



DAU

ACQUISITION WORKFORCE PERSPECTIVES FROM THE SERVICES AND 4TH ESTATE

DIRECTORS, ACQUISITION CAREER/TALENT MANAGEMENT

MAY 8, 2024 | 10:30 A.M. – 11:45 A.M. (PACIFIC)

PANEL #03



Otis Lincoln
4th Estate Director
Acquisition Career
Management (DACM)



Marianne Lyons
U.S. Navy Director
Acquisition Talent
Management (DATM)



**Ronald "Rob" R.
Richardson, Jr.**
Director, U.S. Army
Acquisition Support Center
and Director, Acquisition
Career Management (DACM)



Ruben Rios
U.S. Air Force Director
Acquisition Career
Management (DACM)



Jim Woolsey, Panel Chair
President, DAU





DAU

AGENDA

- **Opening Remarks and Introductions (Jim Woolsey)**
- **DACM Updates on Initiatives and Workforce**
 - **4th Estate (Otis Lincoln)**
 - **Navy (Marianne Lyons)**
 - **Army (Ronald "Rob" Richardson)**
 - **Air Force (Ruben Rios)**
- **Panel Q&A Session**
- **Audience Q&A Session**
- **Closing Remarks (Jim Woolsey)**

PANEL MEMBERS



DAU

Otis Lincoln

4th Estate Director Acquisition Career Management (DACM)

- Former DAWIA Program Director, Human Capital Office, Navy Systems Mgmt Activity
- Served in multiple capacities in Program Office
- Has DAWIA Contracting and Program Management Certifications



Marianne Lyons

Dept. of the Navy Director, Acquisition Talent Management (DATM)

- Over thirty years of Navy Career Experience
- Deputy Program Manager, Amphibious Transport Dock Ship Program
- Action Officer at DASN Ships for Auxiliary & Amphibious Ships Portfolio



Ronald "Rob" Richardson, Jr.

U.S. Army Director, Acquisition Support Center and DACM

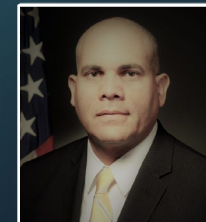
- Former Director of Acquisition & Operations, PEO Soldier
- Military, Industry, & civilian PM Experience
- Over 30 years of medical, information, & Weapons System Acquisition



Ruben Rios

U.S Air Force Director, Acquisition Career Management (DACM)

- Over 20 years of experience as an Air Force officer
- Served in both industry and with NATO
- Combat/Field experience (Operation Desert Storm, Southern/Northern Watch, Operation Enduring Freedom)



WORKFORCE UPDATES



DAU

- **Step one: Restructure the DAWIA certification program for less required learning and more empowerment; streamline functional areas and acquisition workforce positions**
- **Step two: Build a content-rich user-centric learning platform to give professionals what they need when they need it**
- **Step Three: Build, incentivize and support a culture of lifelong, self-directed learning**

We are here



PROVIDING THE TRAINING NEEDED FOR YOUR CAREER



THE WORLD IS CHANGING FAST...

Artificial
Intelligence

Data Analytics

Non-traditional
Suppliers

Digital
Engineering

Quantum
Computing

Zero Trust
Cybersecurity

New
Contracting
Authorities

Replicator

MODERN LEARNING REQUIRES ALL MODES



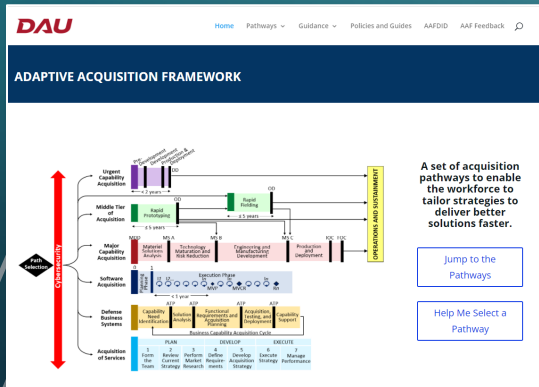
Instructor-Led Classes



Webinars and Online Events



Credentials



Adaptive Acquisition Framework



TEDx DAU
x = independently organized TED event



Workshops



DAU Assistant on DAU.edu

Creates opportunities for workforce skill development and professional growth to meet their needs

Scope



Our mission is to partner with 4th Estate agencies to develop the acquisition workforce through relevant training, systems, and policy guidance that furthers their ability to support the Warfighter.

31 Agencies representing over 29,000 acquisition workforce professionals

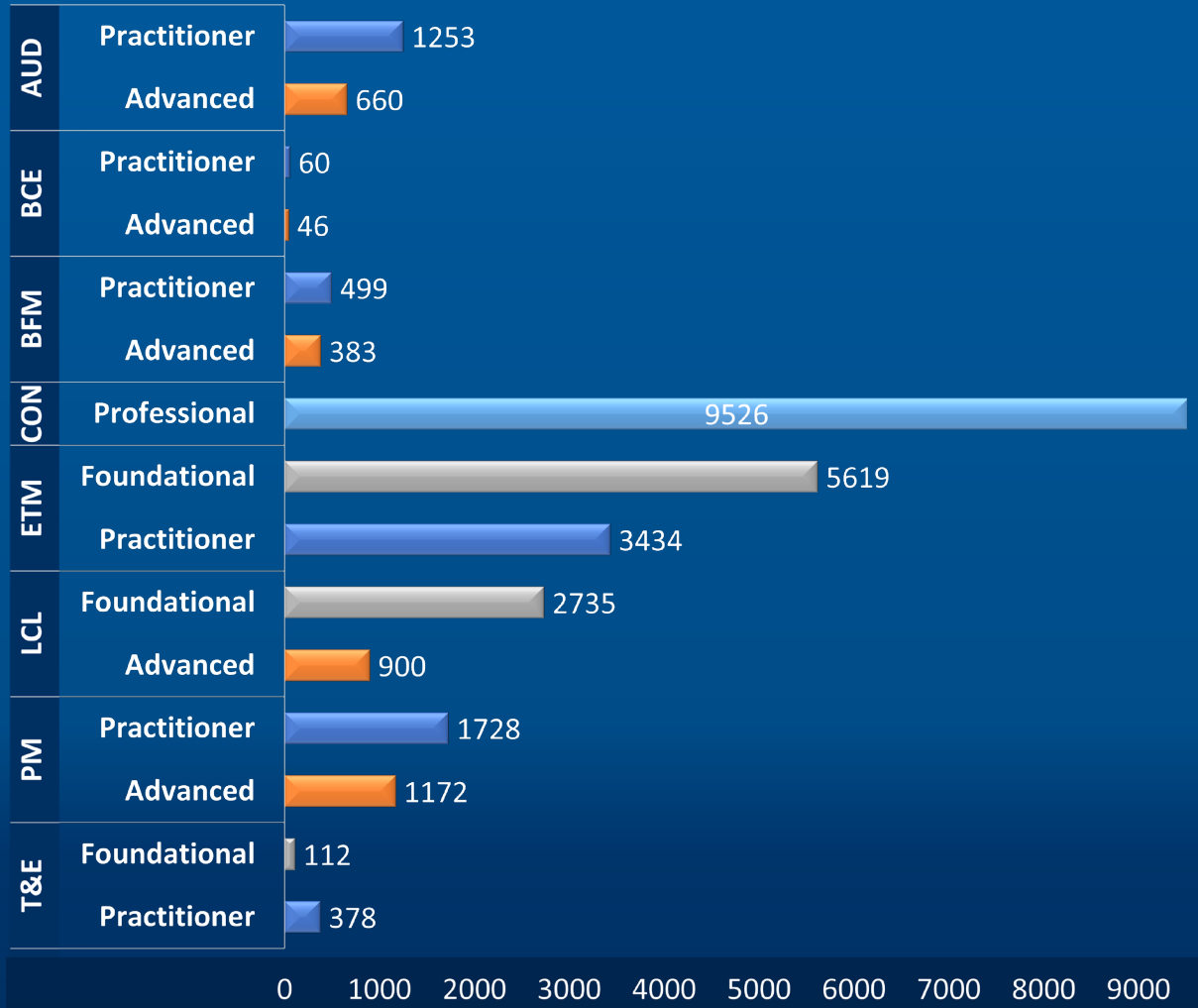


- Principal advisor to Component Acquisition Executives (CAE) on all matters pertaining to the AWF
- System owner and administrator of the Defense Acquisition Talent Management System (DATMS)
- Champion of Defense Acquisition Workforce Development Account (DAWDA)

