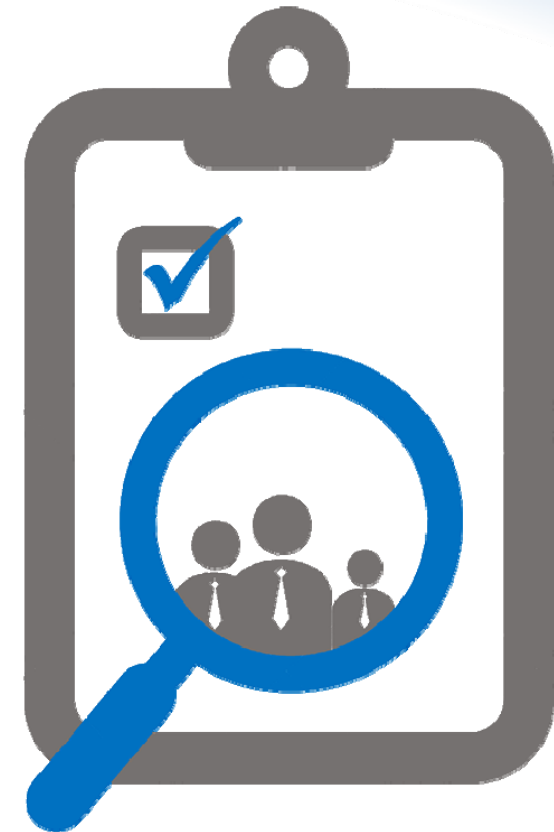
Staffing requirements, competency assessment, and associated training

- HCI develop guidance/policy regarding modeling for AWF requirements
- Review proposed administrative gains and losses prior to implementation; present to WMG
- Develop processes for identifying overall staffing requirements, compare to PB23 budget and identify risks
- Make Continuous Learning courses that cover key updates in statute/policy mandatory
- Investigate AWF member's attending defense industry training courses
- Develop more formal process for requesting/scheduling priority 1/2 personnel



HCI Assessment

- The report findings indicate significant improvements in the size, shape and quality of the workforce.
- The recommendations are constructive and overall are consistent with DoD's recently issued FY16 – FY21 AWF Strategic Plan at <http://www.hci.mil>
- Action to address recommendations is in progress or has already occurred
- No surprises noted.





AWF Strategic Plan



- **Acquisition Workforce Strategic Plan (AWSP)**
 - Plan signed November 2016 and provided to Congress
 - Comprehensive plan
 - Supported by all the Services and Agencies
 - Leadership across the department very enthusiastic
 - Four Strategic Goals
 - Make the Department of Defense an employer of choice
 - Shape the Acquisition Workforce to achieve current and future acquisition requirements
 - Improve the quality and professionalism of the Acquisition Workforce
 - Continuously Improve Workforce policies, programs, and processes





AWF Strategic Plan Goals

Goal 1: Make the Department of Defense an Employer of Choice

- Improve Recruitment Policies and Practices Across the Department of Defense and Communicate a Distinctive DoD AWF Brand
- Increase Hiring Flexibilities and Reduce Barriers to Hiring
- Offer Competitive Compensation and Incentives
- Improve Work- Life Balance

Goal 2: Shape the Acquisition Workforce to Achieve Current and Future Acquisition Requirements

- Continuously Monitor the Health and Capability to Ensure a Balanced Acquisition Workforce
- Ensure Our Acquisition Workforce has Skillsets to Achieve Technical Excellence
- Succession Planning is a Priority





AWF Strategic Plan Goals (cont.)

