



U.S. ARMY

Transformation and Readiness of the Army Acquisition Workforce

6 May 2026

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U.S. Army Director, Acquisition Career Management**

USAASC

United States Army Acquisition Support Center



U.S. ARMY

USAAASC

United States Army Acquisition Support Center

Purpose and Agenda

Purpose: Provide an overview on how the Army Acquisition Workforce (AAW) is transforming and creating a new system that accepts risk and streamlines capability and delivery, prioritizes readiness, recognizes successes, and develops professionals and leaders with the right talent and skills to operate effectively in a complex and rapidly changing environment.

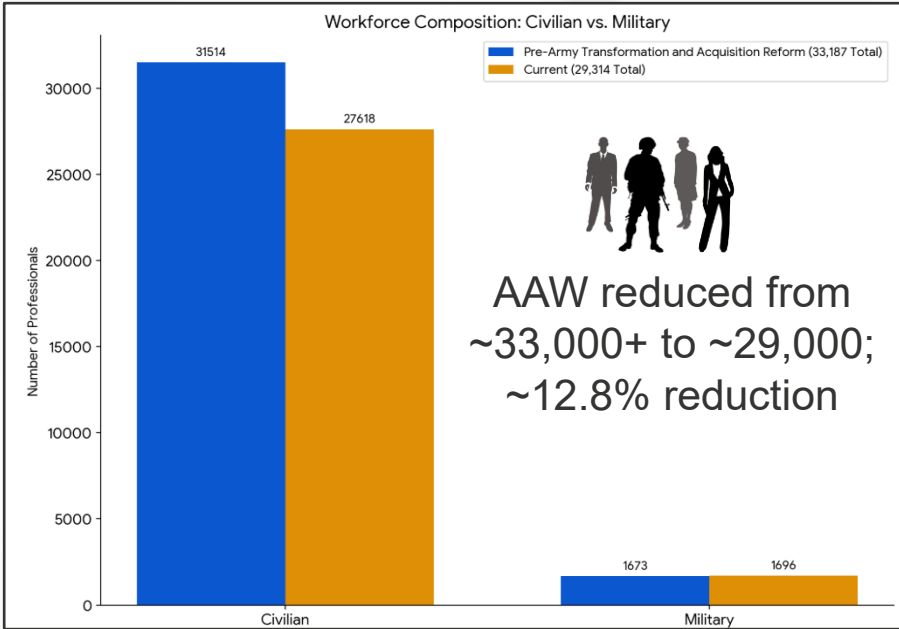
Agenda:

- Welcome and Opening Remarks
- Composition (Current vs. Pre-Army Transformation and Acquisition Reform)
- Elevating and Empowering the AAW
- Transforming to Enable Greater Coordination and Efficiencies



AAW Composition (Current vs. Pre- Army Transformation and Acquisition Reform)

CUI

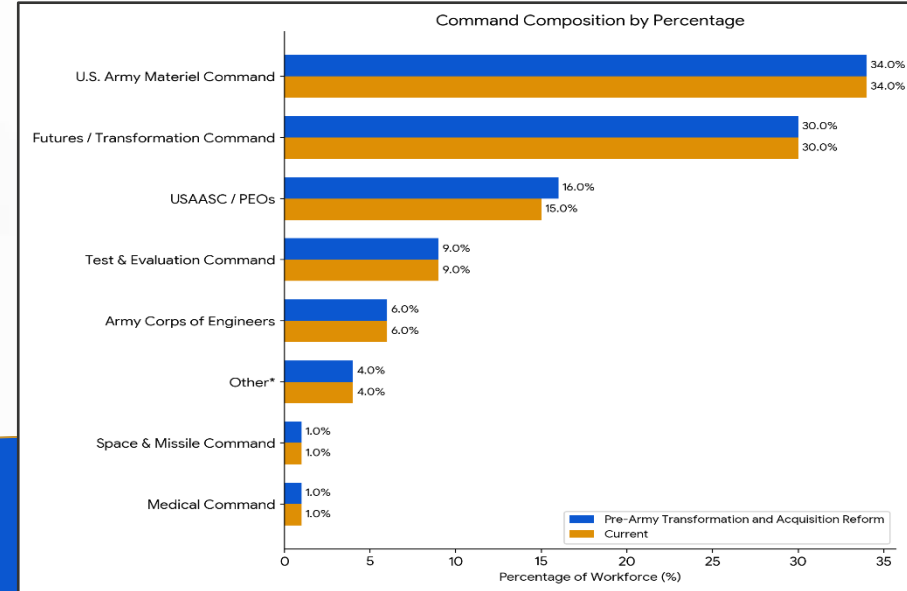


Source: CAPPMS as of 17 APR 2025 vs. 15 April 2026

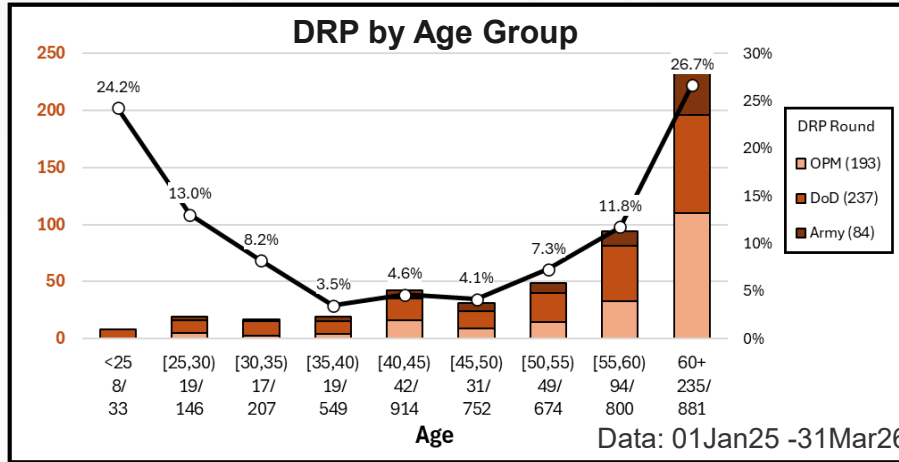
AAW reduced from ~33,000+ to ~29,000; ~12.8% reduction

Experience Lost from DRP: 43,478 Years

Transformation and Acquisition Reform affected Commands and Functional Areas proportionally



Source: CAPPMS as of 17 APR 2025 vs. 15 April 2026

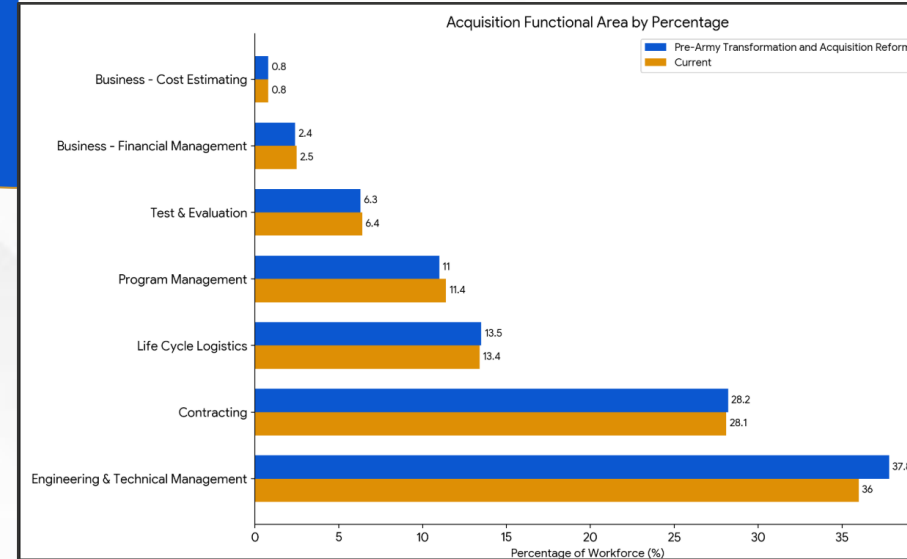


Data: 01Jan25 -31Mar26

Analyzing unexpected, elevated attrition in younger age population.