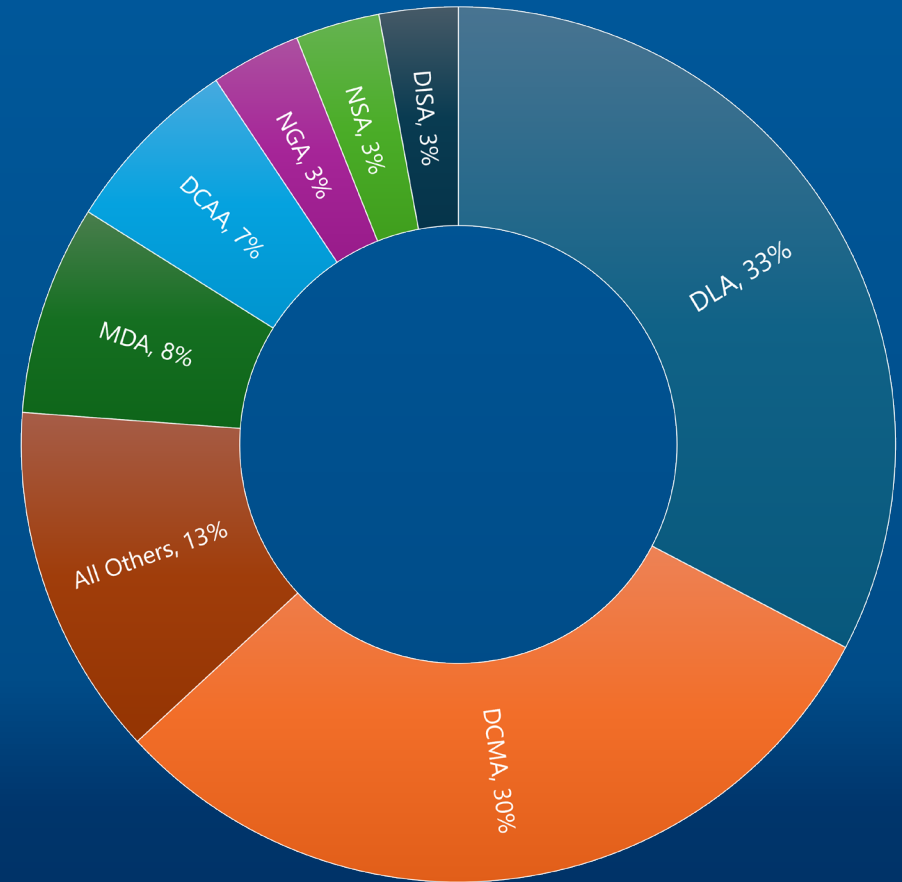
4th Estate Acquisition Workforce Composition



AWF by Functional Area and Tier



AWF by Agency





Thank you for your participation!

Connect with the 4th Estate DACM Office

<https://4edacm.dau.edu/> f

Email: 4thEstateDACM@dau.edu

LinkedIn: [4edacm](#)

Facebook: [4edacm](#)

We welcome your feedback! Visit our [website](#) and click the DACM Feedback button at the bottom of the page to access the 4th Estate DACM Suggestion Box.