- ***Goal 3: Improve the quality and professionalism of the Acquisition Workforce***

- Career Development – enhanced career paths and currency, institutionalize coaching/mentoring
- Training – aligned with competencies, bridge gaps through targeted training,
- Education – establish positive degree requirements and enhance use of incentives
- Experience – increase use of developmental assignments and focus on OJT/demonstrated proficiency

- ***Goal 4: Continuously Improve Workforce policies, programs, and processes***

- Improve the processes for education, training, experience, and career development programs

- Improve analytics for acquisition workforce planning and decisions
- Establish consistent management and utilization of DAWDF funding across the Department
- Establish AcqDemo as the Personnel Management System for the DoD AWF





Questions



BACKUP



AWF Historical Size Detail by Major Component – Civilians



Overall (Civ) Defense Acq Workforce Agency	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	% Change Since FY08	% Change Since FY15
NAVY	37,336	41,220	45,029	46,234	46,839	46,671	47,181	51,033	53,374	43%	5%
MARINE CORPS	1,243	1,506	1,980	2,083	2,023	2,194	2,039	2,011	1,993	60%	-1%
ARMY	38,689	38,612	42,015	41,696	40,079	38,092	35,246	34,631	35,238	-9%	2%
AIR FORCE	16,067	18,506	22,526	24,962	25,019	24,986	25,299	26,837	28,123	75%	5%
DCMA	7,344	7,909	8,722	8,421	8,699	9,618	9,645	9,773	9,993	36%	2%
DLA	3,913	3,970	4,272	4,565	4,915	4,892	5,753	7,329	7,857	101%	7%
DCAA	3,598	3,775	4,146	4,235	4,515	4,375	4,567	4,322	4,015	12%	-7%
4th Estate Other	2,744	2,947	4,131	4,256	4,625	4,685	5,078	5,026	5,395	97%	7%
TOTAL	110,934	118,445	132,821	136,452	136,714	135,513	134,808	140,962	145,988	↑ 32%	↑ 4%

Source: AT&L DataMart (As of 30 Sept 2016)



AWF Historical Size Detail by Career Field – Civilians



Overall (Civ) Defense Acq Workforce Career Field	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	% Change Since FY08	% Change Since FY15
Engineering	32,421	34,511	37,031	37,853	37,903	37,749	37,551	39,437	40,901	26%	4%
Contracting	21,773	23,752	25,769	26,110	25,648	25,383	24,844	25,280	25,913	19%	3%
Life Cycle Logistics	12,415	13,927	15,777	16,259	16,498	16,130	16,663	18,195	18,693	51%	3%
Program Management	8,070	8,789	10,306	11,163	11,243	11,349	11,389	12,075	12,392	54%	3%
Production, Quality and Man	8,445	8,356	9,038	8,910	8,815	8,993	8,986	9,163	9,823	16%	7%
Test and Evaluation	5,608	6,152	6,723	6,811	6,838	6,841	6,833	6,971	6,981	24%	0%
Facilities Engineering	4,919	5,420	6,910	7,427	7,290	6,970	6,617	6,983	7,866	60%	13%
Information Technology	3,579	4,034	4,899	5,296	5,587	5,627	5,564	6,200	6,608	85%	7%
Business (Fin Mgt)*	6,840	7,059	6,873	6,846	6,613	6,314	5,997	6,038	6,168	-10%	2%
Auditing	3,638	3,777	4,143	4,231	4,505	4,368	4,560	4,316	4,011	10%	-7%
S&T Manager	416	562	2,460	2,540	2,696	2,830	2,923	3,245	3,403	718%	5%
Business (Cost Est)	-	-	1,035	1,199	1,210	1,246	1,259	1,289	1,320		2%
Purchasing	1,184	1,236	1,286	1,276	1,338	1,283	1,205	1,330	1,475	25%	11%
Property	451	475	501	482	449	402	389	400	405	-10%	1%
Unknown/Other	1,175	395	70	49	81	28	28	40	29		
TOTAL	110,934	118,445	132,821	136,452	136,714	135,513	134,808	140,962	145,988	↑ 32%	↑ 4%

*Business Career Field split into Business Financial Management and Business Cost Estimating in FY2010

Source: AT&L DataMart (As of 30 Sept 2016)