CUI



ACQUISITION TRANSFORMATIVE INITIATIVE

Rebuilding the Arsenal of Freedom



THE VISION

Imagine a system built not for caution but for speed

Empower PMs

Treat program managers like mission commanders. Give them the team, budget, and autonomy. Trust them to make rapid decisions and solve the problem.

Digital First

Build on a digital-first framework using digital engineering and open architectures. Shift from 10-year modernization cycle to 10-day software sprint. Every new program is born digital.

Defining Problems

Fundamental shift from writing requirements to defining problems. Challenge our nation's brightest minds—from labs to industry—to solve them. Solve the Warrior's most challenging problems through innovation.

Industry Partnerships

Tear down barriers and use rapid contracting. Attract non-traditional tech firms to solve challenges. Prioritize the best ideas and fastest work, not just the lowest bid.



FUEL THE ARSENAL OF FREEDOM: REBUILD THE DEFENSE INDUSTRIAL BASE



ELEVATE AND EMPOWER THE ACQUISITION WORKFORCE TO RAPIDLY DELIVER CAPABILITY



MAXIMIZE ACQUISITION FLEXIBILITY THROUGH REDUCED REGULATIONS AND PROCESSES



DEVELOP HIGH PERFORMANCE SYSTEMS THROUGH RIGOROUS ENTERPRISE TECHNICAL EXECUTION EXCELLENCE



IMPROVE EFFECTIVE LIFECYCLE RISK MANAGEMENT

ACQUISITION TRANSFORMATION STRATEGY

THE DACM OFFICE AND ASA(ALT) ARE WORKING TO INCORPORATE THE ATI FOCUSING ON PEOPLE: INVESTING IN HUMAN CAPITAL AND CREATE THE BEST ENVIRONMENT TO ENABLE LETHALITY AND COHESIVE TEAMS.



LOE 4: PEOPLE

"INVESTING IN HUMAN CAPITAL AND CREATE THE BEST ENVIRONMENT TO ENABLE LETHALITY AND COHESIVE TEAMS"



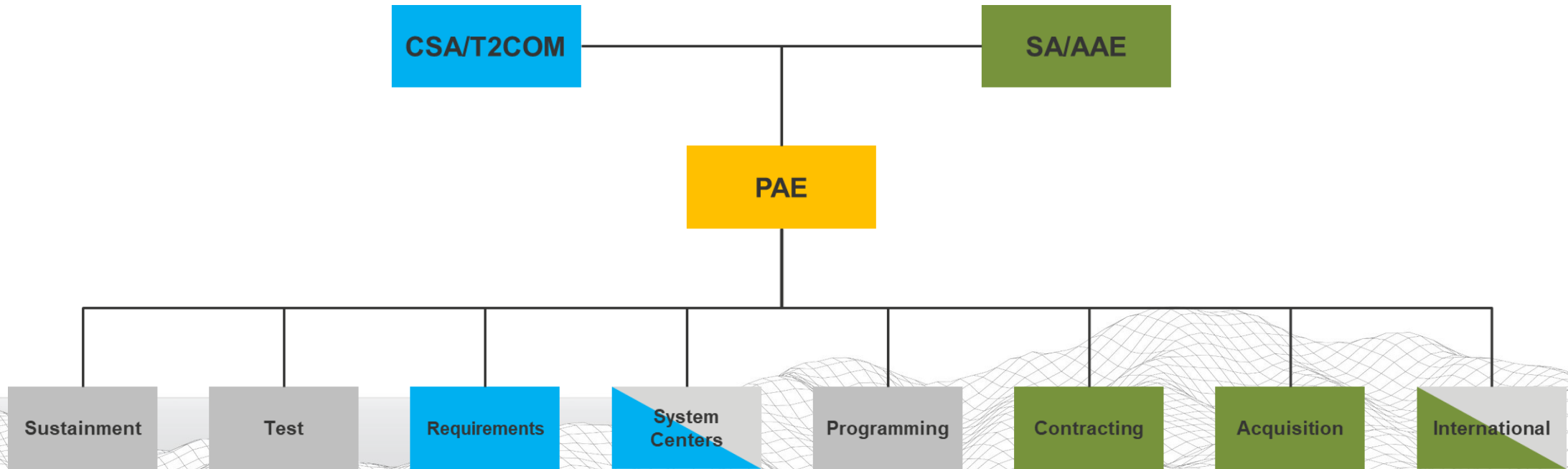
LOE	DASA(PPR)		
LOE End State	Prioritizes people by cultivating an empowered and highly skilled workforce that is the foundation of enduring success.		
Objectives	4.1: Build a highly skilled workforce capable of solving complex operational problems	4.2: Develop a workforce that assumes mission focused risk taking to rapidly deliver capabilities to the Warfighter at pace.	4.3 Elevate and empower a workforce that is aligned with policy and operational priorities.
	DASA(PPR)	USAASC	USAASC
SUB OBJ 1	OPR: USAASC Analyze and assess current OSW(A&S) Acquisition Functional Area competencies and identify required changes based on Army Transformation Strategy and Acquisition Reform	OPR: USAASC Reform US Army Acquisition School Training Development that is operational driven, warrior centric, rapidly adaptable and environmentally predictive to emerging acquisition workforce needs.	OPR: USAASC Assess and adjust program management slating and assignment processes to enable longer tenures for CPEs, PMs and other critical leadership and functional position while mitigating impacts on career paths; assess how those are assigned to leadership positions
SUB OBJ 2	OPR: DASA(PPR) Develop and implement a comprehensive restructuring plan for CPEs, optimizing workforce alignment (faces) and resource allocation (spaces) to support the Transformation Strategy objectives (PAE/CPE) [DCR LOE3]	OPR: USAASC Expand acquisition education with industry: prioritize education and rotation programs that provide acquisition professionals direct exposure to commercial industry practices, manufacturing and operational expertise, and real-world problem solving	OPR: USAASC Empower and incentivize the AAW to take calculated risks by providing performance incentives that result in successful outcomes. Identify opportunities to fund monetary incentive awards for appropriate risk taking, driving change in program offices, and leading change with speed and innovative ideas
SUB OBJ 3	OPR: DASA(PPR) Ensure proper financial resource plan (DAWDA and OMA) aligned to new Transformation Strategy that provides adequate resources to develop the ASAALT DRU and broader AAW	OPR: USAASC Implement targeted leadership training and education designed to challenge entrenched risk-averse behaviors; equip leaders to embrace mission-focused risk-taking	OPR: USAASC Develop employee performance key performance indicators (KPIs) for acquisition workforce occupations and roles to help identify areas for improvement and recognize successes