**DACM
FEEDBACK**





ACQUISITION RESEARCH SYMPOSIUM DACM PANEL MAY 2024



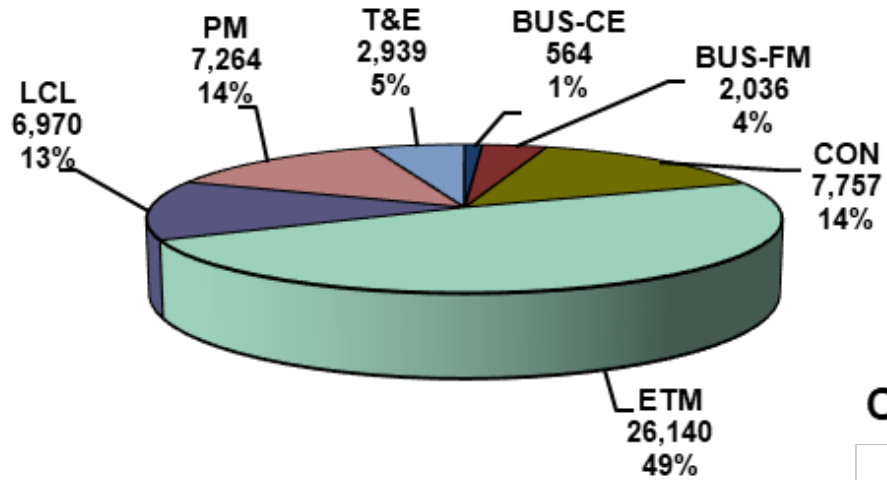
DON AWF OVERVIEW

CIV & MIL

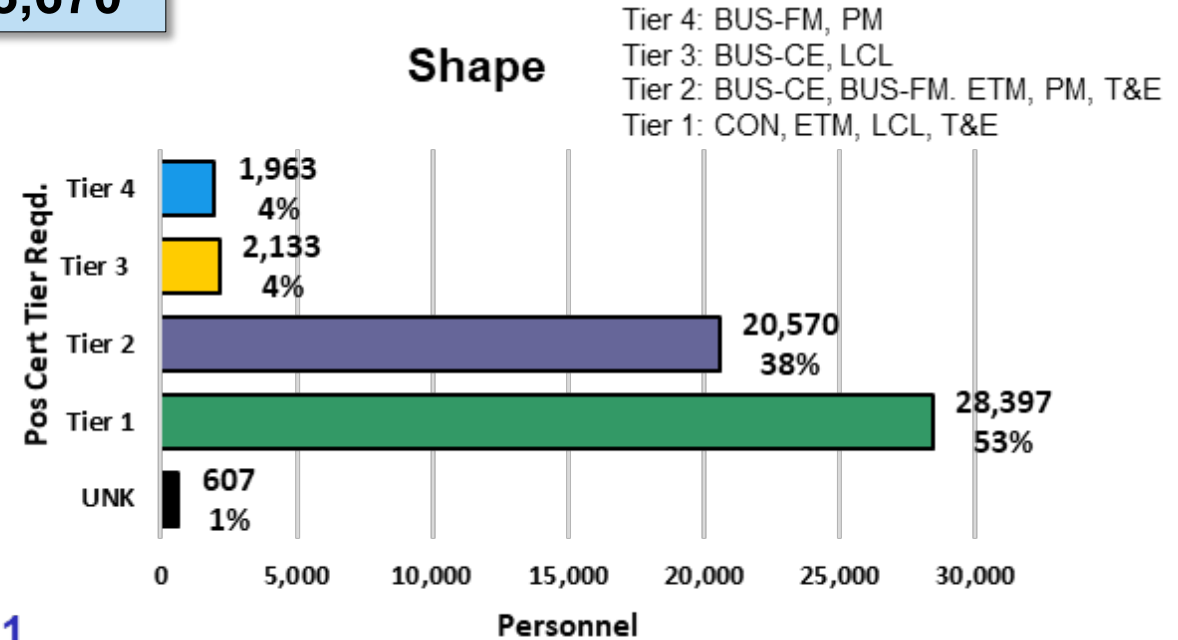


Composition: 53,670

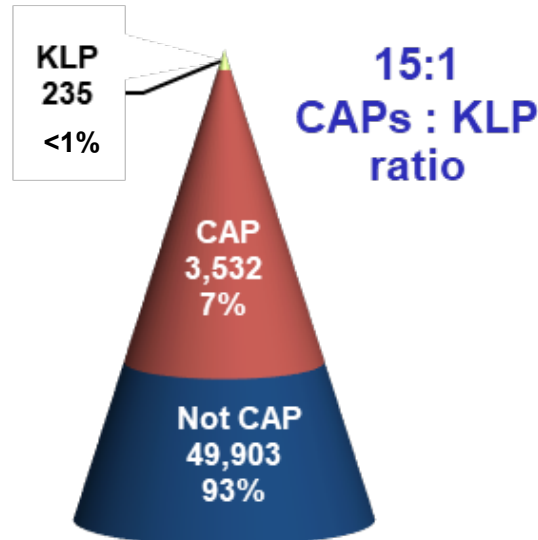
Functional Area



Shape



Critical Positions

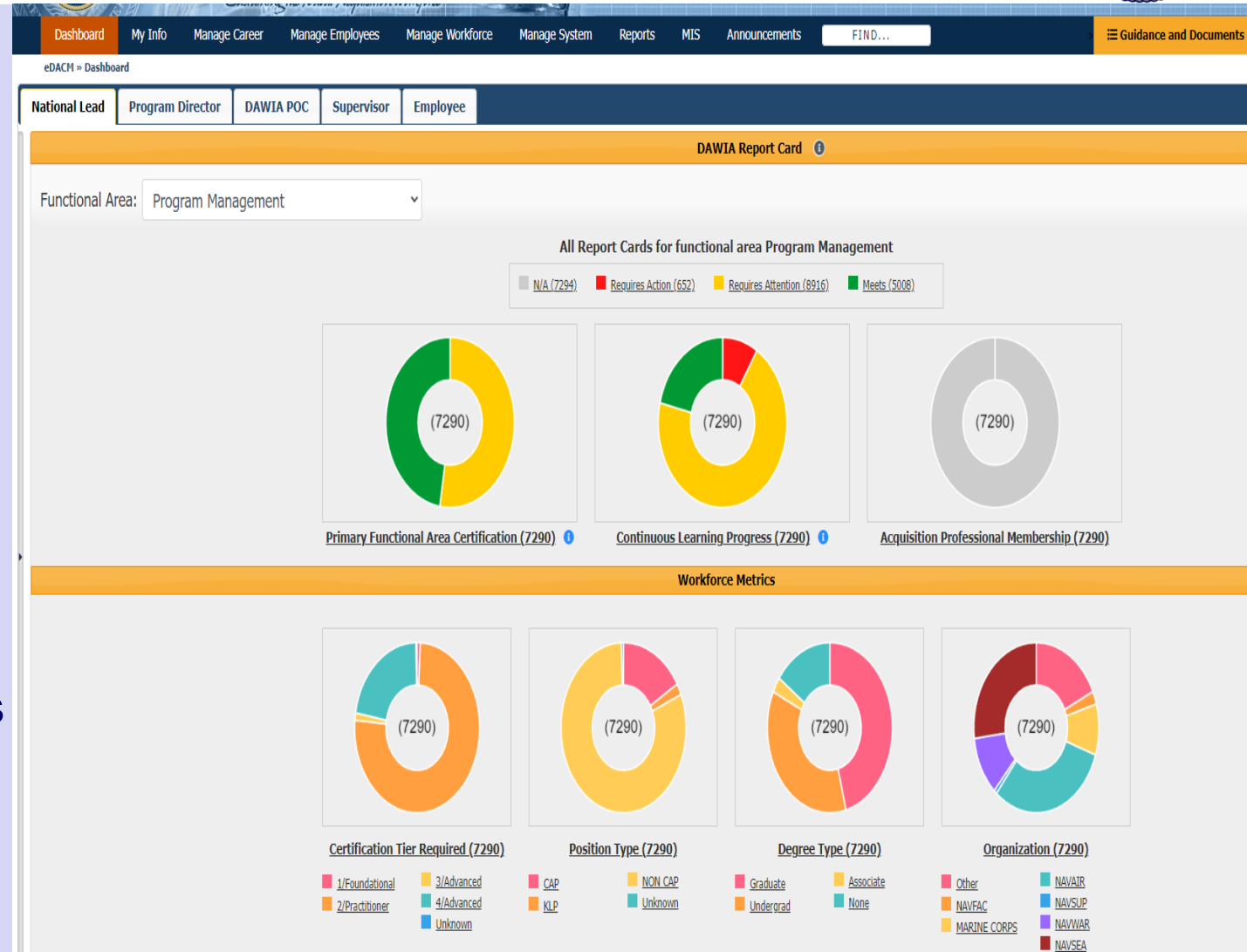




eDACM—The Centralized Hub for AWF Guidance and Documents



- National Lead Dashboards for at-a-glance view of their communities
- Management and End-User Dashboard and DAWIA Report Card Enhancements
- Nominative Programs Announcements
- Tuition Assistance Module and Approval Workflow
- Functional Area Guidance and Documents
- Improved Navy/DAU Registration and Reporting





Continuous Elective Learning



DATM Sponsored Programs

- Upskilling DON's AWF with premier executive level education
- Promoting increased exposure to private industry best practices
- Enhancing advanced acquisition and programmatic responsibilities

NAVY INSIGHTS INTO INDUSTRY MANAGEMENT COURSE (3IMC)

ASN RD&A's Premier Graduate Level Business Course

TOPICS COVERED:

- Industry Vitality (Structure and Strategy)
- Financial Metrics & Reporting
- Cost Allocations & Cash Flows
- Business Development & Decision Making
- Industry Change & Transformation
- Small Business Partnerships
- Negotiating with Industry

COURSE FEATURES:

- Highly Engaging Case Method:** Participant-centered discussions, ongoing feedback and a continual alternation between case/theory and practical application. This is delivered by PowerPoint slides.
- Navy Relevance:** Every class ends with 15 minutes - "Now what does this mean for the Navy?"
- Hands-on Team Exercises:** In week one, participants work in small teams to run a business and make decisions on what business to bid on, what prices to bid and how to make money in the business. In week two, teams work to Make a Business Case to Industry and present that business case to the entire class.
- Guest Speakers:** First-hand perspectives from industry and DON Senior Leaders.
- World-leading Faculty:** Exceptional facilitators help guide participants discover key concepts while discussing real-world cases.

DURATION: 2 Week Resident Course | **LOCATION:** Provided upon course announcement

DESCRIPTION: Residential course designed to look through the lens of industry to understand what drives their behavior. The course delivers graduate-level business curriculum and focuses on industry strategy, financial metrics, corporate culture, decision making drivers, processes, risk management, and business management techniques. Graduates are awarded course fulfillment of DAWIA 405 - Understanding Industry and 40 Continuous Learning points.

ELIGIBILITY: High performing GS-13 to GS-15 (or equivalent), O-4 to O-6. Must be DANIA certified at tier required for position

FUNDING: Tuition, lodging, and travel costs are centrally funded. Local commands are responsible for travel funding to and from resident course

FOR MORE INFORMATION, PLEASE CONTACT YOUR LOCAL DAWIA POC

SECRETARY OF DEFENSE EXECUTIVE FELLOWS

GOVERNMENT & INDUSTRY

This program provides a venue for exceptional officers to experience innovative business practices within the nation's leading business enterprises. Military fellows from each of the Services are paired with senior executives in various companies known for their willingness to challenge and adapt their business practices. A successful SDEF tour, combined with any previous or future master's degree from an accredited university, will satisfy the in-residence graduate education requirement for future unrestricted line flag officers.

INDUSTRY PARTNERS INCLUDE:

• 3M	• Cisco Systems	• Intel
• Amazon	• Exxon	• JP Morgan
• Apple	• FedEx	• Lockheed Martin
• Boeing	• General Dynamics	• Microsoft
• Caterpillar	• Google	• Space X

DURATION: 10-12 months (begins July) | **LOCATION:** Varies depending on industry location

DESCRIPTION: This is a fellowship program and does not confer a degree. The SDEF fellowship provides a venue for officers to experience innovative business practices within the nation's leading business enterprises. Fellows are paired with senior executives in various companies known for their willingness to challenge and adapt their business practices.

TARGET AUDIENCE: O-5/O-6 officers in the acquisition professional community. Related graduate education and staff experience preferred.

FOR MORE INFORMATION, PLEASE CONTACT YOUR LOCAL DAWIA POC

UNDERSTANDING THE GOVERNMENT & INDUSTRY RELATIONSHIP COURSE

One of ASN RD&A's Premier Executive Education Courses

TOPICS COVERED

- Contractor cash flows and financial statements
- Risk-sharing and management
- Contractor supply chain
- Budget incentive and priority management
- Acquisition models

PROGRAM BENEFITS

- Analyze how contractors value the level and timing of contractor-related issues
- Understand cash flows, how financial statements work, and how the market values firms
- Critique how funding uncertainty affects contractor behavior
- Understand the implications of different risk-sharing arrangements
- Understand pressures and demands on senior executives in specific lines of business
- Critique use of contractual incentives from both the Government and Industry perspective

DURATION: 1-week resident course | **LOCATION:** Provided upon course announcement

DESCRIPTION: Senior executive level course designed to provide insight & increase understanding among DON acquisition and programmatic professionals of industry's business and operating models, performance indicators, market valuation and pressures, financial processes, and supply chain corporate strategies. Course instructor includes a mixture of university business professors, DON and DOD acquisition leadership, and selected senior industry guest speakers. Graduates are awarded course fulfillment of DAWIA 405 - Understanding Industry and 40 Continuous Learning points.

TARGET AUDIENCE: Senior civilian & military Acquisition Workforce (AWF) members (PM, OPM, Senior APRN, Contracting Officers, MGR, PEO/EO, OPM/AV & USMC P&B, Senior/Army Officers, and other senior acquisition leaders (Flag SES, GS-15 or equivalent)

FUNDING: Tuition is centrally funded. Local commands are responsible for travel funding to and from the resident course.

FOR MORE INFORMATION, PLEASE CONTACT YOUR LOCAL DAWIA POC

NATIONAL DEFENSE UNIVERSITY THE EISENHOWER SCHOOL Senior Acquisition Course

The Senior Acquisition Course (SAC) prepares military officers and civilians selected to attend the Eisenhower School for critical leadership and staff positions in acquisition. The SAC program is a 10-month Eisenhower School curriculum complemented by specialized acquisition-related electives including graduate-level seminars with individual and group research and writing projects.

Students who complete the SAC program receive a Master of Science in National Security & Resource Strategy from the Eisenhower School and a Senior Acquisition Concentration diploma from DAU credited as ACQ 401.

Courses include (varies per academic year):

- Strategic Leadership
- Military Strategy & Warfighting
- National Security Strategy & Policy
- Strategic Acquisition & Resourcing
- Economics of National Security
- Global Supply Chain

“This course has helped me strategize problem solving more effectively and leverage better resources and information to do my job more expeditiously, comfortably, and confidently.”

“The academic curriculum is second to none.”

“Helped me understand the different pressures that exert influence within the Military Industrial Complex and how to recognize those pressures and better manage programs.”

DURATION: 10 months (begins Aug through June) | **LOCATION:** Fort McNair, Washington, D.C.

DESCRIPTION: Strategic leadership course designed to prepare military officers and civilians for senior leadership and staff positions in acquisition. The SAC program is a 10-month Eisenhower School curriculum complemented by specialized acquisition-related electives including graduate-level seminars with individual and group research and writing projects. Graduates are awarded a Master of Science in National Resource Strategy and course fulfillment of DAU's Senior Acquisition Course (ACQ 401).

TARGET AUDIENCE: GS-14 & above (or equivalent)

FUNDING: Tuition is centrally funded. Local commands are responsible for travel funding to and from the resident course.

*Military interest/admissions must go through their senior service selection process

FOR MORE INFORMATION, PLEASE CONTACT YOUR LOCAL DAWIA POC

PUBLIC-PRIVATE TALENT EXCHANGE (PPTe)

GOVERNMENT & INDUSTRY

PPTe provides a platform for mid-career civilians from the private sector and government to enhance mutual understanding of business operations and innovative best practices. This professional development program targets high-performers with demonstrated leadership aptitude. Ideally, reciprocal will be used; one government participant for each private sector participant. However, this is not a job swap. Each PPTe participant will continue to be compensated by their employer throughout the duration of the exchange.

PREVIOUS PARTICIPANTS FROM INDUSTRY:

• Accenture	• National Defense Industrial Association (NDIA)
• Amazon	• National Industries for the Blind
• Ball Aerospace	• Northrop Grumman
• Boeing	• Raytheon
• Booz Allen Hamilton	• Science Applications International Corporation (SAIC)
• Deloitte	• Sterling Foods
• General Atomics	• Verifone
• General Dynamics	• Virgin Orbit
• Guidedhouse	
• Lockheed Martin	

PROGRAM DURATION: 6 months (exchange begins early Feb)

LOCATION: Varies depending on industry location

DESCRIPTION: The PPTe program is an exchange, experiential, career broadening program PPTe seeks to create relationships between government and industry through breaking down communication barriers, sharing perspectives, sharing best practices and addressing present and future challenges with innovative solutions—all in support of our nation's defense and the Warfighter. Participants will return to their home organizations with broadened perspectives and increased knowledge exclusive to their detail.