OUSW (A&S) Dependencies

REFORM US ARMY ACQUISITION SCHOOL TRAINING DEVELOPMENT: PILOT

Time	<u>Monday</u> Cyber Security & AI	<u>Tuesday</u> Industry Perspectives	<u>Wednesday</u> Requirements	<u>Thursday</u> Risk ID & Management	<u>Friday</u> International Acquisition
08:00 - 09:30	Understanding the Acquisition Transformation Initiative (08:00-09:00)	Industry Perspectives BG (R) Mr. Brian Cummings	Requirements COL (R) Mrs. Maria Schneider	Risk Identification & Management SES (R) Mr. Brendan Burke	International Acquisition COL (R) Mr. Jonathan Patrick
09:45 - 11:30	Pathway for Innovation and Technology (PIT) (09:15-10:15) Vantage - ASAALT Live (10:15-11:30)	Understanding and Leveraging the Organic Industrial Base	Other Transaction Authorities (OTA) (09:45-10:30) Commercial Solutions Opening (CSOs) (10:45-11:30)	Understanding Risk Considerations	G8 Insights (09:30-12:30) CPE Logistics International Acquisition SME (09:45-11:30)
11:30 - 12:30	Lunch	Lunch	Lunch	Lunch	Lunch
12:30 - 14:00	Vantage - ASAALT Live Practical Application Exercise	Industry Perspectives COL (R) Mr. Eugene Poindexter	Commercial Off the Shelf (COTS) Opportunities (12:30-13:30) Managing Accelerated Requirements (13:30-15:00)	Risk and FAR Reform	DASA-P Insights to International Acquisition / ACC FMS
14:15 - 15:00	Leveraging AI Tools for Effective Acquisition	Accountable Program Leadership Terms- Talent Management and Acquisition reform	Managing Accelerated Requirements (cont.)	Risk Solutions through Open System Architecture Panel	End of Course Survey / Course Graduation
15:15 - 16:30	Cross Functional Teams Urgent Capability Case Study Vignette	Cross Functional Teams Urgent Capability Case Study Vignette	Cross Functional Teams Urgent Capability Case Study Vignette	Cross Functional Teams Urgent Capability Case Study Vignette	Commence US Army Contract Writing Laboratory (15:00)
16:30 - 17:30	Directed Study- DACM Production SCP Video	Directed Study- DACM Production SCP Video	Directed Study- DACM Production SCP Video	Directed Study- DACM Production SCP Video	

PORTFOLIO ACQUISITION EXECUTIVES



New PAE role is accountable of end-to-end processes across enablers, accelerating decision process and enabling greater cross-functional coordination

Structure Changes: The shift from 12 PEOs to 6 PAEs (13-14 CPEs) aims to speed up acquisition timelines by 30-50%.

Potential Leadership Reduction: Centralized Selection List (CSL) billets are being re-looked

Personnel Impact: An estimated 12-13% reduction in manpower for acquisition personnel, with potential cuts focused on Program Manager (PM) and Research & Development (R&D) positions.

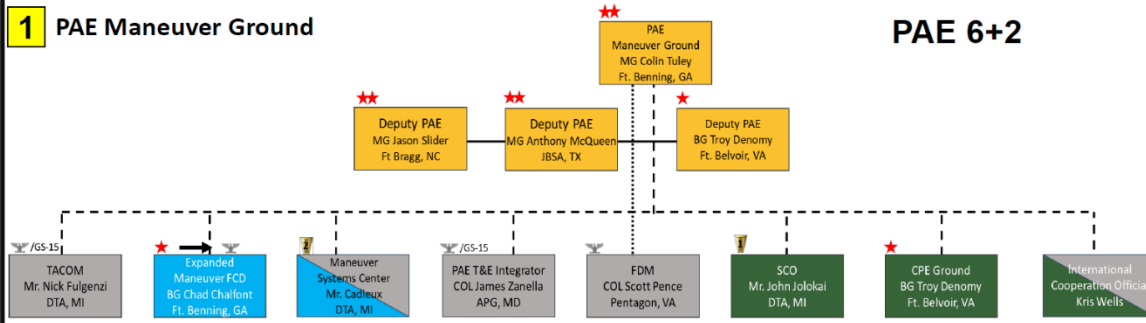
Strategic Goal: The initiative, driven by Department of War Secretary Pete Hegseth and Army Secretary Dan Driscoll, aims to eliminate redundant headquarters and streamline (according to [Congress.gov](https://www.congress.gov) | Library of Congress)

Timeline: The transformation is being implemented throughout late 2025 and 2026.