TARGET AUDIENCE: GS-13 and above (or equivalent); 10-15 years of professional experience preferred

*Military interest/admissions must go through their senior service selection process

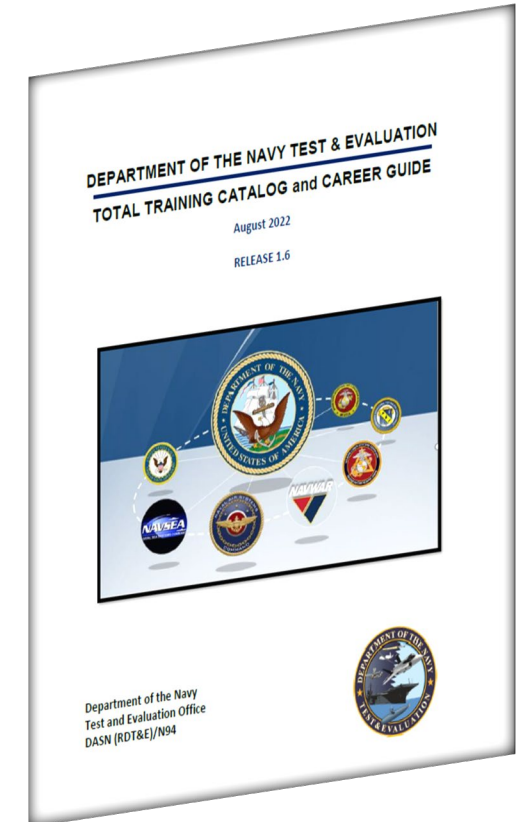
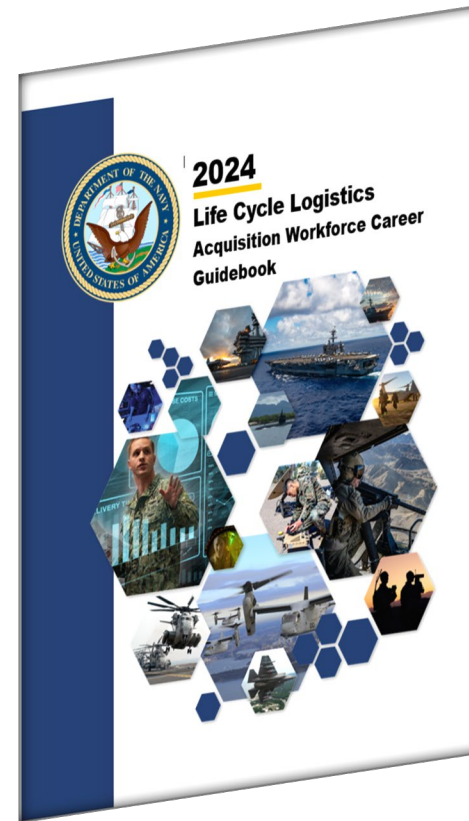
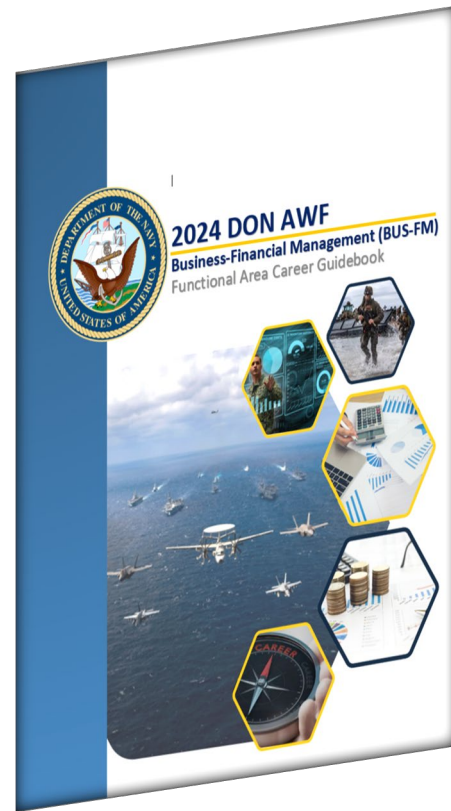
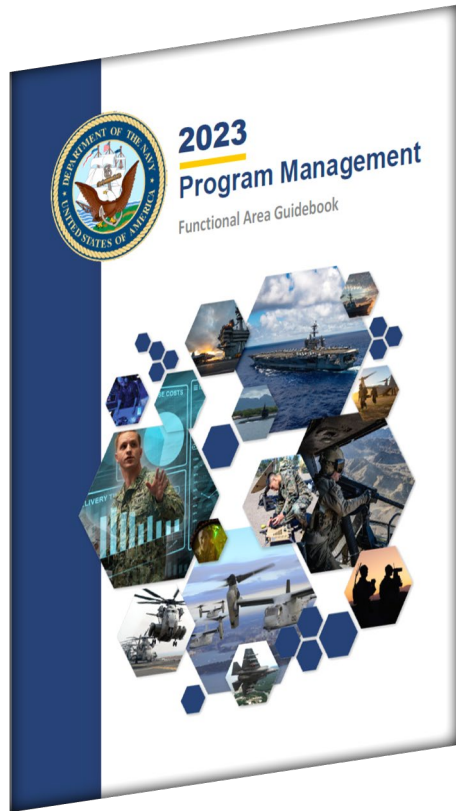
FOR MORE INFORMATION, PLEASE CONTACT YOUR LOCAL DAWIA POC



Continuous Elective Learning



Functional Area Career Guides



Helping Employees Navigate Career Paths in the New AWF Framework

Representative sample. Guides for BUS-CE, CON, ETM forthcoming



U.S. ARMY

USAASC
United States Army Acquisition Support Center

Army DACM Initiatives & Workforce Update

08 May 2024



Mr. Rob Richardson, Director, U.S. Army Acquisition Support Center
U.S. Army Director, Acquisition Career Management



Army DACM Initiatives and Workforce Updates



PURPOSE

Provide overview of the latest Army Acquisition Workforce initiatives.

AGENDA

- DACM Mission Overview
- Army Acquisition Workforce (AAW) Composition
- Beyond the Basics – Navigating Elective Learning
- New AAW Initiatives
- Q&A