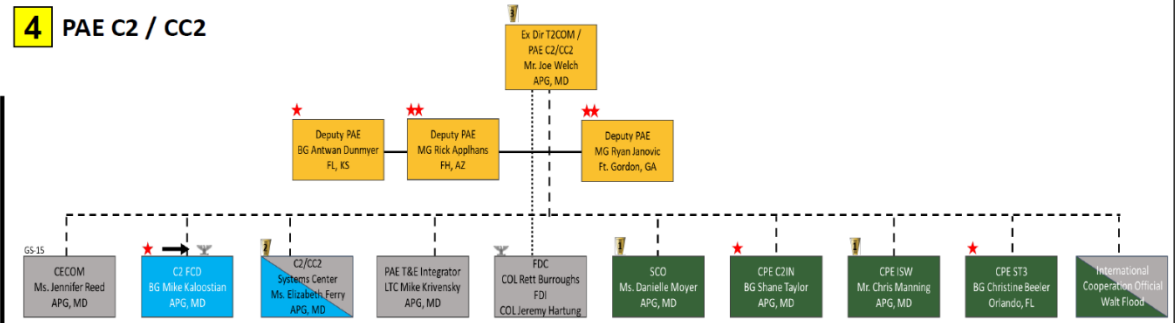


USAAASC Army Acquisition Reform

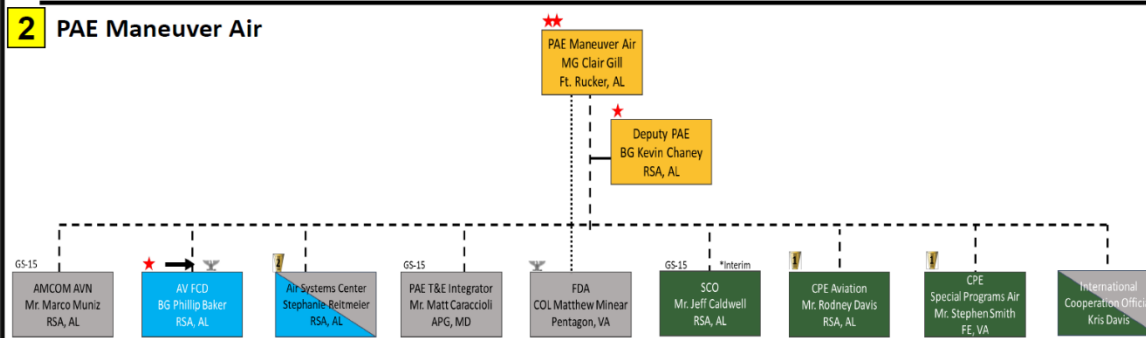
1 PAE Maneuver Ground



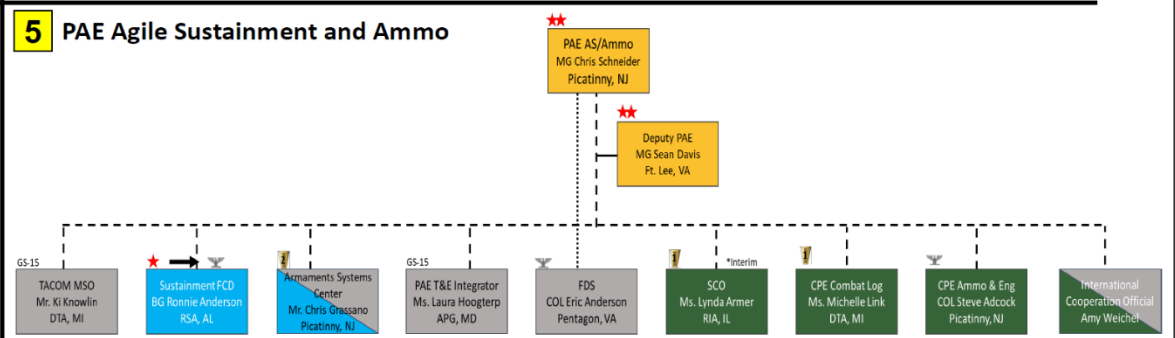
4 PAE C2 / CC2



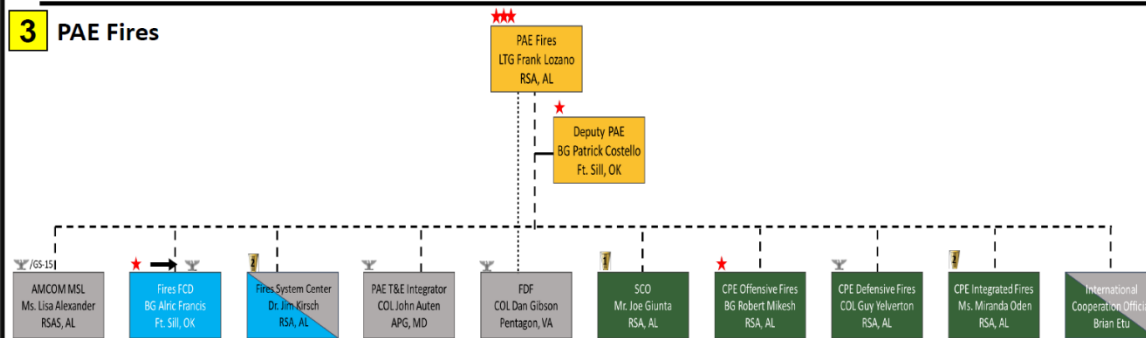
2 PAE Maneuver Air



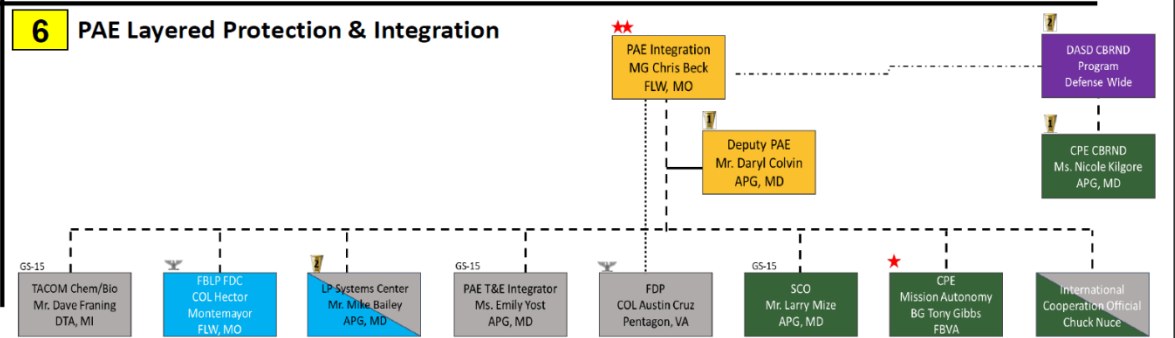
5 PAE Agile Sustainment and Ammo



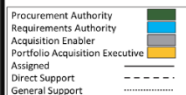
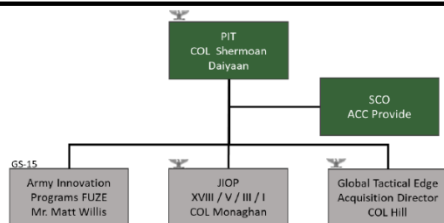
3 PAE Fires



6 PAE Layered Protection & Integration



7 The PIT



as of 10APR2026

8 CPE Enterprise Software and Services





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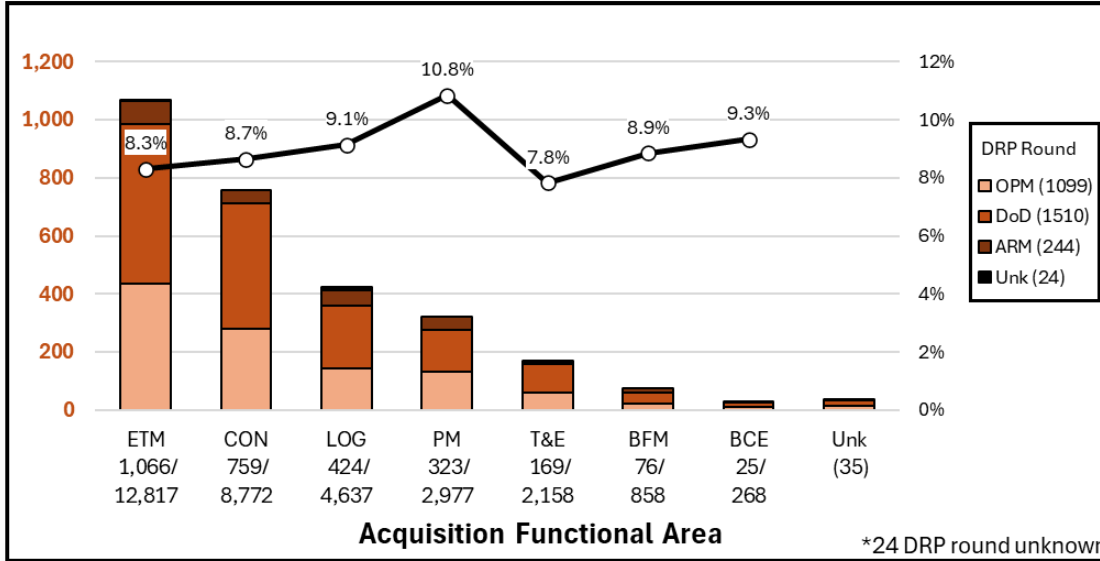
Backup Slides



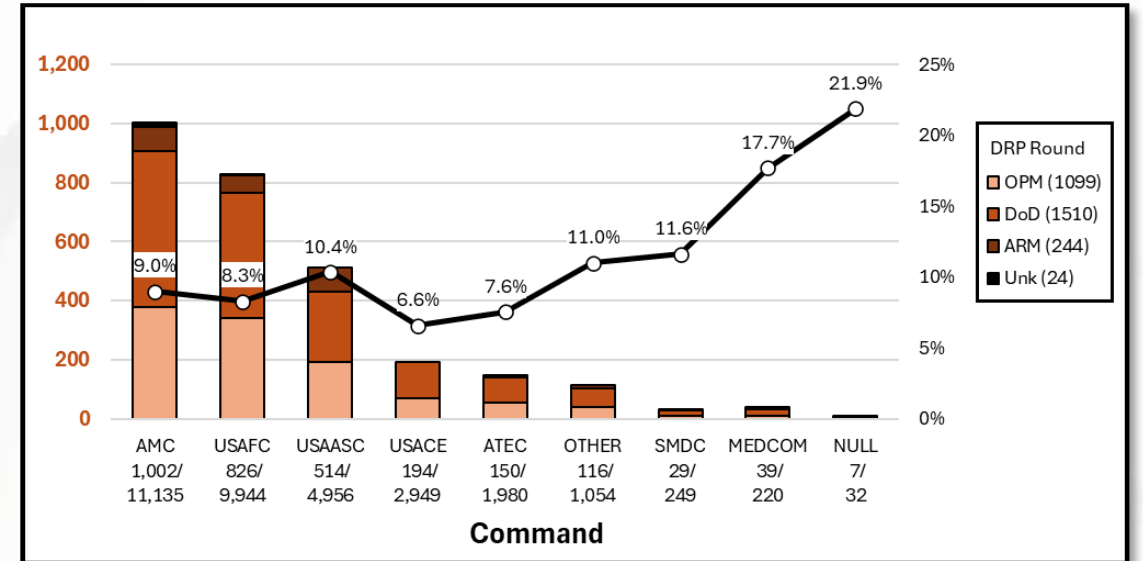
DRP Results: AAW* Civilians Only

By Functional Area

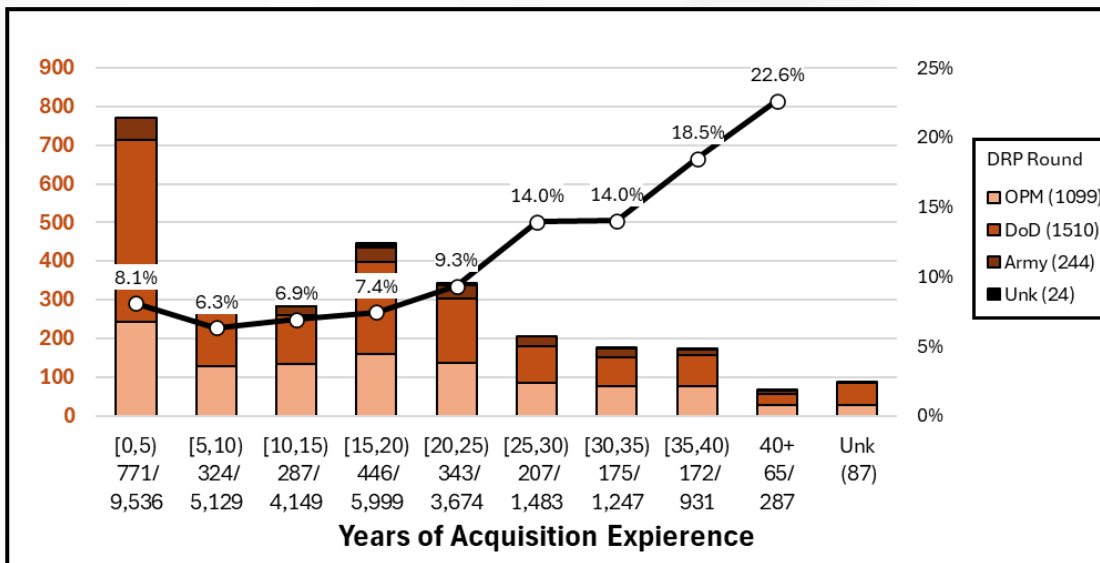
Total AAW Eligible: 32,519
Total DRP Takes: 2,877
Percentage: 8.8%