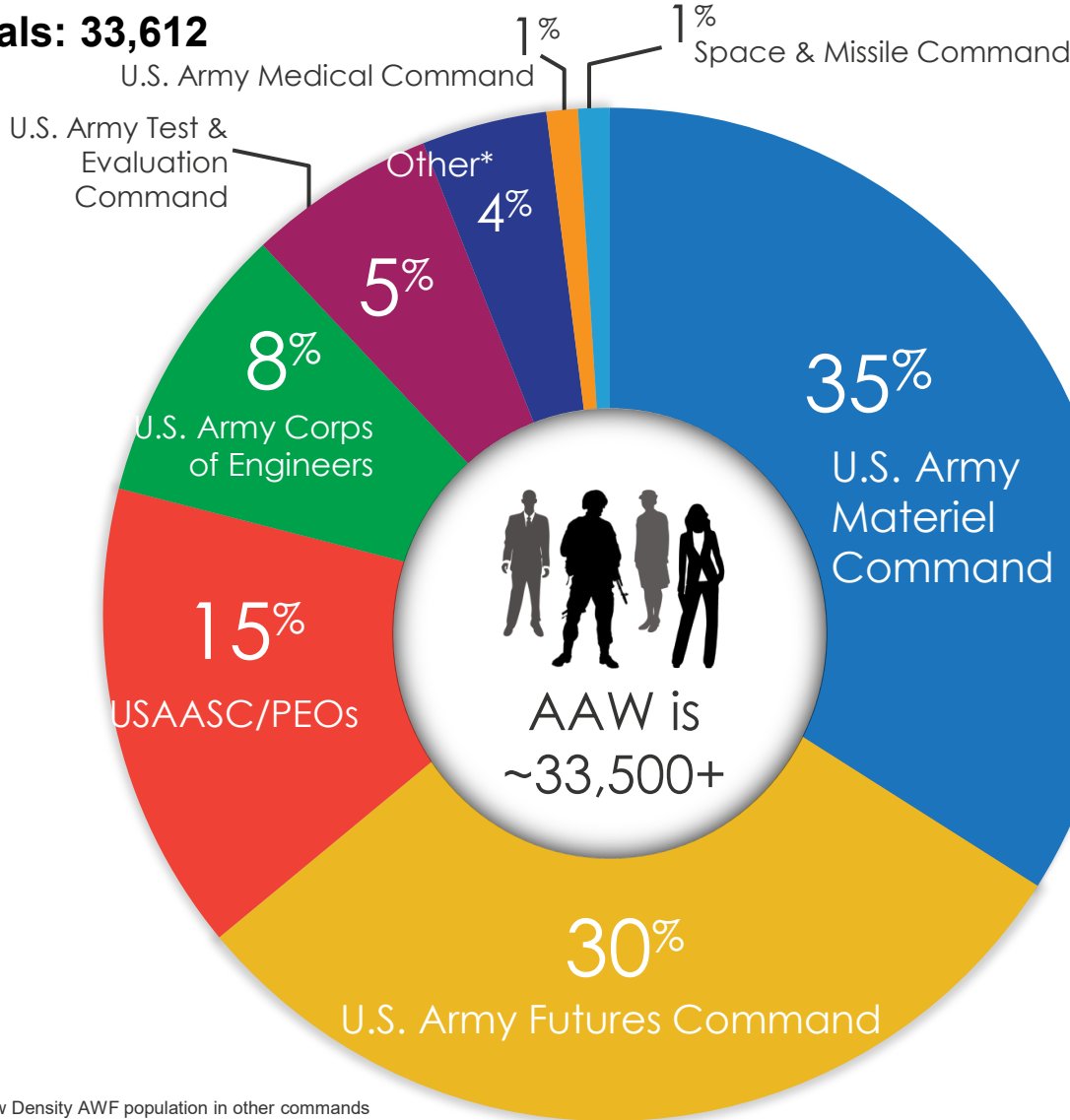


AAW Composition



U.S. ARMY

Total AAW Professionals: 33,612



95%
Civilian

31,937



5%
Military

1,196



479

Acquisition Functional Area	Total	%
Engineering & Technical Management	12,478	37.1%
Contracting	9,627	28.6%
Life Cycle Logistics	4,513	13.4%
Program Management	3,716	11.1%
Test & Evaluation	2,130	6.3%
Business – Financial Management	883	2.6%
Business – Cost Estimating	265	0.9%

AAW DEMOGRAPHICS:

Average Acquisition Experience: 14 years

Highly Educated: 90% Bachelor's or above (46% with Masters or above)

Average Age: 46 years

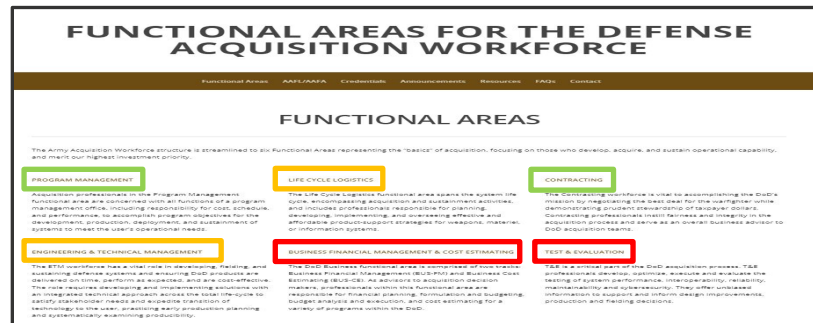
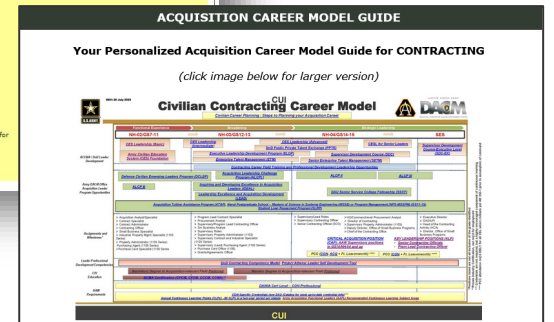
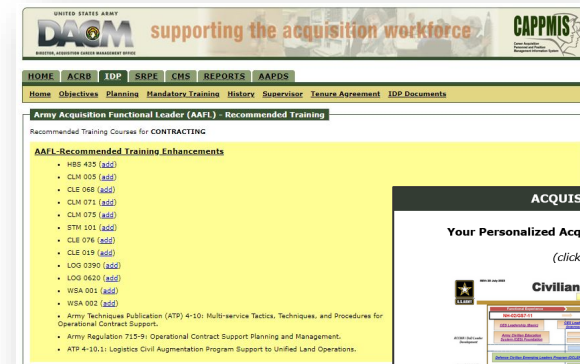
Retirement Eligible Now: 16% or 5,280 civilians

Gender: 69% Male; 31% Female

* Includes Low Density AWF population in other commands

Source: CAPPMS as of 17 April 2024

- Commands and leaders are encouraged to emphasize supervisor and employee IDP planning and elective learning
 - Challenge will be navigating elective learning; emphasis should be placed on supervisor and subordinate relationship, as “optional learning” is hard to plan
- Individual Development Plan (IDP) Enhancements
 - New section on the IDP with functionality for supervisor or employee to add, edit, or remove credentials
 - AAFL recommendations prepopulated in the employee's IDP
 - Houses Acquisition Functional Area Career Model
- Use of the Army Acquisition Functional Leaders (AAFL)
 - AAFL [Memos](#)
 - Functional Area Pages



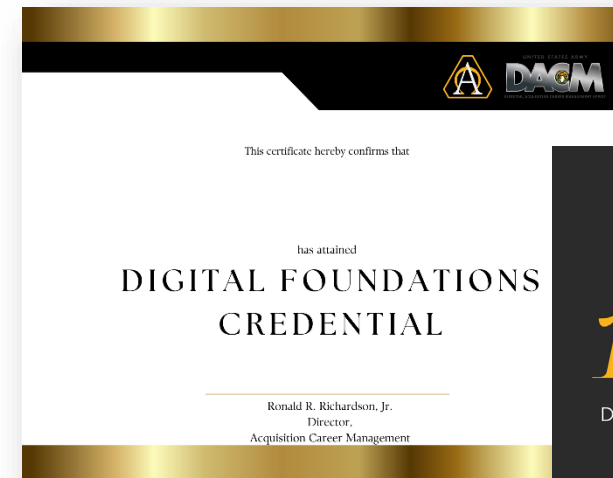


Army DACM Initiatives



- The **MOREin'24!** campaign communicates “What’s Next” for the digital learning pathway to the AAW. It promotes new digital upskilling efforts happening in CY 2024 and continues to educate new staff on required Udeemy foundational courses and offers our first-ever Army Digital Transformation credential

- Carnegie Mellon University’s Heinz College of Information Systems and Public Policy’s** Data Driven Leadership Course provides key leadership with a working knowledge of state-of-the-art data concepts and best practice examples



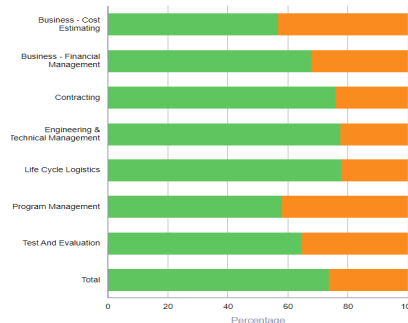
USAASC
United States Army Acquisition Support Center

15,000+
DIGITAL FOUNDATIONS
UDEMY COURSES

COMPLETE!