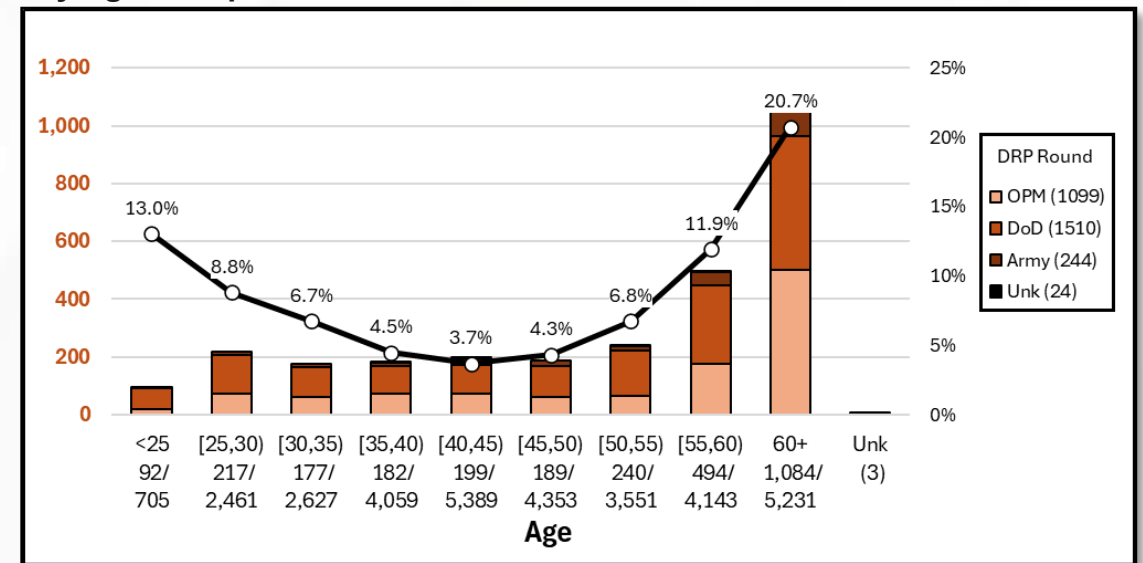
By Command



By Years of Acquisition Experience

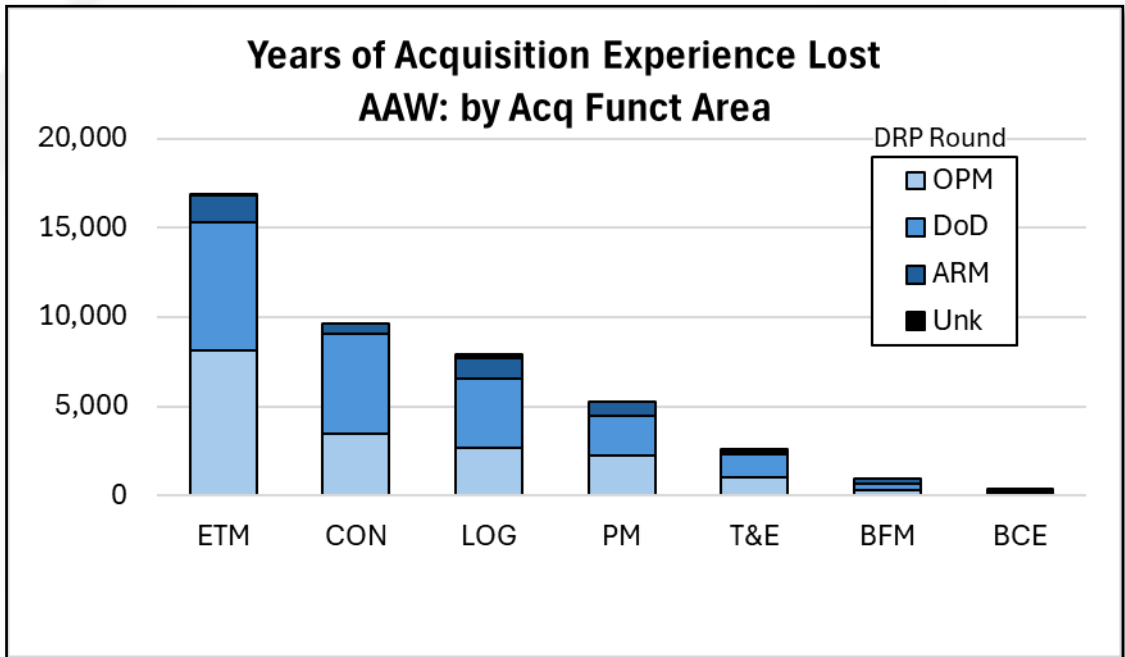
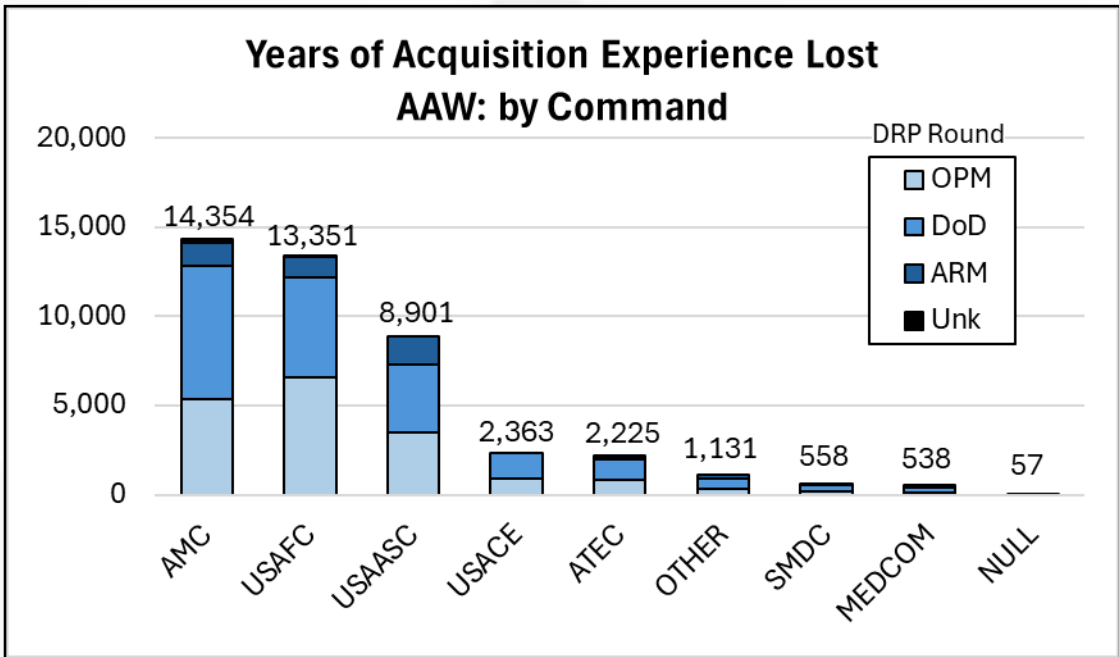


By Age Group





Deferred Resignation Program (DRP): AAW Civilians Only



DRP total Experience Lost: 43,478 Years

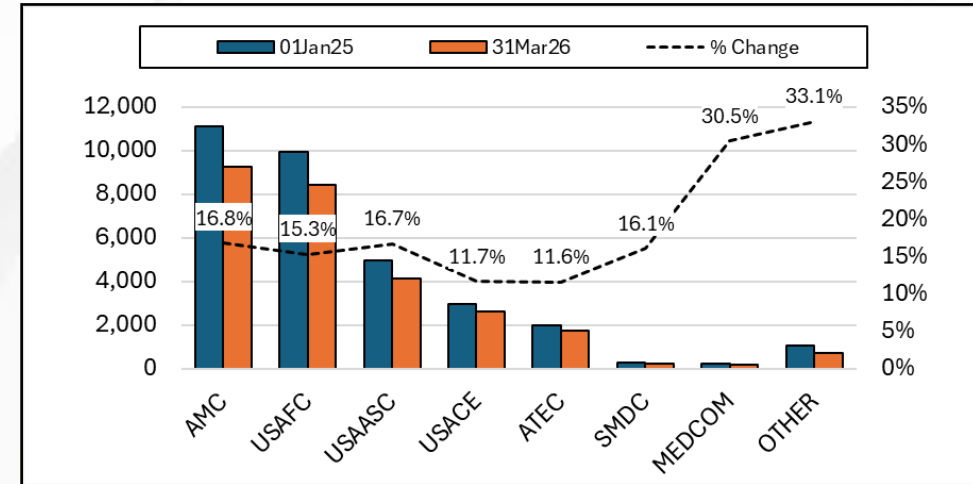


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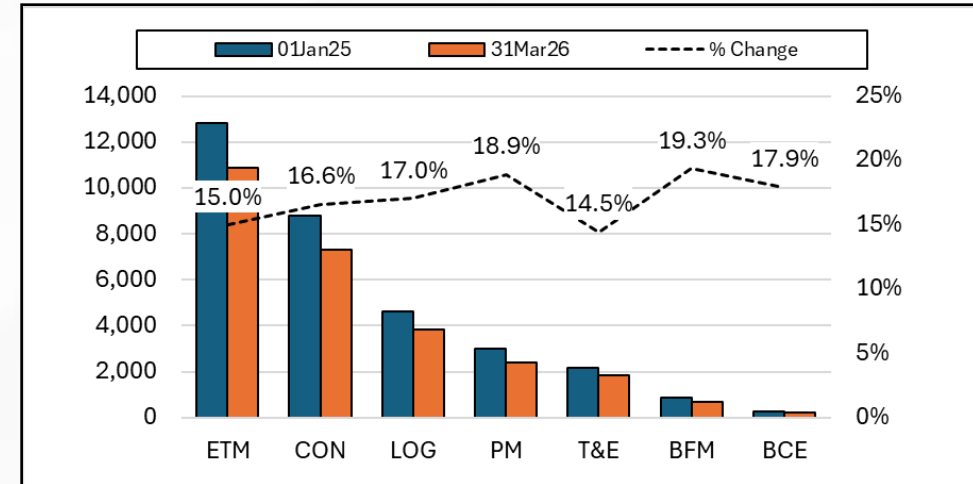
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Total Losses 01Jan25 – 31Mar26: AAW Civilians Only