STILL NEED TRAINING?
SCAN THE QR CODE TO START
WORKING TOWARD YOUR
DT CREDENTIAL.

- Proactive Certification Compliance



CMD	ORG	UIC	UNIT ID	PERSON_NAME	GRADE	SERIES	CERTIFICATION REQUIREMENT	DEADLINE	REQ	REQUIRED CERT LVL	EDU	EXP	MON	COURSE	COURSE	COURSE	COURSE	COURSE
AE	E	W27PAA	HQ USAASC	HOWARD BUBBA T	NH-03	343	CON_ Professional	2/18/2027	CON	PROFESSIONAL	-	X	24	CON 1100V	CON 1200V	CON 1300V	CON 1400V	CON 3990V
AE	A	W27PAA	HQ USAASC	RUTH BEBE	NH-04	801	CON_ Professional	2/18/2027	CON	PROFESSIONAL	-	X	24	CON 1100V	CON 1200V	CON 1300V	CON 1400V	CON 3990V
AE	A	W27PAA	HQ USAASC	WHITE JACQOLIN	NH-04	801	CON_ Professional	2/18/2027	CON	PROFESSIONAL	-	X	24	CON 1100V	CON 1200V	CON 1300V	CON 1400V	CON 3990V
AE	E	W27PAA	HQ USAASC	ROGER DODGER	NH-04	1515	CON_ Professional	2/18/2027	CON	PROFESSIONAL	-	X	24	CON 1100V	CON 1200V	CON 1300V	CON 1400V	CON 3990V
AE	F	W27PAA	HQ USAASC	COLLAPSE MIGHT E	NH-04	301	CON_ Professional	2/18/2027	CON	PROFESSIONAL	-	X	34	CON 1100V	CON 1200V	CON 1300V	CON 1400V	CON 3990V
AE	-	W27PAA	HQ USAASC	HELLO Y E	MAJ	51A	CON_ Professional	2/19/2027	CON	PROFESSIONAL	-	N/A	31	CON 1100V	CON 1200V	CON 1300V	CON 1400V	CON 3990V

Department of the Air Force

Integrity - Service - Excellence

Acquisition Workforce & Initiatives Update



Mr. Ruben “Cuban” Rios
Department of the Air Force DACM
May 2024



Acquisition Career Mgmt. Directorate (SAF/AQH) Home of the DAF DACM

Mission - Enable a world-class Acquisition workforce

Ensure a professional acquisition workforce with the right competencies to successfully execute Department of the Air Force acquisition programs



HON Andrew P. Hunter
Assistant Secretary of the Air Force
(Acquisition, Technology & Logistics)
SAF/AQ

Senior Acquisition Executives



HON Frank Calvelli
Assistant Secretary for Space Acquisition & Integration
SAF/SQ



DAF DACM supports both SAEs



40K+ (8586 mil, 32K+ civ)

~4K (1732 mil, 2K+civ)

- Ensures DAF's compliance with law and policy
- Establishes acq professional development
- Implements career field policies

Taking Care of Our People (Skills/Tools, Development... "Continue to Build The Bench")

Integrity - Service - Excellence



Our People....

PERSONNEL BY THE NUMBERS

DAF ACQUISITION WORKFORCE
44,543

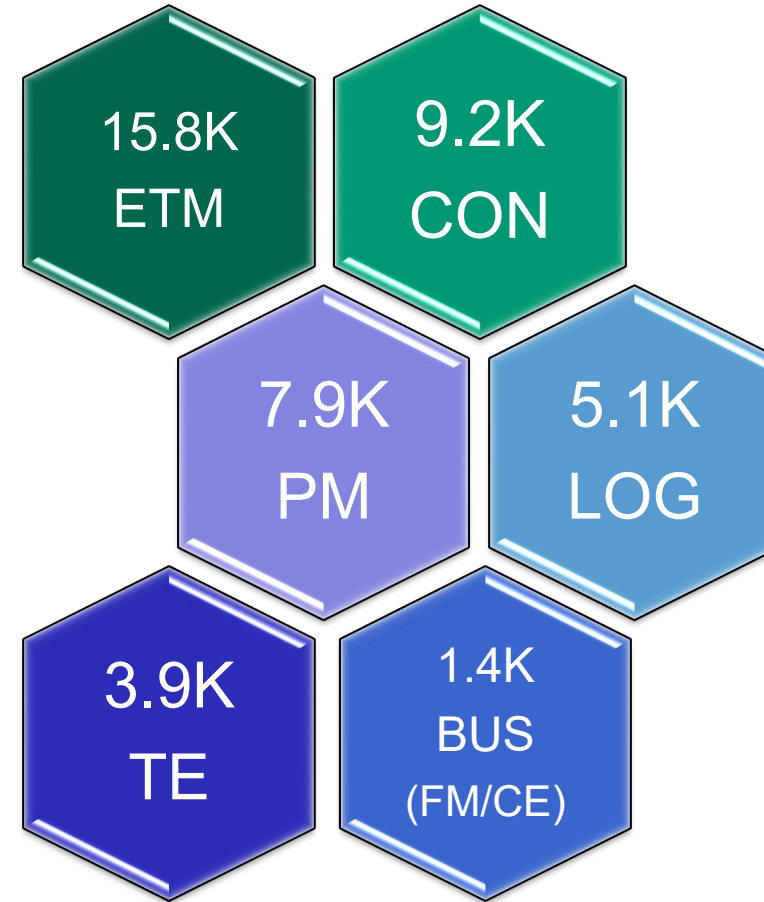
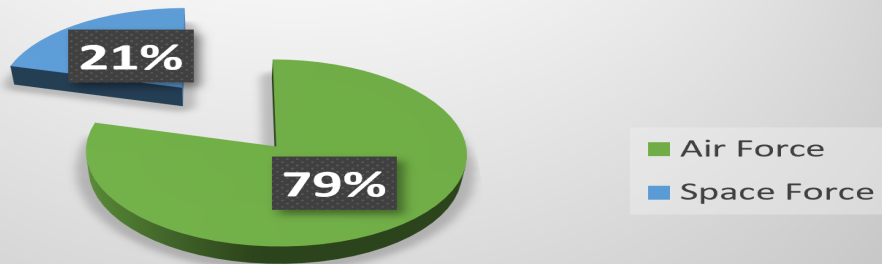