CMD	01Jan25	31Mar26	Change	% Change
AMC	11,135	9,263	-1,872	16.8%
USAFC	9,944	8,424	-1,520	15.3%
USAASC	4,956	4,126	-830	16.7%
USACE	2,949	2,605	-344	11.7%
ATEC	1,980	1,750	-230	11.6%
SMDC	249	209	-40	16.1%
MEDCOM	220	153	-67	30.5%
OTHER	1,054	705	-349	33.1%
NULL	32	0	-32	100.0%
Total	32,519	27,235	-5,284	16.2%



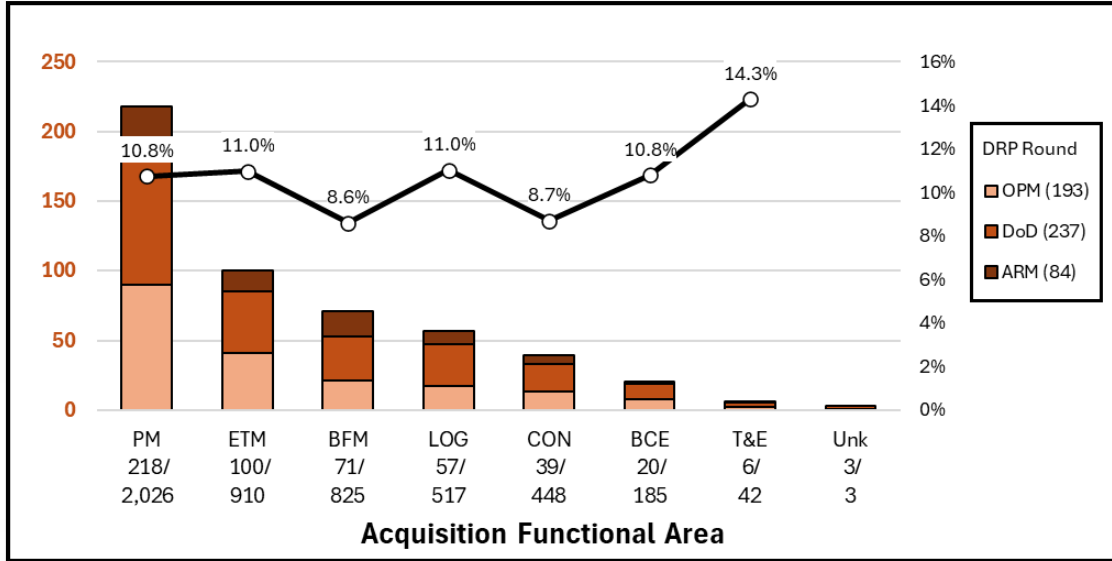
AFA	01Jan25	31Mar26	Change	% Change
ETM	12,817	10,898	-1,919	15.0%
CON	8,772	7,318	-1,454	16.6%
LOG	4,637	3,847	-790	17.0%
PM	2,977	2,414	-563	18.9%
T&E	2,158	1,846	-312	14.5%
BFM	858	692	-166	19.3%
BCE	268	220	-48	17.9%
Total	32,519	27,235	-5,284	16.2%



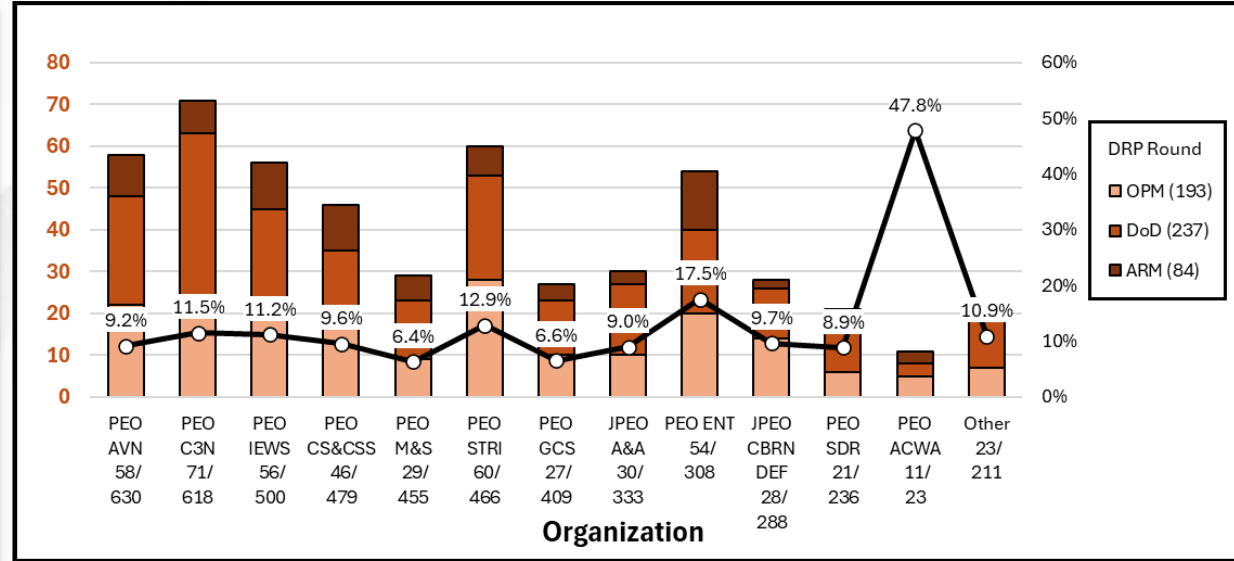


Total AAW Eligible: 4956
Total DRP Takes: 514
Percentage: 10.4%

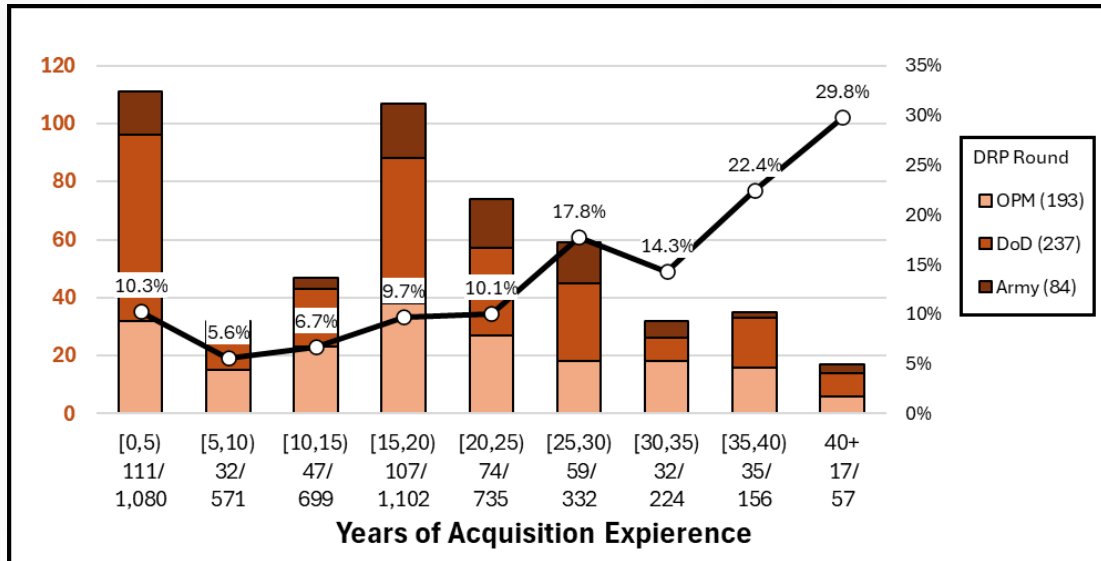
U.S. ARMY By Functional Area



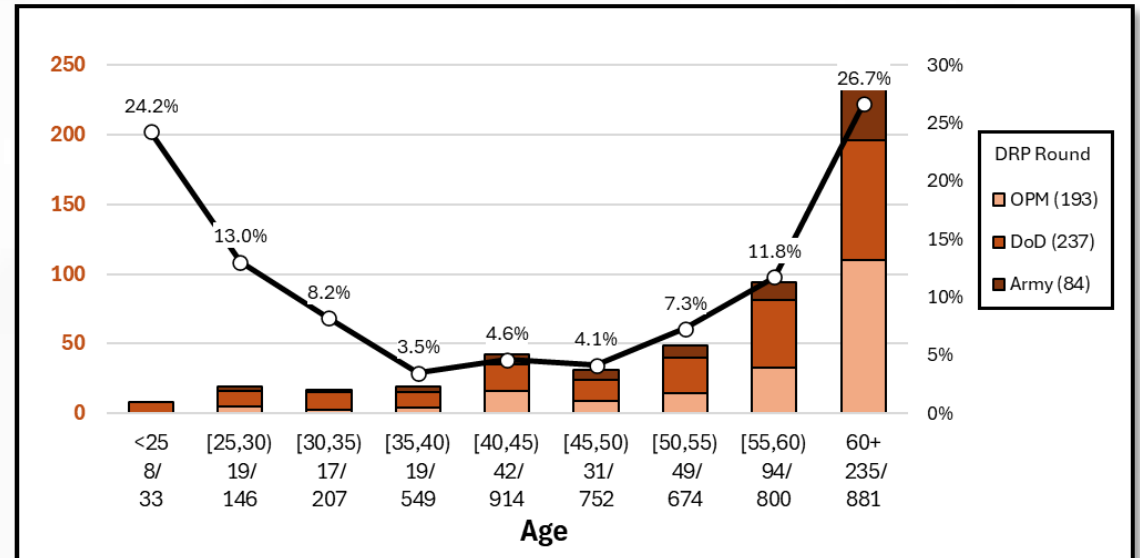
By Organization



By Years of Acquisition Experience



By Age Group



*Calculated from 01Jan25 to 31Mar26

Source: HRC and CAPPMS, April 2026



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AAW Composition (Current vs. Pre-ATI)

Current AAW Professionals: 28,923



94%

Civilian

27,235



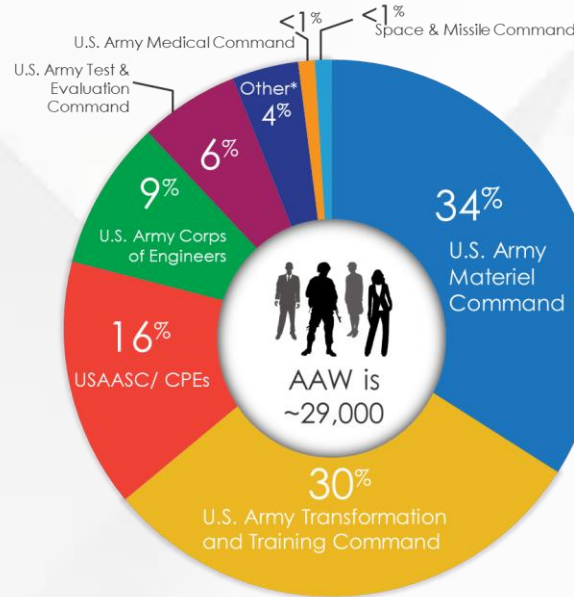
1,238

6%

Military



450



Acquisition Functional Area	Total	%
Engineering & Technical Management	10,898	37.7%
Contracting	8,151	28.2%
Life Cycle Logistics	3,847	13.3%
Program Management	3,268	11.3%
Test & Evaluation	1,847	6.4%
Business – Financial Management	629	2.4%
Business – Cost Estimating	220	0.8%

Source: CAPPMS as 15 April 2026

Pre- Army Transformation and Acquisition Reform

AAW Professionals:

33,187



95%

Civilian

31,514



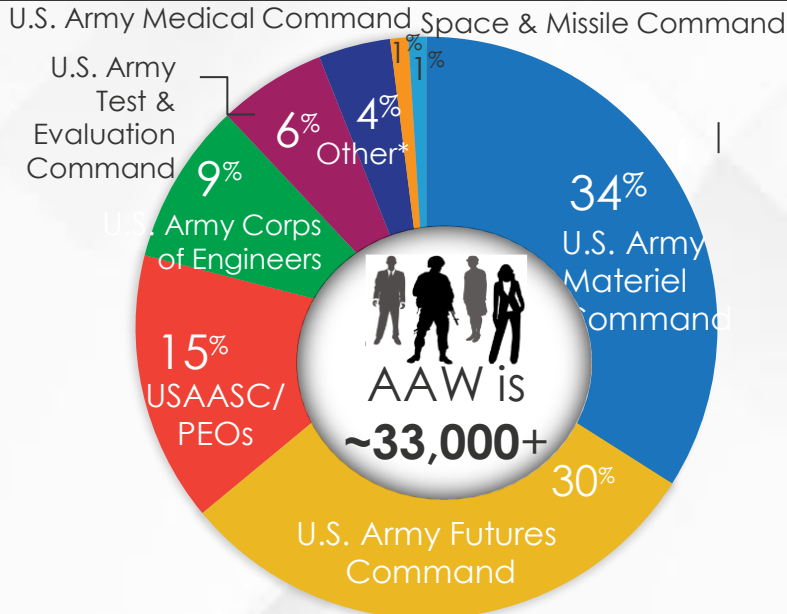
1,147

5%

Military



526



Acquisition Functional Area	Total	%
Engineering & Technical Management	12,530	37.8%
Contracting	9,371	28.2%
Life Cycle Logistics	4,473	13.5%
Program Management	3,658	11.0%
Test & Evaluation	2,100	6.3%
Business – Financial Management	798	2.4%
Business – Cost Estimating	250	0.8%

Source: CAPPMS as of 17 APR 2025