79%
35,171

21%
9,372



Departmental Acquisition Workforce Breakdown

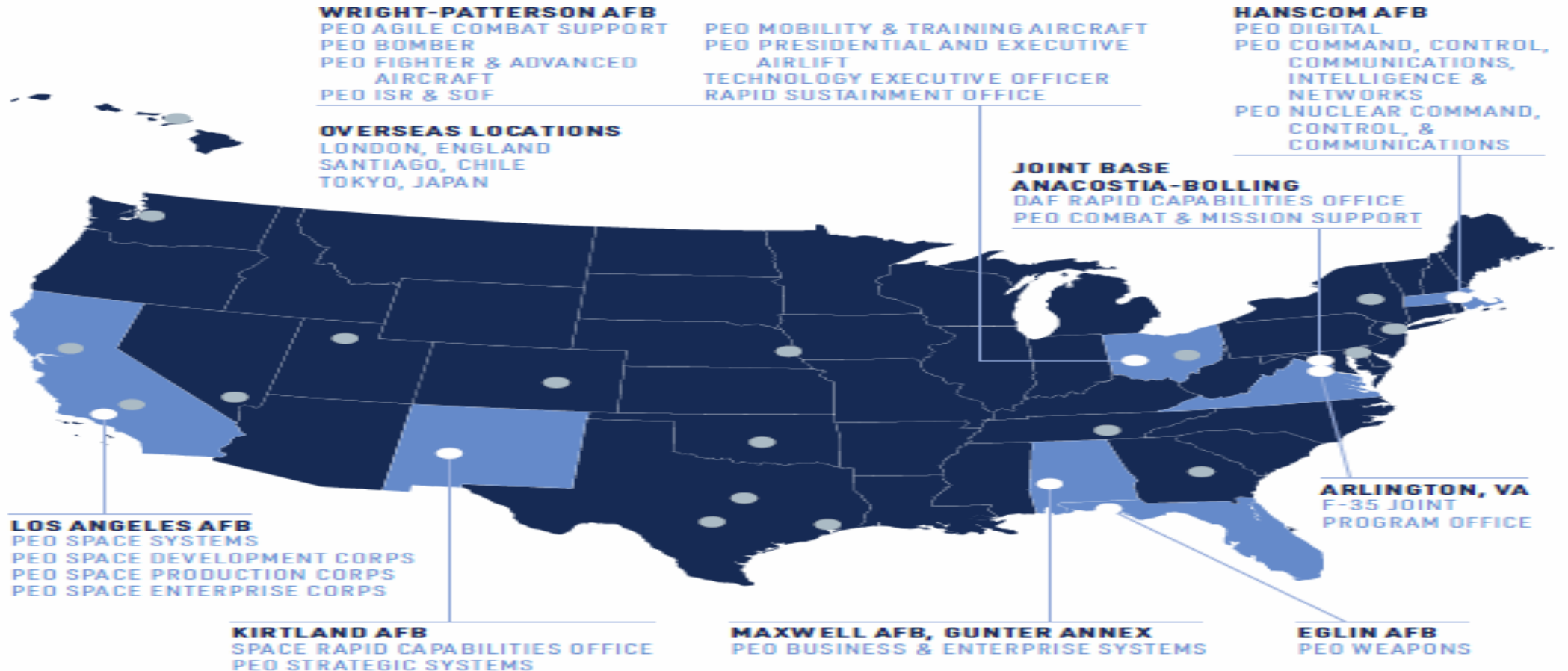




Their Places...

WHERE WE ARE

PROGRAM EXECUTIVE OFFICER LOCATIONS ■
OTHER PROGRAM / ACQUISITION LOCATIONS ■



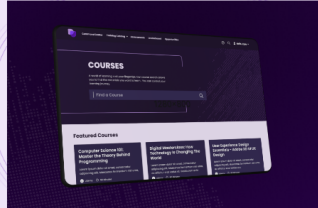


Key Acquisition Workforce Development Initiatives

- Enhance **LIFELONG LEARNING** with multiple resources
 - Leverage Air Force Institute of Technology Training
 - Pursue a Digital Workforce Campaign
 - Department of the Air Force “Digital University”
 - Department of the Air Force “AI Accelerator”
 - Digital Transformation Office
- Maintaining strong educational programs
 - Acquisition Tuition Assistance
 - Strong STEM programs for civilians and military
- Support Experiential Workforce Development
 - Cross Flow between Acquisition Functions
 - Operational exchanges for Military Officers
 - Education with Industry

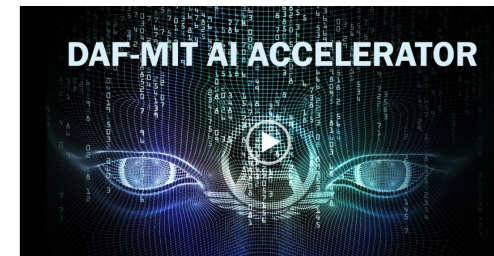
What is Digital University?

Digital University, a joint venture started between the US Air Force and Space Force and available to members of the DoD, provides anytime access to Silicon Valley accredited technology training & fosters a community of learners for tomorrow's warfighter.



Access to Industry Leading Training

Through Digital University, you have access to courses from some of the best educational vendors in the world. Search and find the perfect course right through our Student Portal





Education With Industry (EWI)

■ DAF Wide Program

- 9 month
- 80 students, 41 companies, 23 career fields
- 50 officers, 14 enlisted, 17 civ

■ Program Goals

- Gain understanding not available anywhere else
- Exposure to Best Practices
- Business Acumen & Empathy



Open to both Military and Civilians



DAU

PANEL Q&A



DAU

QUESTION 1

How can we better prepare supervisors to help their employees navigate lifelong learning choices? What is the next step to support the development and execution of relevant and accountable IDPs?



DAU

QUESTION 2

As an Acquisition Workforce learner, I want to know who is responsible for helping me manage the training I need in my career field or knowledge area. Where should I direct my career management questions?



DAU

QUESTION 3

The 2022 National Defense Strategy acknowledges that people are our most critical asset. Given the tight labor market and continued understaffing of essential positions, how can we create time and space for learning and talent development?



DAU

QUESTION 4

The COVID-19 pandemic changed many approaches to professional training and learning—moving to almost fully virtual delivery. Going forward, how does the Department plan to balance in-person and virtual delivery options?



DAU

AUDIENCE Q&A



U.S. ARMY



UNITED STATES ARMY
DACM
DIRECTOR, ACQUISITION CAREER MANAGEMENT OFFICE

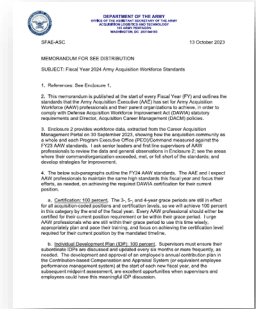
Back-ups



AAW Policies and Certification Requirements



DACM Memorandum: Published at the start of every fiscal year, this document outlines the standards that the Army DACM sets annually for AAW professionals and their parent organizations to achieve, in order to comply with DAWIA statutory requirements and DACM policies:



Army Acquisition Workforce Standards Memo, 13 OCT 2023

• DAWIA Certification and Within Grace Period Percentage

- AAW, at a minimum, must be certified or within the grace period at **98% (3/5/4 construct)**
- AAW members occupying Critical Acquisition Positions (CAPs; non-KLP) at **100%**
- AAW members occupying Key Leadership Positions (KLPs) at **100%**

• Individual Development Plan (IDP) Standard

- Current and updated at least every six months by the individual and their supervisor



• Continuous Learning Point (CLP) Standard

- Attainment of at least **80 CLPs by the end of the two-year cycle**
- Current cycle: 1 OCT 2022 – 30 SEPT 2024

• Senior Rater Potential Evaluation

- 100% of all workforce professionals in grade of GS-12 through GS-15 receive a SRPE before the annual deadline

• Annual Ethics Training

- Fiscal Year Requirement – Must be annotated on IDP to track compliance

Recommended CLP Glidepath

80 CLPs required in 24-month period. Current period is between 01 OCT 22 to 30 SEP 24. CLP Quarterly Objectives are:

FY2023	FY2024
Q1 – 10 Points	Q1 – 50 Points
Q2 – 20 Points	Q2 – 60 Points
Q3 – 30 Points	Q3 – 70 Points
Q4 – 40 Points	Q4 – 80 Points

AAW Standards Memo can be found in the DACM policy Library:
<https://asc.army.mil/web/wp-content/uploads/2023/10/FY24-Army-Acquisition-Workforce-Standards.pdf>

